A REVIEW OF AUTOMATED TRAFFIC ENFORCEMENT USE IN MEDICINE HAT

Medicine Hat Police Service



Submitted to: Medicine Hat Police Commission

September 17, 2015

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Executive Summary

On April 16, 2015, the Medicine Hat Police Commission requested that the Medicine Hat Police Service provide the Police Commission with a comprehensive review of the use of Automated Traffic Enforcement by the Service.

The Medicine Hat Police Service Specialized Traffic Enforcement Unit is known by various names, including the Automated Traffic Enforcement (ATE) program and more commonly, Photo Radar. Photo Radar has been used to enhance road safety in the City of Medicine Hat since it was operationally introduced by Police Chief Don Kyllo in August 1997. According to Police Commission Index summaries from 1997 and 1998, the first operational deployment of photo radar took place in playground and school ground zones and was then expanded into other high traffic areas in the city starting in December 1997 with deployment on the Trans-Canada Highway. In 1999 the Photo Radar Program expanded from one Photo Radar unit to two mobile Photo Radar units; one has been permanently deployed exclusively to work in school and playground zones while the other is deployed on main arteries and collector roads throughout the City.

The authority to operate an Automated Traffic Enforcement program that includes Photo Radar and/or Intersection safety devices comes from the Alberta Solicitor General. Under the provisions of the Police Act the local decision to operate ATE rests with the Medicine Hat Police Commission.

The Solicitor General developed Automated Traffic Enforcement Technology Guidelines for all police services to follow, and further, requires quarterly reporting on any ATE program and conducts a comprehensive audit every three (3) years to ensure compliance to the guidelines. The MHPS Photo Radar program was last audited by the Solicitor General in March 2014 and was found to be compliant with the Solicitor General's guidelines.

The Medicine Hat Police Commission policy Chapter C, Section 7 authorizes the MHPS to use Photo Radar within recognized deployment locations mentioned in Chapter C, Sections 7.4-7.5. Further, the policy endorses ATE as a tool to increase public safety, reduce speeding and reduce speed related collisions. The MHPS also has a related policy that is congruent with the Medicine Hat Police Commission policy. Part 8, Chapter B, Section 7 authorizes the police service to use ATE to enhance road safety and mandates that Photo Radar is to adhere to the Solicitor Generals Automated Traffic Enforcement Technology Guidelines. The MHPS policy speaks to ATE deployment location types that are recognized by the police service that are also consistent with the guidelines and the Medicine Hat Police Commission policy. The MHPS Traffic Safety Plan is also predicated on enhancing road safety in Medicine Hat through a balance of high visibility enforcement, education and ATE. The Traffic Safety Plan is a two year plan that runs from 2015-2016.

The data collected through the deployment of ATE shows that the balanced approach to traffic safety in Medicine Hat, which is high visibility enforcement, education and Photo Radar, is having a positive effect on road safety and is slowing down driver's speeds and reducing collisions in the city. All vehicles passing the Photo Radar camera are monitored regardless of whether or not they are speeding. MHPS studies have shown that the overall average speed for

vehicles involved in a Photo Radar speeding violation and those just passing the camera have decreased in speed since its inception in 1997. Professional studies have shown that the presence of Photo Radar has a halo or spillover effect on road users travelling in the opposite direction of the enforcement activity.

The science of low level speeding shows that even small reductions in speed are very important in avoiding collisions and in lessening the severity of an impact. MHPS data also shows that there is a positive correlation between tickets issued and intersection based collisions when Photo Radar is deployed close to an intersection. When the Photo Radar issued tickets increased at these intersection locations, the amount of intersection based collisions decreased.

The ATE program in the MHPS is operated by Corps of Commissionaires who are contracted to provide specially trained operators. These Commissionaires fall under the direction of the MHPS Traffic Unit Sergeant. Photo Radar consists of two mobile units, one is deployed on arterial and collector roads throughout the City and the other is exclusively deployed to school and playground zones. The fine revenue from the ATE comes from one of the three specific categories. These categories are:

- 1. Other zones/sites which make up 85% of the expected ticket revenue;
- 2. Playground zones which make up 4% of the expected ticket revenue;
- 3. School/Playground combination zones which make up 11% of the expected ticket revenue.

The following represents a breakdown of which zone types the ATE fine revenue projections in 2015 will likely come from:

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- 2. Playground zones = \$106,903.00
- 3. School zones = \$293,982.00

Total ATE revenue = \$2,672,566.00

Background

MHPS does not have the necessary resources to complete its own scientifically rigorous studies on road safety but rather relies on relevant research and studies from universities, scholars and institutions that do. From available research, it can be seen that there is a relationship between speed management and increased road safety. Speed has been identified as a key risk factor in road traffic injuries influencing both the risk of a road crash as well as the severity of any resulting injury. According to the *World Report on Road Traffic Injury Prevention* (2004), the relationship between speed and injury severity is particularly critical for vulnerable road users such as pedestrians and cyclists. For example, pedestrians have been shown to have a 90% chance of survival when struck by a car travelling at 30 km/h or below, but less than a 50% chance of surviving an impact at 45 km/h. Pedestrians have almost no chance of surviving an impact at 80 km/hr. Also, the same report shows that a 1 km/h increase in average speed, typically results in a 3% higher risk of a crash involving injury. What may appear to be inconsequential at face value is in fact very significant when it is applied to reaction time, severity of a crash impact and severity of vulnerable person injuries.

In a research study by Tay (2010), Speed cameras Improving Safety or Raising revenue? Richard Tay, chair of road safety at the University of Calgary's Schulich School of Engineering, found evidence by analyzing Photo radar data and collision data from Edmonton. This study found that both the number of Photo Radar operating hours and the number of drivers apprehended per month had statistically significant effects in reducing the number of injury collisions per month. The study also showed that the number of tickets issued has a significant independent effect in reducing the number of injury crashes above the deterrent effect provided by police presence alone. The conclusion of the study is that Photo Radar is a deterrent, but not the most effective one available. Tay advises that Photo Radar units need to be positioned to maximize safety, not revenues.

Dr. El-Basyouny, a researcher on traffic safety from the University of Alberta, replicated a previous study that showed the positive impact that the utilization of Photo Radar had on the frequency of collisions in the City of Edmonton. According to El-Basyouny (2014, p.1) he states,

"In 2014, we also published an <u>evaluation of the effect of automated mobile speed</u> <u>enforcement on urban arterial roads</u>. We wanted to study the relationship between the use of automated enforcement on arterial roads and the change in the frequency of collisions. Our findings were consistent with previous research, indicating significant reductions in all collision severities and types, with 20.1 percent of severe collisions reduced in known Photo Radar locations. Perhaps the most interesting finding of this study was what's known as a spillover effect – when people know that when Photo Radar is operating on one side of an arterial road they reduce speed, and therefore collisions, on the opposite side of the road as well, where automated enforcement is not in operation."

There have also been several other studies in Australia, the United Kingdom and France that also show that Photo Radar when used in conjunction with education and Police officer enforcement has a positive effect in reducing collisions. The Medicine Hat Police Service manages the speed on the city roads through a variety of means that include education/awareness, high visibility enforcement by uniformed patrol officers and by the strategic deployment of Automated Traffic Enforcement (ATE) otherwise known as Photo Radar.

History

In researching this report, little internal MHPS documentation could be located regarding the genesis and evolution of Photo Radar within the MHPS. The following is a chronology of events regarding the initial implementation and operationalization of Photo radar in Medicine Hat. The following is sourced through Medicine Hat News archived records or MHPS police commission report summaries that were created prior to the original records being purged. The retention schedule on Police commission records is set at current plus 10 years. There are no complete records that exist before 2005.

June 1997 Police commission in closed session approved the use of Photo Radar in Medicine Hat.

July 1997 Police commission in open session approved the use of Photo Radar use for 32 hours a week.

August 1997 Photo Radar was first operationalized in school and playground zones.

October 1997 according to the Medicine Hat News, Photo Radar was operationalized in other areas of the city.

December 1997 Police commission was advised by Chief Kyllo that Photo Radar use was extended to the Trans-Canada Highway at the request of the public.

In October 1998 a non-binding vote in the general municipal election had 53% of the voters, vote yes to Photo Radar

November 1998 Police Commission Closed Special meeting discussed increase use of Photo Radar.

December 1998 Police Commission meeting in closed reviewed and discussed Photo Radar changes.

In 1997 MHPS adopted ATE in the City and began by contracting Photo Radar services through a company called ACS from Edmonton. This contract was for one Photo Radar vehicle. When and where Photo Radar was deployed was determined by the strategic planning of the MHPS, Executive team, Traffic Unit Sergeant and executed by the ACS personnel. This contract with ACS Edmonton also included the company providing all the equipment, the operating personnel and training of operators by that company.

On September 21st 1998, Medicine Hat City Council agreed to submit a non-binding question to a vote of the electors regarding the use of ATE in the city of Medicine Hat, in conjunction with the 1998 general municipal election. On October 19th 1998, fifty three percent (53.42) of the electors voted yes to the question, "Should Photo Radar be used in the City of Medicine Hat?" see Appendix A.

Sometime after 1999, the ATE program was expanded to two mobile units, though no documentation has been discovered that states exactly when or the rationale. With this

expansion, it was determined that one unit was to be permanently assigned to work exclusively in school zones and playground zones and the second unit was to be deployed to high traffic areas throughout the city. This remains the practice of how ATE is deployed in the community to present time.

According to a document authored by Inspector Morton (2006), the ticket processing costs of ATE by ACS Edmonton became cost prohibitive, as the Service was paying \$33.00 per paid ticket. In order to reduce program operating costs, the MHPS purchased its own ATE equipment and contracted Lethbridge Regional Police Service to process the tickets at a lower rate than the cost provided by ACS. In 2006, the Medicine Hat Police Service began to process its own tickets and became fully independent as it presently is today. See Appendix B

Legal Framework and Jurisdiction

The Province of Alberta has created the legal structure for policing in the *Police Act*. This legislation has among its goals the need to provide Province wide policing and policing standards, as well as a system of civilian oversight that strikes the necessary balance between police independence and police accountability to the public.

The *Police Act* defines the role of the Alberta Solicitor General, the role of municipalities and councils, and the role of Police Commissions within the Province's policing framework. The role of the Solicitor General is overarching and supervisory, whereas the role of a municipal council is limited where a police commission is in place, such as in Medicine Hat. The role of a police commission as the local police oversight body is quite robust.

The Solicitor General

The Solicitor General is the definitive policing authority in Alberta. This is clear from sections 2 and 3 of the Police Act:

- **2.** (1) The Minister is charged with the administration of this Act.
 - (2) Notwithstanding anything in this Act, all police services and peace officers shall act under the direction of the Minister of Justice and Solicitor General in respect of matters concerning the administration of justice.

3. The Government of Alberta is responsible for ensuring that adequate and effective policing is maintained throughout Alberta.

- 3.1 The Minister may, subject to the regulations,
 - (a) Establish standards for
 - (i) Police services,
 - (ii) Police commissions, and
 - (iii) Policing committees,
 - (b) Ensure that standards are met.

Pursuant to this statutory authority and responsibility, the Solicitor General has also established the *Provincial Policing Standards Manual (2010)*, see Appendix C, which states that traffic services must be provided by a police service. The Preamble sets the tone:

"Police services in Alberta have primary responsibility to provide both general and dedicated traffic services by enforcing traffic laws, investigating traffic collisions and facilitating traffic flow. The three E's - enforcement, engineering and education - are central strategies for improving public safety on Alberta roadways. Related issues include impaired driving, intersection safety, occupant restraint, aggressive driving, and speeding. Traffic enforcement practices must be designed to encourage compliance with the laws in order to reduce collisions." (p.52)

The standard also requires a police service to develop policy, a multi-year traffic services plan, and to keep appropriate records in relation to collisions, traffic enforcement and roadway problem areas. All these requirements are met by the MHPS relating to traffic services and ATE.

City Councils

A municipal council's role in policing is limited. Once a community reaches a population of over 5,000 it becomes responsible for its own policing. The *Police Act* limits council's role in this way only when a police commission has been established. In those municipalities that do not have their own police service, a police commission or similar body is not mandatory by law. Therefore, in those communities, council's involvement in policing is governed by the terms of the policing agreement in place with the outside police agency providing the policing services. Under this rationale municipalities such as the Town of Morinville, the City of Brooks and Strathcona County, allow council to decide whether or not to have or retain ATE.

Police Commissions

According to the document called Safe and Strong Communities – Law Enforcement Alberta, by Justice and Solicitor General (2013), see Appendix D, municipalities like Medicine Hat; have assumed the responsibility of establishing its own independent police service, which is called a stand-alone or independent municipal police service. "One of the most important aspects of an independent municipal police service is the manner in which it is governed. As such all municipal polices services must have a police commission as a civilian body that oversees the police service on behalf of the community and municipal council." (p.12)

The Police Commission's oversight responsibilities described in the Police Act include:

- 1. In consultation with the Chief of Police produce an estimated budget and yearly plan specifying the level of police service and programs to be provided in respect of the municipality, and shall submit those estimates and plans to council;
- 2. Allocate the budgeted funds that are provided by council;
- 3. Establish policies providing for efficient and effective policing;
- 4. Issue instructions, as necessary, to the Chief of Police in respect of the established policies;
- 5. Ensure that sufficient persons are employed for the police service to carry out its functions;
- 6. Appoint a Chief of Police, subject to the ratification of the municipal council;

- 7. Appoint a Public Complaint Director;
- 8. In the manner prescribed, participate in and oversee the complaint process for complaints made against the Chief of Police, against the policies of or the services provided by the police service, and against police services members.

The statutory limits on Medicine Hat City Council's role in policing, does not permit it to determine whether or not ATE is used by the Medicine Hat Police Service. That decision falls under the Police Commission's statutory responsibilities.

Provincial Direction

The Alberta Ministry of Transportation

The Alberta Government Traffic Safety Plan from the Office of the Alberta Ministry of Transportation has a strategic approach to enhancing road safety in the Province. The plan uses what they call the Safer System Approach, which aims to encourage three things: safer drivers, safer vehicles and safer roads. In addition, Alberta Transportation's Office of Traffic Safety has developed a comprehensive provincial Traffic Safety Plan which all police services are expected to participate in implementing. The present Alberta *Traffic Safety Plan 2015*, see Appendix E, deals with "Speed management" (p.17) and includes references to the use of Photo Radar through the use of the term "Technologies":

Technologies - Automatic safety camera enforcement

- Implement Intersection Safety Devices in municipalities that meet the need to assist with speed reduction;
- Promote standards and protocols for the use of enforcement technology (i.e., Automated Enforcement Technology) to increase awareness of safety benefits

Alberta Transportation's Office of Traffic Safety has also created the *Traffic Safety in Alberta: 2013-2015 Communications Strategy* (2013), see Appendix F, to get the messages contained in the *Traffic Safety Plan 2015* out to the public.

The Solicitor General has developed and implemented guidelines for the use of this technology in speed enforcement. These include provisions requiring regular reporting by the police service to the Solicitor General. The MHPS reports to the Solicitor General quarterly as per the requirements regarding the Photo Radar program as laid out in the guidelines.

Solicitor General Guidelines

The Office of Alberta Solicitor General and Public Security provides guidelines called the *Automated Traffic Enforcement Technology Guidelines - Province of Alberta (2014)*, see Appendix G, for the deployment of automated traffic enforcement technology in the Province of Alberta. These guidelines were produced to include devices falling under this program that include speed, intersection safety device technologies and Photo Radar. Specific "guidelines" relating to the operationalizing of the MHPS ATE program will be addressed later in this report. The Province of Alberta, through the Solicitor General and Alberta Transportation, has provided strong leadership in continuing efforts to make Alberta roads safer. In addition to the Solicitor General's traffic directive in the Provincial Policing Standard Manual and Automated Traffic Enforcement Technology Guidelines, Alberta Transportation has developed the *Traffic Safety Plan 2015* which police in this Province are expected to participate in. That *Plan* includes the continued use of Auto Enforcement Technology, of which Photo Radar is one example. While the Province of Alberta has not mandated the use of ATE by police services, it has certainly recognized it as a valid traffic safety speed enforcement tool. The MHPS Traffic Safety Plan 2015-2016 (p.6-7), see Appendix H, uses three strategies to enhance road safety in Medicine Hat. These are education, high visibility traffic enforcement and Photo Radar and intersection safety devices/cameras in other jurisdictions. The term ATE in Medicine Hat refers only to Photo Radar.

MHPS Direction

Medicine Hat Police Commission Policy

In accordance with its statutory responsibilities, the Medicine Hat Police Commission has developed policy in relation to Traffic Safety and also specifically with respect to the use of ATE, see Appendix I. The Medicine Hat Police Commission Policies and Procedures, Chapter C, Section 6.5 deals with Traffic Safety and authorizes the Chief to utilize a broad range of devices to enhance public safety, as follows:

Traffic Safety

- a. The Medicine Hat Police Commission and the Medicine Hat Police Service are committed to public safety and will support the efforts of the Chief of Police to achieve traffic safety through the enforcement of applicable federal and provincial laws and municipal bylaws.
- b. The Chief will ensure an annual Traffic Safety Plan is developed and delivered.
- c. The Chief may authorize the use of airborne and surface monitoring devices including electronic and mechanical devices, in order to enhance public safety.

In Policies and Procedures Chapter C, Section 7, Photo Radar is authorized in a manner consistent with the Solicitor General's Automated *Traffic Enforcement Technology Guidelines*:

Photo Radar

- 1. Statement:
- a. Photo Radar shall be used as an enforcement, education and research tool. It is endorsed by the Medicine Hat Police Commission as a tool to increase public safety and reduce speeding and speed related collisions.

Definitions:

- a. Photo Radar Devices utilizing radar to measure vehicle speed together with a remote camera to record the offender's vehicle license number as well as the date and time of offence.
- b. High-risk Area Locations with a history of community concerns or collisions; or have a documented record of speeding; or have been evaluated in speed management studies in conjunction with road engineering considerations and is deemed high risk.
- c. Speed Transition Zones Speed zones that drop abruptly in increment and require adjustment time for the driver to meet the new speed.

Operators:

a. Members operating Photo Radar will be certified in the use of Photo Radar devices as approved by the Police Service.

General:

- a. Photo Radar shall be deployed subject to road and weather conditions.
- b. The Medicine Hat Police Commission Policy requires the Medicine Hat Police Service to develop policy to cover the following deployment issues.

Deployment locations recognized by the Medicine Hat Police Commission are:

- i. Playground and School Zones shall be high priority deployment locations;
- ii. High-risk areas shall be priority deployment areas;
- iii. Areas which are unsafe to conduct conventional speed enforcement and traffic stop and narrow road that may congest traffic;
- iv. Special events.
- c. Special locations such as:
 - i. Bridges;
 - ii. Over/Underpasses, Construction zones (long and short term);
 - iii. Changes in a speed zone where public safety is a concern.
- d. Transition Zones Deployment in a speed transition zone must be justified based on the following criteria:
 - i. At, or near, multi residence senior citizen complexes.
 - ii. Photo-radar shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns.
 - Signs shall be erected on all major roadways leading into the City of Medicine Hat in an effort to educate the public to the presence of Photo Radar.

MHPS Policy

The Medicine Hat Police Service has developed policy in relation to Traffic Safety and also specifically with respect to the use of ATE, see Appendix J. The MHPS Policies and Procedures Part 8, Chapter B, Sections 7.1-7.5, deals with the use of Photo Radar and authorizes the Traffic Unit Sergeant to utilize Photo Radar to enhance road safety as follows:

- 1. The Photo Radar unit will adhere to the current automated traffic enforcement guidelines as set out by the department of the Solicitor General and Public Security.
- 2. The Photo Radar Manager shall approve daily locations for photo-radar use.
- 3. A list containing a minimum of four Photo Radar locations to be enforced daily shall be released to the media.
- 4. Photo Radar shall be deployed, subject to road/weather conditions.
- 5. Deployment locations recognized by the Service are:
 - a. Playground and school zones shall be high priority deployment locations.
 - b. High-risk areas shall be priority deployment areas.
 - c. Photo Radar shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns, excluding school and playground zones.

MHPS Traffic Safety Plan

The Medicine Hat Police Service, in compliance with the Provincial Policing Standards and the Medicine Hat Police Commission policy, has developed and implemented the following:

- Traffic Safety Plan, see Appendix H, as required by the Solicitor General's *Provincial Policing Standards* and Medicine Hat Police Commission policy;
- Participation in Alberta Transportation's *Traffic Safety Plan 2015* and *Traffic Safety in Alberta: 2013-2015 Communications Strategy*, as expected by Alberta Transportation;
- MHPS policy regarding the operation of the Traffic Unit, including the use of Photo Radar, as required by the Solicitor General's *Provincial Policing Standards*, the Solicitor General's *Automated Traffic Enforcement Technology Guidelines*, and Medicine Hat Police Commission policy;
- The Specialized Traffic Enforcement Unit (Photo Radar) to operate Photo Radar under the supervision of the MHPS Traffic Sergeant to ensure compliance with the Solicitor General's *Automated Traffic Enforcement Technology Guidelines* and *Automated Traffic Enforcement Training Guidelines*.

ATE is used by the Medicine Hat Police Service under the oversight of and in accordance with the guidelines of the Alberta Solicitor General and the policies of the Medicine Hat Police Commission. The Province of Alberta endorses, but does not mandate the use of ATE. Under the provincial policing structure set out in the *Police Act* the decision about whether or not to use ATE is that of the Police Commission. In compliance with that structure, the Medicine Hat Police Commission has authorized the use of ATE by the MHPS and has implemented the necessary policy and procedures to do so. The MHPS has in turn, developed and implemented the administrative and operational infrastructure to ensure that the day to day use of ATE is conducted within the parameters of the legal framework created by the Province of Alberta and the Medicine Hat Police Commission.

Current MHPS Practice

Photo Radar Deployment

The MHPS ATE program only uses Photo Radar cameras and antennae, and does not presently use intersection safety devices, otherwise known as red light or speed on green cameras. Other police services throughout the Province operate with both Photo Radar and intersection safety devices. The MHPS ATE program operates with two cameras in two mobile units; the cameras and ancillary equipment are all owned by the police service. One camera is mounted in a vehicle which is used exclusively in school and playground zones and the other is the remote box that is deployed on all other road ways.

Photo Radar Data Review

The following is a brief overview of all Photo Radar data complied since 2009. The vehicle count had a steady increase until 2013 when the numbers decreased for the following two years. The decrease in 2013 could be attributed to non-ticketing during the 2013 June flood and the decrease in 2014 to the change in deployment methods and vehicle/equipment failures. The amount of tickets issued compared to the amount of violators has been very comparable over the past 5 years. When looking at the overall collisions in Medicine Hat, there is a direct correlation between tickets issued and collisions. Basically, when the tickets issued decreased the collisions increased. Lastly, the overall speed for vehicles monitored as well as vehicles ticketed has consistently decreased over the past 5 years.

Vehicle Counts

When ATE is deployed at any site the camera monitors the number of vehicles passing the camera and the speed of all vehicles passing through its line of sight. The data is stored and analyzed for vehicle numbers and vehicle speed trends. The vehicle count has increased over the years for a variety of reasons. For instance, according to Alberta Transportation, both the number of motor vehicles registered as well as the number of Licensed Drivers in Medicine Hat has steadily increased since 2010. The number of motor vehicles registered has increased by 5% and the number of licensed drivers has increased by over 2% (Alberta Transportation, 2013).

There are many factors that attribute to the fluctuation in the number of vehicles counted, including poor weather conditions, road conditions and the Photo Radar remote camera not being deployed due to excessive cold temperatures (-20 C), which was the case in December 2013. (December 2013 unit report)



Source Solicitor General Stats

When looking at the 2014 Monthly Comparison we do see that the first and the last quarters were relatively equal and that the 2^{nd} quarter of the year is the highest (Solicitor General Statistics – 2014).



^{*}Solicitor General Stats*

Photo Radar (ATE) Tickets Issued

The number of Photo Radar (ATE) Tickets issued in comparison to the number of violators is different because some tickets are cancelled before processing due to such circumstances like, operator errors, COPS computer system errors, data entry errors and lost, stolen or unclear/obstructed plates. The benefit of the doubt is always given to the operator of the vehicle. In 2014, the ATE program had a cancelation percentage of 12.75% between Tickets



Issued and Violators, and a 6 year average of 18.18% (Source Solicitor General Statistics 2009-2014).

From 2009 to 2012 the number of Photo Radar (ATE) tickets issued steadily increased by a margin of 19% from 2009; however these totals decreased again in 2013 by 19% compared to 2012. In 2014 a further decrease of 14% was experienced compared to the 2013 ATE tickets issued. The number of tickets issued for each year has fluctuated throughout the past 5 years. A variety of factors influence this fluctuation including, extreme cold weather conditions, floods, snow/icy road conditions, equipment failures and staffing challenges. The following chart shows the comparative totals between Officer Initiated Tickets (OIT) for speeding and Photo Radar tickets over a 6 year period.



Source Solicitor General Stats and Traffic Stats System

Presented to Medicine Hat Police Commission September 17, 2015

Successes of Speed Management & Comparisons between Speed Zones

The overall average speed for vehicles involved in a speeding violation and those just passing the camera have decreased in speed. In reviewing 10 years of historical data pertaining to the average speed (km/hr) over the posted speed limit, we can observe a consistent downward trend in this number of speeders. This number is specifically important in that the speed of violators has decreased by 3 km/hr over the 10 year period. Since 2010 the average speed over the posted speed limited has held stable and has decreased further in some areas. The science of low level speeding shows that even small reductions of speed are very important in avoiding collisions and in lessening the severity of an impact.

Stopping Distance at different speeds (Including reaction time of approximately 1 second) Speed Increases Stopping Distance (metres) — Dry Pavement Conditions



Source: Edmonton Traffic Safety Office.

The difference of a few kilometers an hour in speed of vehicles on the road makes a significant difference when trying to avoid a crash and has been well researched. The two main areas of crash avoidance are the reaction time of a driver and the breaking distance to stop. https://www.youtube.com/watch?v=y5cVvHAwwCg

Since 2004 in Medicine Hat the average speed over the speed limit for vehicles passing through a Photo Radar site has steadily declined over the years and has been holding steady since 2010.



Source: COPS 2000 Statistical Summation Reports

A further study of the 30 km/hr and 50 km/hr speed zones in Medicine Hat gives us a better representation of what is occurring in the playground/school zones, as compared to the arterial, collector and residential roadways. The following analysis was done on the data for the past five years and shows the average speed over the posted speed limit was 14 km/hr. Also, In the 30 km/hr zones which include school and playground zones, we have observed a steady decrease in the average speed (km/hr) of violators over the 5 year period (2010-2014). The average speed monitored in the 30km/hr zone is 28.47km/hr which is below the posted limit, and the average number of monitored vehicles has seen a decrease of 0.21km/hr between 2010 and 2014. The average speed of violators in the 30km/hr over the 5 year average is 44.80km/hr which is 14.8km/hr over the posted speed limit.



Source: Solicitor General Statistics 2010-2014

In the 50 km/hr zones, which encompass major arterial roadways and collector and residential roads, the average speed of vehicles monitored has remained relatively stable over the

5 year period, at a speed of 48.65km/hr. This is encouraging when compared to the number of vehicles that are monitored.

We have also seen a slight decrease in the average speed (km/hr) of violators over the 5 year period of 0.20km/hr. The average speed of violators for the years of 2010-2014 was 63.80km/hr and is 13.8km/hr above the posted speed limit of 50km/hr.



Source: Solicitor General Stats

Reducing Motor Vehicle Collisions

Since the advent of Photo Radar in Medicine Hat, MHPS has enhanced road safety through its use coupled combined with officer initiated enforcement and education. The following table outlines motor vehicle collisions that occurred in Medicine Hat between 1996 and 2013. This table shows that even with an increase in population growth of approximately 15,000 people the total number of motor vehicle collisions is almost the same as it was 17 years ago. More significantly it also shows that the number of motor vehicle collisions with injuries is trending downwards over the same time period.

Year	Total Collision (Annual Report)	Injury	Population ⁴
1996	1503	304	45,892
1997	1331	250	46,783
1998	1425	249	46,783
1999	1461	463	50,152

2000	N/A ¹	467	50,152
2001	N/A ¹	310	50,152
2002	3014 ²	180	51,249
2003	2942 ²	334	51,249
2004	2796	171	51,249
2005	2063	144	56,048
2006	3016	188	56,048
2007	3130 ²	203	56,997
2008	3390 ²	178	56,997
2009	3158 ²	161	61,097
2010	2403 ³	149	61,097
2011	2043	193	61,097
2012	1868	163	61,180
2013	1892	185	61,180

Photo Radar's Effect on Collisions

There is a positive correlation between tickets issued and intersection based collisions. When the ATE issued tickets increase, the amount of intersection based collisions decreased. The data in 2009 was incomplete so it is difficult to gauge the correlation during that year. However, the positive correlation was consistent over the next four years. The 2014 numbers were not included in the intersection collision data as the new minor reporting policy increased the number of General Occurrences and no comparative data was available.

¹ No totals available

² Numbers obtained from stats provided to Police Commission

³ Numbers obtained from Versaterm

⁴Alberta Municipal Affairs – Official Population list

The following are two excerpts taken from MHPS annual reports that demonstrate the successes of Photo radar:

In 2009: Within photo radar sites, there was a 17% decrease in motor vehicle collisions and a 31% decrease in motor vehicle collision injuries.

In 2010 within photo radar sites there was a 14.5% reduction in motor vehicle collisions compared to 2009.







COPS2000 System

Presented to Medicine Hat Police Commission September 17, 2015

Site Statistics

In 2014, the ATE program had 184 Solicitor General Approved sites; and in 2015 the number of sites was reduced to 173. The above graph shows the number of sites visited per month throughout 2014; the lowest number of different Photo Radar sites visited was 92, and the highest was 108. The average number of sites visited per month was 98.



The above graph displays the number of times various sites were visited in a month; the average number of sites visited per month was 1082.

Technology deployed

The technology currently being used by the ATE is MultaNova 6F Radar with a ROBOT Smart Camera Type C 1.4 (digital). This type of ATE system was purchased from Traffic Technology 2000 (based out of Montreal Quebec) in 2005, at a cost of \$95,000. In 2009 the radar unit was upgraded at no cost to the current MultaNova MultaRadar CM. The current MultaNova MultaRadar CM has a life expectancy of 10 - 15 years depending on the handling and condition of this system. The scheduled budgeted date for replacement of the system is tentatively scheduled for 2018.

The system uses the Doppler Radar Principal for detecting speed violations. The stationary radar is utilized by emitting an un-modulated continuous wave (CW) and measures reflections (echoes). Reflections are frequency shifted (Doppler Shift) if the target is moving; the faster the target is traveling, the more the frequency shifts. The radar by design simultaneously transmits a continuous signal while receiving continuous signal echoes. The devise technology is slant radar, meaning the radar "beam" is angled across the road at 22 degrees. This provides for accurate measurement of vehicle speed as it passes through the beam.

The camera is angled at 19 degrees which ensures the image of the measured vehicle is taken after it has exited the beam.

Employee Staffing

Currently the ATE Unit is operated by the Corps of Commissionaires, who reports to the MHPS Traffic Unit Sergeant. All the members of Corps of Commissionaires are specially trained in the operation of MHPS Photo Radar technology and its application. This unit has one (1) supervisor, four (4) full time Photo Radar operators and four (4) casual Photo Radar operators. In order to be a Photo Radar operator, the Commissionaire has to be designated as a Community Peace Officer. This appointment is required by all Commissionaires of the Specialized Traffic Enforcement Unit as per the Public Security Division of the Alberta Justice and Solicitor General. The Commissionaires by virtue of their training have Community Peace Officer Level II status and all members of the Photo Radar unit have this status currently.

The current training requirements for all ATE operators in the Province of Alberta Automated Traffic Enforcement Training Guidelines (revised September 2014) are, to complete a minimum of 40 hours of training with a qualified instructor covering the use and operation of automated traffic enforcement technology.

MHPS ATE operators receive 4 hours theory training on the theory of radar (the Doppler Principal) from a MHPS qualified radar/laser instructor prior to attending required training as per the Provincial guidelines. The operators then receive 40 hours of use and operation training from the automated traffic enforcement equipment manufacturer representative. After successful completion of the classroom studies the new operators receive a further 40 hours of field training by an instructor designated by the Province of Alberta. The MHPS Specialized Traffic Enforcement Unit operator's receive training that exceeds the provincial requirements.

The Corps of Commissionaire supervisor is responsible for all staffing for the ATE program, the cell block and parking monitors. He is also responsible for training of personnel, vehicle and equipment maintenance, equipment replacement, calibration of radar antennas, scheduling of Photo Radar sites and personnel, as well as ATE site selection (in consultation with the Traffic Sergeant).

Processing of Violation Tickets

Currently the ATE Unit utilizes two civilian members from the Information Processing Section (IPS) of the MHPS for all processing and quality assurance of violation tickets. The IPS members undergo the same extensive training requirements as the Photo Radar operators which exceed the Province of Alberta Automated Traffic Enforcement Technology Guidelines and are designated as Community Peace Officer's Level II.

The program currently utilized by the ATE Unit processing/quality assurance members is "COPS" which is a computer program developed by Information Engineering Group Corp. out of Montreal, Quebec. The "COPS" program processes the information obtained from programs and equipment such as the MultaNova 6F Radar, MOVES and JOIN which allow the processing of violation tickets. The tickets produced from "COPS" are then accepted by Alberta Justice and the Alberta Provincial Court system to be used as valid Provincial violation tickets.

Photo Radar Reporting Requirements

The Province of Alberta Automated Traffic Enforcement Technology Guidelines indicates under Section C, subsection 7, that each agency shall collect data on the automated traffic enforcement technology. The data is collected monthly on each site and reported quarterly to Alberta Justice and Solicitor General. The ATE Unit processing and quality assurance members ensure that the data collection follows the Provincial guidelines and also reports annually to the Alberta Justice and Solicitor General.

Justice & Solicitor General Audits

The Province of Alberta ATE Guidelines indicates under Section C, subsection 8 that the Public Security Division, at the direction of the Minister of Justice and Solicitor General, may conduct audits to ensure compliance with these guidelines. The MHPS ATE program was last audited by the Public Security Division on March 11, 2014 which resulted in full compliance as per the Provincial guidelines. See Appendix K

ATE Camera Deployment

The two cameras are deployed 7 days a week and are run between 3 different shifts. One mobile unit is permanently deployed full time to school and playground zones. The shift schedule that the unit is as follows:

Day Shift - Unit 49 - 0700 to 1600 hours. (School/Playground zones); Day Shift - Unit 73 - 0800 to 1700 hours; Night Shift - Unit 49 - 1600 to 2300 hours.

On each day that ATE is deployed the program deploys the Speed/messaging trailer. This trailer was purchased in 2009 by the Service to promote road safety through dynamic messaging that provides immediate feedback of a drivers speed and also a digital message relating to road safety. Between November 2013 and May 2015, this trailer has been deployed on the streets for 2,834 hours.

Under the Province of Alberta ATE Technology Guidelines there is a requirement for police to create public awareness regarding sites. The guidelines state that existing ATE sites must be advertised on a monthly basis by notifying local media and posting on established web sites where possible. The task of notifying the public and making them aware of enforcement locations is the responsibility of the supervisor of the ATE Unit. On a bi-weekly basis the location of proposed sites are released to media outlets. The proposed sites consist of four (4) daily school/playground sites and one (1) daily traffic location site. The release of the sites are sent to the local media outlets and posted on the MHPS website and Facebook.

Site Selection Criteria:

Certain criteria must be met under the Provincial Automated Traffic Enforcement Technology Guidelines (2014, P.3) before an area can be made into an Automated Traffic Enforcement Site. Sites cannot be selected randomly and one or more of the following criteria have to be met:

• 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 identifiable, documented history of offences;
- Intersections near schools, post-secondary institutions, other areas with high pedestrian volumes;
- High speed, multi-lane roadways;
- School and playground zones or areas;
- Construction zones or;
- Areas where the public or a community has expressed concerns related to speeding.

After one or more of the criteria listed above are met, then the MHPS Traffic Unit will consider using Automated Traffic Enforcement (ATE) at the site.

Establishing a Site:

If a location is to be considered as an ATE site as a result of a speeding concern expressed by the public, the MHPS Traffic Unit will confirm that an area does have speeding issues by utilizing a specialty piece of equipment called a "Speed Spy". The Speed Spy is a data collection device that is deployed by mounting it to a power pole to monitor traffic in the problem area. The traffic is monitored for a period of 3 - 4 days and nights. After this time the data is downloaded and analyzed by a Traffic Unit constable. Using the data obtained the Traffic Unit will determine if there is a speed issue in the area and at what times the issues are occurring. Once it is determined that an area meets one or more site criteria as per the Provincial ATE Technology Guidelines (2014) to be a photo radar site, approval is obtained from the Office of the Chief to make the area into a site.

Public Awareness:

If approval is given, the MHPS then advertises the new site with local media outlets, on the MHPS Facebook page, Twitter and on the MHPS website for a period of three months prior to any enforcement taking place. Further, prior to full implementation of the new site, the MHPS only issues "warning notices" to offenders and does this for a period of four weeks as a familiarization period for the public. Street signage is also posted prior to the start of enforcement to advise drivers that ATE monitors the area before full enforcement and ticket issuing (monetary violation tickets) can commence. All of these public awareness activities are consistent with the Provincial ATE Technology Guidelines (2014).

For existing sites, the MHPS advertises Photo Radar enforcement on a bi-weekly basis and the location of proposed sites to be enforced on a daily basis. The enforcement sites that are released to the media consist of four (4) daily school/playground sites and one (1) daily arterial or collector road. The release of the sites are sent to media outlets and advertised on the MHPS website and Facebook page.

Canceling of ATE Sites:

Occasionally sites are cancelled for a variety of reasons that may include where there has been an increase in the speed limit on the road, or it becomes a safety issue for the ATE operators to unload the equipment without endangering themselves or other road users or pedestrians. The most recent examples of cancelled sites in March 2015 include the following:

- 1) Echo Dale Park There were no safe locations for the operators to set up for enforcement and because the road design is not straight enough in areas where it would be safe to stop and set up the equipment. Echo Dale Park sites used to be in 4 locations:
 - From Holsom Rd to the park entrance in the 70 zone Northbound
 - From the park entrance to Holsom Rd in the 70 zone Southbound
 - In the park inbound in the 30 zone
 - In the park outbound in the 30 zone
- 2) Trans-Canada Highway (between 6 St SW and 1 St SW) no safe locations for the operators to set up.
- 3) Parkview Dr NE (between Parkview Dr Southbound at Police Point Dr at the crosswalk.) The violator numbers were low and setting the box up by walking it down a hill was unsafe for the operators.
- 4) Box Springs Rd NW (between 23 St NW and Trans-Canada Highway) no safe locations for the operators to set up the equipment.

There are presently 173 Photo Radar sites throughout Medicine Hat that are used. However, this does not mean there are 173 different geographic locations in the City. One playground zone may have 3 sites around it depending on the street configuration around the playground. These sites can be broken down further:

- 1. There are 56 school zone/Playground combination sites;
- 2. There are 34 playground sites;
- 3. 83 other sites.

Other Alberta Jurisdictions

Comparisons of How Photo Radar (ATE) is deployed in other Areas

When doing a comparison of Officer Initiated Tickets (OIT) totals throughout the Province and comparing the OIT to ATE speeding tickets, it is important to note that all OIT totals are based on all TSA offences which include offences such as speeding, seatbelts, stop signs and failing to stop at red lights. All municipal Police Services in Alberta gather their data on OIT this way and are all lumped together and not tabulated separately by category. Saskatoon and Regina are currently in the process of implementing ATE and therefore have no comparative data. Prince Albert recently implemented ATE which is monitored by the city, but there is an insufficient amount of data for comparative purposes. Also, it is worthy of note that the City of Edmonton has their ATE program monitored by the City instead of the Edmonton Police Service. The Edmonton Police Service gives direction to the Office of Transportation Safety as to where the ATE program should be deployed. Also, Edmonton has recently implemented the use of the dragon cam which is a photo laser device that is very efficient and effective in monitoring speeders and as such, shows a drastic increase in their 2014 ATE numbers. The ATE numbers for LRPS, CPS and Edmonton all include Photo Radar/laser and intersection safety cameras.

	CPS	EPS	LRPS	MHPS
Inspectors	1	1	0	0
SSgt	2	2	0	0
Sgt	8	10	1	1
Cst	55	65	9	5(1 vacant
				position)

The following municipal police services Traffic Unit personnel are compared below:

2014	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	12,690	31,247	43,937	29%	71%
LETHBRIDGE REGIONAL POLICE SERVICE	16,513	29,838	46,351	48%	52%
CALGARY POLICE SERVICE	173,690	186,144	359,834	48%	52%
EDMONTON POLICE SERVICE	42,451	*516,718	559,169	8%	92%
2013	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	12,559	35,636	48,195	26%	74%
LETHBRIDGE REGIONAL POLICE SERVICE	15,583	26,502	42,085	37%	63%
CALGARY POLICE SERVICE	149,066	155,154	304,220	49%	51%
EDMONTON POLICE SERVICE	32,400	177,392	209,792	15%	85%
GRANDE PRAIRIE DET	3,648	5,150	8,798	41%	59%
ST ALBERT CITY DET	7,646	18,514	26,160	29%	71%
2012	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	12,952	43,538	56,490	23%	77%
LETHBRIDGE REGIONAL POLICE SERVICE	19,058	34,010	53,068	36%	64%
CALGARY POLICE SERVICE	181,927	192,956	374,883	49%	51%
EDMONTON POLICE SERVICE	31,223	152,775	183,998	17%	83%
GRANDE PRAIRIE DET	3,280	2,908	6,188	53%	47%
ST ALBERT CITY DET	6,785	20,508	27,293	25%	75%
2011	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	12,115	44,317	56,432	21%	79%
LETHBRIDGE REGIONAL POLICE SERVICE	15,736	34,650	50,386	31%	69%
CALGARY POLICE SERVICE	185,900	156,533	342,433	54%	46%
EDMONTON POLICE SERVICE	45,239	147,353	192,592	23%	77%
GRANDE PRAIRIE DET	2,066	1,301	3,367	61%	39%
ST ALBERT CITY DET	8,822	16,866	25,688	34%	66%
2010	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	10,526	40,597	51,123	21%	79%
LETHBRIDGE REGIONAL POLICE SERVICE	20,229	35,055	55,284	37%	63%
CALGARY POLICE SERVICE	140,513	240,858	381,371	37%	63%
EDMONTON POLICE SERVICE	30,533	194,307	224,840	14%	86%
GRANDE PRAIRIE DET	3,053	1,238	4,291	71%	29%
ST ALBERT CITY DET	8,661	18,371	27,032	32%	68%
2009	OIT	PR	TOTAL	% of OIT	% of ATE
MEDICINE HAT POLICE SERVICE	9,108	35,356	44,464	20%	80%
LETHBRIDGE REGIONAL POLICE SERVICE	16,729	31,270	47,999	35%	65%
CALGARY POLICE SERVICE	148,513	245,942	394,455	38%	62%
EDMONTON POLICE SERVICE	28,269	152,044	180,313	16%	84%
GRANDE PRAIRIE DET	1,707	1,517	3,224	53%	47%
ST AI DEDT CITV DET	9 171	10.620	28.004	200/	700/

Comparison with Outside Agencies for Tickets Issued

*Sourced from each agencies Solicitor General Statistics on ATE and OIT**2014 EPS Photo Radar Numbers include Laser Photo Radar Numbers (dragon cam)*

Presented to Medicine Hat Police Commission September 17, 2015 Medicine Hat Police Service ATE vs. OIT 6 year Average of ATE vs. OIT is 77% ATE and 23% OIT



Source Solicitor General Report and Traffic Reports

Financial Implications

The following graph represents the actual total fine revenue the City received in the last five years which includes both OIT and ATE violations. The GOA does not breakdown the source of the fine revenue after payment.



Source: Annual MHPS Variance Report

2015 Projected Fine Revenue from ATE & OIT

When the 2015 GoA budget was released on March 26, 2015 questions surfaced as to how the changes to the traffic offence fines would impact the MHPS fiscal outlook. An average increase of 35% for traffic fines in the 2015-16 budgets took place on May 1, 2015.

Taking this information into consideration, it was calculated that the total expected revenue of \$3,227,712 would increase to \$3,470,865 in 2015 (This includes both OIT & Photo Radar).

These amounts are actual revenue that the City would potentially receive. Although there are increases to the fine amounts there is also an increase to the GoA's fine administration fee from 31.67% to 41.67% of each ticket. The advertised 35% increase for traffic fines in Alberta did not give a clear representation of the actual speed fine revenue that is found in the Traffic Safety Act (RSA 2000 cT-6), Table 1 released May 1, 2015 for speeding offences. Conversely this document shows that the average amount that the speed fines increase is 26% and not 35%.

With 26% Speeding fine increases and 41.67% retained by Alberta Government effective May 1, 2015:

Total estimated amount for 2015:	\$3,470,865
Estimated amount from Jan 1 – April 31, 2015	\$1,000,591
Estimated amount from May 1 – Dec 31, 2015	\$2,470,274



Source MHPS 2014 Variance Report



Source MHPS 2014 Variance Report

The above graph depicts the actual fine revenue collected by the MHPS for the years 2012-2014. The years were selected as they are the most current and because they are also using the same deployment and management practices that ATE is using today.

2015 Fine Revenue Generated From ATE Only

This projection is based upon the 3 year average of the actual fine revenue generated from ATE and OIT fines and includes the percentage that is withheld by the GoA (Source: MHPS Variance Reports). As previously stated, when the Alberta Government returns funds to the City it does not get a break down what portion is attributed from ATE and OIT fines. However, using the 6 year averages of ATE to OIT of 77% and 23% respectively, we can equate that the 2015 Projection breakdown for ATE fine revenue as follows:

•	Photo Radar (ATE) Revenue	\$2,672,566
•	OIT Revenue	\$ 798,299
•	Total	\$3,470,865

2015 Fine Revenue Projections of ATE and OIT



ATE Fine Revenue from Different Zone Types

The fine revenue from the Photo Radar units comes from one of the three specific categories. These categories are:

- 1. Other zones/sites which make up 85% of the expected ticket revenue;
- 2. Playground zones which make up 4% of the expected ticket revenue;
- 3. School/Playground combination zones which make up 11% of the expected ticket revenue.

Percentages of ATE Ticket Categories



These percentages were calculated based on the Solicitor General Statistics for 2009-2014 that the MHPS produced and is the average percentage of each specified type of zone that covers off all Photo Radar sites. The following represents a breakdown of which zone types the ATE fine revenue projections in 2015 will likely come from:

То	tal Photo Radar revenue	\$2	,672,566
3.	School zones	\$	293,982
2.	Playground zones	\$	106,903
1.	All other sites	\$2	2,271,681

Financial Implications Associated to Operating the Photo Radar Program

MHPS has a yearly contract with the Corps of Commissionaires to supply a Photo radar supervisor and four full time operators. MHPS provides one IPS quality assurance processor.

Annual Costing of Radar Program			
Wages for six (6) personnel to run the Program	\$318,176		
2 x Photo Radar vehicles, fuel & miscellaneous Supplies	\$28,583		
Total:	\$346,759		

All fine revenue from photo radar tickets and officer initiated tickets are made payable to the Province of Alberta. The Province retains approximately 42% of the total of each ticket, for service charges and victim surcharges, with the remainder forwarded to the City of Medicine Hat. The ticket fine revenues are used to support the police budget.

The 2015 Police approved expense budget is \$25,045,557. Ticket fine revenue from Photo Radar makes up approximately 10.67% of the 2015 annual police budget. A 10.67%

reduction in the MHPS police service budget would directly affect the provision and types of police services that are now provided by MHPS to the community.

	Operating Costs	Anticipated Photo Radar Revenue	Net Revenue (Anticipated PR revenue – operating costs)	Authorized Police Personnel Strength
Status Quo	\$346,759	\$2,672,566	\$2,325,806	114
No Photo Radar	\$0	\$0	\$0	94 (loss of 20 1 st Class constables)
One Photo Radar Unit – deployed in School/Playground zones only	\$165,431	\$400,885	\$235,453	95 (loss of 19 1 st Class Constables)
Two Photo Radar Units – deployed in School/Playground zones only	\$346,759	\$801,770	\$455,010	97 (loss of 17 1 st Class Constables)

The MHPS is comprised of police officers engaged in both reactive and proactive duties. This means that a core number of officers are required to react to calls from the citizens relating to both emergent and non-emergent issues. The Service's proactive approach to policing, which includes areas such as school resource, road safety, crime prevention, organized crime investigation, bylaw services, proactive street crime investigation and other such positions would be jeopardized by a reduction in police officers. The extent of the impact of proactive initiatives would be determined by the number of officers that our Service would be reduced.

Conclusion

Enhancing road safety in the City of Medicine Hat is done by a balanced approach that uses a combination of high visibility enforcement, education and ATE. The MHPS receives its authority, direction and guidance to enhance road safety through provincial legislation, numerous policies, a Provincial Traffic Safety Plan and through Alberta Government guidelines that regulate how, and under what circumstances the MHPS can use ATE. Along with these regulations and policies is a reporting and audit process that the Solicitor General regularly exercises to ensure that the MHPS is compliant with requirements regarding its operation. The MHPS ATE program was last audited in 2014 and was found to be compliant with all the Solicitor General's guidelines. See Appendix K.

This report outlines that ATE has been in existence in Medicine Hat since 1997. The MHPS Executive Team implemented the ATE program as a road safety tool. With the expansion of Photo Radar to two units in 1999, it was decided that one Photo Radar unit would be used only in school and playground zones and the other unit on the main arteries and collector roads - this is still the practice in 2015.

of Photo Radar to two units in 1999, it was decided that one Photo Radar unit would be used only in school and playground zones and the other unit on the main arteries and collector roads - this is still the practice in 2015.

Since 2004 the average speed of violators has decreased on the vehicles monitored from 17 km/h over the speed limit to an average of 14 km/h over the speed limit. Further, this report has also shown that there is a correlation between increased tickets issued and a decrease in intersection collisions when the site is close to an intersection. Since Photo Radar was operationalized in 1997 the number of motor vehicle collisions in Medicine Hat has remained relatively the same even though the population has grown by approximately 15,000 people. More significantly, the number of motor vehicle collisions causing injury is trending downwards. The successes of the MHPS Traffic Safety plan are a result of a combination of factors which include Photo Radar, Officer Initiated tickets and driver education. This report has shown that since the adoption of the Photo Radar program it has positively affected driving speeds in Medicine Hat, thereby enhancing road safety.

References

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- 5. MHPS Traffic Safety Plan 2015-2016. Internal document of the MHPS.


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COCKS, Bill		-		10,792	8.94	
FRIESEN, Julie				9.751	8.08	
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MANDEVILLE, Kathy	-	-	-	8,790	7,29	
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SINCLAIR, Harald				2,196	1.82	
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VIDEO LOTTERY TERMINALS QUESTION						
NO			4	12,031	60.47	
YES			a	7,864	39.53	
Total				19,895	100.00	
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PHOTO RADAR QUESTION						
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Total	•	•		19 950	100.00	
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Photo Radar Manager Evaluation Inspector Murray Morton #232 Created November 9, 2006



Photo Radar Manager 2006 Evaluation

Inspector Murray Morton Operational Services Medicine Hat Police Service

November 9, 2006

Photo Radar Manager Evaluation Inspector Murray Morton #232 Created November 9, 2006

Photo Radar Manager Review - November 9, 2006

Background

For years the Medicine Hat Police Service contracted Photo Radar services through ACS, in Edmonton. This contract had ACS providing all equipment, training and processing for a cost of \$33.00 per paid ticket; an annual cost of \$407,000.00 in the 2002 calendar year.

In 2003, the Medicine Hat Police Service elected to purchase our own photo radar equipment and contract the Lethbridge Regional Police Service to process our tickets for a cost of \$16.00 per paid ticket; an estimated saving of \$173,700.00 compared to the cost of ACS.

In 2006, the Medicine Hat Police Service began to process our own tickets. We contracted Glen Wagner to manage the Unit for \$50,000.00 (no benefits). On February 6, 2006, we began processing all our photo radar tickets in-house with a turn-around time of seven days for all tickets. To date the seven day processing turn-around has been met and the cost per paid ticket is \$2.59.

The above break down covers generally comparable costs, between Lethbridge and Medicine Hat. It does not cover salaries of Corps of Commissionaires, vehicle expenses (lease, fuel, repairs and oil), typical office costs, amortized cost of purchasing of the photo radar equipment and computers.

The true cost of our Photo Radar unit and processing is as follows:

2004 purchase of Photo Radar Unit \$140,000.00 amortized over 8 years	\$	17,500.00
2005 purchase of Photo Radar Unit and Cops \$123,424.00 (8 yrs. Amort.)\$	15,428.00
2 vans leased from Fleet Services	\$	8,505.60
Contract with Corps of Commissionaires	\$	111,280.00
Photo Radar Manager's wages	\$	50,000.00
Ink, paper and computer	\$	3,542.00

Photo Radar Manager Evaluation		
Inspector Murray Morton #232		
Created November 9, 2006		
Office set up \$13,687.00 (amortized over 5 years)	\$	2737.40
Fuel	S	856.80
Parts and supplies	\$	7,206.00
Other expenses	<u>\$</u>	862.80
Total expenses	\$2	17,918.60
Estimate total tickets produced in 2006		30,922
Medicine Hat Photo Radar Unit's true cost pre ticket	S	7.05

Evaluation of the Photo Radar Manager Position

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The Photo Radar manager position needs to be balanced against the needs of the Service and need to cost effectively process tickets (data entry), develop meaningful reports (managerial), approve shift scheduling (managerial), approving overtime (managerial and executive), verifying billing (executive), budget preparation and control (executive) and reviewing internal accountabilities for speeding infractions of on-duty members (executive).

The first and most important role the manager is to establish effective processing of photo radar tickets. Glen embraced this task as the primary function and set up a seven day turn-around of all tickets, while reducing errors experienced with the Lethbridge process and reduced the cost per paid ticket from \$33.00 and \$16.00 to \$2.59. In addition, to these tasks the manager must establish and maintain relationships with other photo radar units to ensure standardization and best practices are identified and implemented.

Ticket processing is clearly a data entry responsibility and could be completed by any staff member. However, when the additional responsibilities of managing the unit are included :developing meaningful reports (managerial), approve shift scheduling, (managerial), approving overtime (managerial and executive), verifying billing (executive), budget preparation and control (executive), reviewing internal accountabilities for speeding infractions of on-duty members (executive) and potentially Photo Radar Manager Evaluation Inspector Murray Morton #232 Created November 9, 2006 representing the operation in court, it is clearly outside the realm of responsibilities expected by a police clerk.

Therefore, the Manager of Photo Radar needs to be maintained as an out of scope position.

Evaluation of the Photo Radar Manager

Glen Wagner assumed the role of Manager in our Photo Radar Unit January 5, 2006. The Job Description was clearly laid out; however emphasis was placed on processing, which included a seven day turn-around for ticket processing. This emphasis was embraced by Glen and the processing and turn-around expectation was clearly met. The leadership expectations within the Photo Radar Unit evolved over time, as the position was better understood.

During a two-day review of all aspect of the Photo Radar Unit, several issues were identified. Glen took ownership of the issues and began developing protocols to correct them. It was clear Glen wished to continue as the Manager of Photo Radar and made a reasonable effort to understand the expectations and fulfill the role of Manager.

To facilitate Glen's further development, the Executive Team clearly established their expectations and communicated them to Glen through Inspector Morton. These expectations included reporting responsibilities (statistics and evaluation) and oversight of Photo Radar staff and processes. During this meeting it was clear that Glen did not possess the skills or the desire to fulfill the duties of the Photo Radar Manager. Glen formally confirmed his desire to terminate his contract as of November 24, 2006.

Recommendation

 Continue a contract with the Manager of Photo Radar and clearly outline the managerial expectations and compensate him accordingly. Photo Radar Manager Evaluation Inspector Murray Morton #232 Created November 9, 2006

1.1

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With the recent resignation of Glen Wagner, it is recommended we advertise the position of Manager of our Photo Radar Unit with clear expectations of the managerial responsibilities and all other duties of the manager. The skills and competencies required are: well established managerial skills and knowledge of radar, photo radar, Versaterm, JOINS, MOVES and the court process. The required management skills, combined with the prerequisite police experience and knowledge clearly indicates this position needs to be filled by a retired police officer. With the upcoming provincial election, there is some uncertainty about the longevity of photo radar. As a result, we need to maintain the flexibility of a personal contract, rather than a unionize position.

- It is further, recommended the salary be increased to ensure we provide appropriate compensation for the expected managerial skills and responsibilities. This salary should be in the range of \$56,000.00 to \$60,000.00 annually over a two year contract.
- A goal of the Medicine Hat Police Service is to enhance the effectiveness of this enforcement tool, while reducing the operational cost.

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Provincial Policing Standards Manual



Government of Alberta Solicitor General and Public Security

November 2010

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ROLES AND RESPONSIBILITIES (RR)

RR - LEGISLATIVE FRAMEWORK

PREAMBLE

The *Canadian Charter of Rights and Freedoms* states that Canada is founded upon the "rule of law" which essentially means:

- We are governed by public rules made by constitutionally authorized lawmakers;
- We recognize the processes set out in the law; and
- No one is above the law.

The Charter sets out a variety of legal rights, including this basic one: "Everyone has the right to life, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice."

Under the Canadian constitution, the responsibility for enacting criminal law rests with the federal government, while responsibility for the administration of justice rests with the provinces. In conducting their duties, the police must ensure that their actions are consistent with:

- The provisions of the Charter of Rights and Freedoms;
- Any agreements governing the police service; and
- The provisions of an array of federal and provincial statutes including, for example, those governing freedom of information, protection of privacy and human rights.

Alberta Police Act

The Alberta Police Act mandates the Government of Alberta to ensure that adequate and effective policing is maintained throughout Alberta. It mandates the Solicitor General and Minister of Public Security to administer the Act and provides that police services and peace officers shall act under the direction of the Minister of Justice and Attorney General in respect of matters concerning the administration of justice and enforcement of the law.

The Act states that provincial policing services shall be provided, at no direct cost, to every county, municipal district and Metis settlement; and to every town, village and summer village that has a population of 5,000 or less. The Act permits the Lieutenant Governor in Council to enter into an agreement with the federal government for the Royal Canadian Mounted Police (RCMP) to provide a provincial police service.

According to the Act, eligible municipalities, as noted above, may, depending on their size:

- Enter into an agreement directly with the federal government to provide RCMP municipal policing;
- Engage the RCMP provincial police service as a municipal police service;

- Establish a municipal police service;
- Enter into an agreement with another municipality for policing services; or
- Establish a regional police service.

Alberta Municipal Government Act

The Alberta Municipal Government Act states that one of the three purposes of a municipality is to develop and maintain safe and viable communities.

RCMP Act

The *RCMP* Act is a federal legislation that provides the authority and mandate for the RCMP. The Act provides that the Solicitor General of Canada may enter into agreements with provinces and municipalities to provide RCMP policing.

Provincial Police Service Agreement

The Provincial Police Service Agreement between the Government of Canada and the Government of Alberta establishes the RCMP as the provincial police service. Pursuant to the agreement, the Solicitor General and Minister of Public Security of Alberta, in co-operation with the Commanding Officer of the RCMP "K" Division, establishes provincial policing priorities annually in the form of a three-year business plan.

The agreement provides that the minimum standard of policing by the provincial police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General and Minister of Public Security of Alberta.

Municipal Policing Agreements

Municipal policing agreements between the Government of Canada and a municipality establish the RCMP as the municipal police service for that community. These agreements provide for the municipal chief executive officer* to set objectives, priorities and goals for the RCMP municipal police service that are consistent with those set by Solicitor General and Public Security for the provincial police service.

Municipal policing agreements state that the minimum standard of policing by the RCMP municipal police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the chief executive officer.

Tripartite Policing Agreements

Tripartite policing agreements among the Government of Canada, the Government of Alberta and a First Nation provide for the establishment of First Nation police services and First Nation police commissions. Metis settlements continue to be policed by the provincial police service.

RR - STATEMENT OF PRINCIPLES

PREAMBLE

Police officers are the "front line" of the criminal justice system. They are responsible for enforcing federal, provincial and municipal laws; protecting life and property; preventing and detecting crime; and keeping the peace. Law enforcement is a major component of a police officer's broad range of duties and roles. Police officers investigate occurrences, arrest offenders and bring evidence of criminal conduct before the court. Additionally, the police provide a variety of community services, including but not limited to crime prevention, education programs, assistance in locating missing persons, dealing with lost property, traffic control, victim assistance and collision investigation.

Although legislation and the common law define the authority of the police, the ability of the police to perform their duties also depends on the public's approval, support and willing co-operation.

To be effective, the delivery of policing services must be based on the principles of partnership, ownership, problem-solving and quality service.

The police must strive to maintain a relationship with the public that lives up to the historic tradition: "The police are the public, and the public is the police." Police officers are members of the public who are specially authorized to perform policing duties on behalf of the public. Developing, nurturing and sustaining a partnership between the community and the police is essential to success in addressing crime, disorder and other community problems.

The police must seek and preserve public trust, confidence and support by exercising impartial service to the law, and providing service to all people without regard to race, national or ethnic origin, colour, religion, gender, age, sexual orientation, belief or social standing.

STATEMENT

Police services in Alberta, as part of the criminal justice system, and in accordance with the *Canadian Charter of Rights and Freedoms*, are responsible for maintaining peace and order, protecting lives and property, preventing and investigating crime, and providing policing services that are responsive to community needs.

Police services should be provided throughout Alberta in accordance with the following principles. Police services are to be:

- Delivered effectively, efficiently and impartially to all persons;
- Delivered on the basis of a partnership between the police and the community, and responsive to community needs;

- Sensitive to the needs of victims of crime and all other users of policing services;
- Sensitive to and strive to represent the diverse character of the community being served; and
- Conducted in a manner that maintains the trust and respect of the public (through adherence to strict ethical standards).

RR - ADEQUACY AND EFFECTIVENESS

PREAMBLE

The development and refinement of policing standards is a dynamic process. Solicitor General and Public Security will continually review and modify the standards in consultation with police services, police commissions and other policing stakeholders to ensure that they accurately reflect appropriate benchmarks for the delivery of an adequate and effective level of policing.

STATEMENT

A police service will be deemed adequate and effective if the legislative requirements and policing standards are met.

- Measures and indicators of adequate and effective police service may include, but are not limited to, legal requirements, compliance with standards, efficiency (eg. cost/benefit per unit of service) and timeliness; and
- Once legislative requirements and standards are fulfilled, the community or region determines the level of enhanced service that local residents want and can afford.

RR - GUIDELINES AND DIRECTIVES

PREAMBLE

The Government of Alberta provides advice and direction to police services from time to time, for example, in response to new legislation or changes in case law, or to address emerging policing issues. Advice may be provided verbally or in writing.

STATEMENT

Direction to police services can take the form of guidelines* or directives*, depending on the issue.

• Police services shall comply with issued guidelines and directives, whether or not they are specifically referenced in standards contained in this manual.

RR - SHARED SERVICES/LIAISON WITH OTHER AGENCIES

PREAMBLE

There is a strong spirit of co-operation among Alberta police services. They assist each other and share special expertise, even when there are no formal agreements for doing so. Joint planning and the development of formal aid agreements enhance effective police service delivery. Written agreements, discussed and planned ahead of time, clearly establish the roles and responsibilities of the respective parties, enhance communication and remain viable regardless of changes in personnel or other changes that might affect informal arrangements. Formal agreements between police services and individuals or other non-police organizations also provide effective options for addressing specific organizational needs such as training or providing specialized expertise.

STATEMENT

The policing standards contained in this manual have been developed to provide for flexible implementation at the local level. The resource limitations of Alberta police services vary from one community to the next. To ensure that the required resources are available to meet a particular standard, a police service may:

• Enter into a mutual aid or shared service agreement with another police service;

or

• Contract with another police service or a person or organization other than a police service.

RR - OVERSEEING POLICE SERVICES

PREAMBLE

There are four types of police services operating in Alberta: provincial, regional, municipal and First Nation.

A variety of processes are used to oversee these four types of police services. In each case, however, the Government of Alberta is ultimately responsible, pursuant to the *Police Act*, "for ensuring that adequate and effective policing is maintained throughout Alberta." The Province of Alberta has delegated the responsibility for policing to the local governments of municipalities with populations greater than 5,000.

STATEMENT

Provincial Police Service

The Provincial Police Service Agreement between the Government of Alberta and the Government of Canada establishes the Royal Canadian Mounted Police (RCMP) as the provincial police service. The agreement states that "the internal management of the Provincial Police Service, including its administration and the determination and application of professional policing procedures, shall remain under the control of Canada." The agreement further provides:

• That the minimum standard of policing by the provincial police service shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General and Minister of Public Security of Alberta.

Regional Police Services

Regional municipal police service may exist in Alberta to provide policing to two or more municipalities pursuant to an agreement between the municipalities.

Municipalities that have established a regional police service must:

- Establish a regional police commission. The commission is responsible for overseeing the police service; its responsibilities are defined in the *Police Act*. Responsibilities of the commission include:
 - Allocating the budgeted funds;
 - Establishing policies to provide for efficient and effective policing;
 - Issuing instructions to the Chief of Police in relation to the policies;
 - Ensuring that a sufficient number of persons are employed for the police service to carry out its functions; and
 - Appointing the Chief of Police, subject to the ratification of the municipal councils.

Municipal Police Services

In Alberta, municipal police services are provided by:

- The RCMP, through a Municipal Policing Agreement between the Government of Canada and the municipality;
- The provincial police service through a letter of agreement between the Government of Alberta and the municipality; or
- Stand-alone municipal police services established by the municipality.

Policing Agreements

Municipal policing agreements between the Government of Canada and municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the municipal chief executive officer. Letters of agreement between the Government of Alberta and respective municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General and Minister of Public Security of Alberta.

- Pursuant to the *Police Act*, a municipality that has entered into an agreement with the Government of Alberta or the Government of Canada to provide municipal policing may choose to form a policing committee to:
 - Oversee the agreement; and
 - Represent the interests of the council to the police officer in charge of the municipal police service.

Stand-alone Municipal Police Services

A municipality that has established a stand-alone municipal police service must establish a municipal police commission. The police commission is responsible for overseeing the police service; its responsibilities are defined in the *Police Act*. Responsibilities of the police commission include:

- Developing a budget and yearly plan specifying the level of police service and programs to be provided to the community;
- Allocating the budgeted funds;
- Establishing policies to provide for efficient and effective policing;
- Issuing instructions to the Chief of Police in relation to the policies;
- Ensuring that a sufficient number of persons are employed for the police service to carry out its functions; and
- Appointing the Chief of Police, subject to the ratification of the municipal council.

First Nations Police Services

First Nations police services are overseen by First Nations police commissions. The responsibilities of the commission, which are defined in the Tripartite Policing Agreement, include:

- Developing a budget and yearly plan specifying the level of police service and programs to be provided to the community;
- Allocating the budgeted funds;
- Establishing policies to provide for efficient and effective policing;
- Issuing instructions to the Chief of Police in relation to the policies;
- Ensuring that a sufficient number of persons are employed for the police service to carry out its functions; and
- Appointing the Chief of Police.

RR - ACCOUNTABILITY

PREAMBLE

The policing standards contained in this manual apply to all police services in Alberta.

A four-year audit cycle will apply. All police services will be audited against all standards once every four years. This will be accomplished by reviewing approximately one quarter of the police services in Alberta each year. Police services will conduct annual maintenance of their standard files. Standard files will be made available to police commissions and the Standards and Audit Section of the Solicitor General and Public Security for cyclical audits and periodic directed reviews*.

Police services may be required to develop new policy* or guidelines to address the standards contained in this manual. For audit purposes, existing police policy or guidelines will be deemed sufficient if the policy or guideline is consistent with the intent of the standard being reviewed.

Audit teams will be led by advisors from Solicitor General and Public Security and may include seconded police officers.

STATEMENT

It is the responsibility of police services that have contracts or mutual aid agreements with other police services or agencies to:

• Ensure that the services provided for by means of such agreements comply with the required standards.

RESOLUTION IN EVENT OF NON-COMPLIANCE

If a police service is found to be in non-compliance with any standard, it will be required to take corrective action to achieve compliance within a specified period of time. If a police service disagrees with part or all of the results of an audit, the chief of the police service should review the concerns with the audit team leader. If this review fails to resolve the concerns to the chief's satisfaction, the chief may request that the Assistant Deputy Minister of the Public Security Division attempt to mediate a resolution to the dispute. If mediation is unsuccessful, the chief may request the Deputy Solicitor General and Deputy Minister of Public Security review the matter. The Deputy Minister (SGPS) may act independently or, on a case-by-case basis, establish a committee to review the matter and make recommendations. The decision of the Deputy Minister (SGPS) would be final and binding.

ORGANIZATIONAL MANAGEMENT (OM)

OM.1 - COMMUNITY POLICING

PREAMBLE

Community policing, which is based on the principles of partnership, ownership, problem solving and quality service, allows police services to respond to the unique policing needs of their communities. Implementing community policing requires ongoing dialogue with the community, taking a collaborative and proactive approach, and identifying community needs.

STATEMENT

Strategies to implement community policing will vary according to community needs and available resources. In addition to ongoing dialogue with the community, the police service shall:

OM 1.1 – Formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing. The process shall address at a minimum:

- a. the performance of the police service.
- b. how police personnel are perceived to conduct themselves while performing their duties.
- c. the involvement of police officers with their community and its citizens.
- d. public perceptions regarding safety and security in the community.
- e. recommendations for improvement.
- f. citizens' level of satisfaction.

Compliance: Proof

FIOOI

Interpretation:

Community survey that contains, at a minimum, questions that will address each of the bullets. Survey can take the form of phone, mail-out, interview or forum. The survey should address a statistically sound proportion of the service population.

Bullets (a), (d), (e), (f) – self explanatory.

Bullet (b) – This bullet is meant to address how police comport themselves in the eyes of the public.

Bullet (c) - This is to measure community policing concepts, involvement of the police with the community (ie. youth involvements, building community connections)

OM 1.2 – The police service shall take appropriate steps to address identified community needs, concerns and expectations.

Compliance: Proof Interpretation:

This standard is directly related to OM 1.1 and requires that the police service analyze and act upon the information that was obtained as a result of their community consultations. For example, use it as a base for the development of strategic planning for the police service, provide educational opportunities within the community, implement specific programs to address the concerns, re-deploy personnel etc.

OM.2 - ORGANIZATION AND DIRECTION

PREAMBLE

These policing standards are intended to ensure that the police service establishes a formal structure to organize, define, direct and coordinate its components and functions. The standards also relate to direction and supervision.

STATEMENT

All personnel must have a clear understanding of their powers in carrying out their duties in accordance with written policy, procedures, rules and regulations.

OM 2.1 – The police service shall ensure that all personnel have access to a current organizational chart and written description of the organization's structure.

Compliance:

Policy and/or written description and organizational chart.

Interpretation:

Requires production of an organizational chart to show structure and reporting areas. The organizational chart should be current and approved by the Chief of Police or Commanding Officer. The written description is usually contained in policy, and is a verbal description of the organization structure and key reporting areas. Access means availability of the organizational chart and structure.

OM 2.2 – The police service shall have written policy describing each organizational component or function.

Compliance: Policy.

Interpretation:

This standard differs from OM 2.1 in that it requires a written description of the organizational component or function whereas the previous standard is in effect a list of areas and their reporting lines. This is a description of the area, and what they are responsible for in the organization.

OM 2.3 – The police service policy shall outline the command protocol for the following situations:

- a. the Chief of Police is absent, off duty, or incapacitated.
- b. involving personnel from different jurisdictions in a joint operation.
- c. day-to-day operations.

Compliance: Policy.

Interpretation:

Bullet (a) – policy that clearly identifies the chain of command to replace the chief of police or commanding officer, and how that identified member in the chain of command is appointed into the acting capacity.

Bullet (b) – policy that identifies who has primary jurisdiction and what chain of command will be used for reporting when there is more than one enforcement agency involved during an investigation or incident.

Bullet (c) – who do members report to and take orders from on a day-to-day basis. This would also detail who would assume responsibility if members of equal rank are at an incident, i.e. the member with the most seniority in that rank will immediately assume responsibility for the investigation of the occurrence, unless instructions to the contrary are given.

OM 2.4 – The police service policy shall require an employee to obey any lawful order received from a supervisor. Procedures shall also be in place to deal with situations where the employee receives a conflicting or unlawful order.

Compliance: Policy.

Interpretation:

Policy requiring members to carry out a lawful order. Prohibiting the issuance of orders that are unlawful or that direct a member to violate policy. Direction for what the member is to do if unlawful or policy breach orders are given. What to do if conflicting orders, such as advising the member who issued the second or subsequent order, of the conflict in the orders to determine if the conflict can be resolved.

OM 2.5 – The police service shall have a system of written policy and procedures that includes:

- a. maintenance of the policy and procedures system.
- b. a review process for establishing new policies and police service procedures.
- c. a process for disseminating and storing written policy.
- d. ensuring that all new, existing or revised policy is disseminated to all affected personnel and having all affected personnel acknowledge the receipt and review of any changes.

Compliance: Policy only for bullets (a), (b) and (c). Policy and proof for bullet (d).

Interpretation:

A formal written policy system is established to keep employees informed regarding limits and expectations related to their duties. It should be accessible for rapid access and should differentiate between types of police service policies and procedures. Changes may either be distributed to each of the affected personnel or if timely access to any changes can be assured, posted in a specific location. Documentation that the affected personnel received and reviewed the directive must be received in a reasonable time period.

OM 2.6 – The police service policy shall include a mission statement and values of the service.

Compliance: Policy and proof.

Interpretation:

The mission statement and separate values of the police service should be embedded in police service policy. Proof for this standard would include observation of the mission statement prominently displayed in the police service facility.

OM 2.7 – The police service shall have written policy to adopt a Code of Conduct and to ensure that all sworn members abide by the Code.

Compliance: Policy and proof.

Interpretation:

Police service policy is self-explanatory. Proof is a copy of the Code of Conduct.

OM.3 - PLANNING

PREAMBLE

The planning process is essential to effective management. The police service should have clearly written goals and objectives and a plan for achieving them.

STATEMENT

The plan should cover successive years beyond the current budget and should contain provisions for frequent evaluation and updating.

OM 3.1 – The police service shall develop a multi-year plan that includes:

- a. operational goals and objectives.
- b. expected fluctuations in population and work load.
- c. expected staffing requirements.
- d. expected capital improvements and equipment requirements.
- e. provisions for review and revision.

Compliance: Proof.

Interpretation:

The setting of long term goals and their resulting effects are essential to police service management. The police service should have specific identified goals and a plan to reach them. The plan should span past the current budget year and be available to frequent updating. Compliance would be the multi-year plan.

OM 3.2 – The police service shall produce an annual report covering its operations during the previous fiscal year. The annual report shall include, at a minimum:

- a. identified measures of performance evaluation and results.
- b. complaints against the service and/or members.
- c. financial statements of costs associated with the police service.
- d. highlights of significant community policing consultations.

Compliance: Proof. Interpretation:

Compliance is the annual report which may be made available to the public and is produced for the police commission of the police service.

Bullet (a) usually contains statistical information on the number of crimes reported and clearance rate.

Bullet (b) may contain information on how many complaints were received and the outcome of each complaint.

Bullet (c) could be a graph or chart showing the expenses of the police service or the cost of policing within the community.

Bullet (d) is self-explanatory.

OM.4 - FINANCIAL MANAGEMENT

PREAMBLE

The accounting system should be compatible with, or a part of, the central accounting system of the governing jurisdiction.

STATEMENT

The accounting system should follow accepted accounting principles. Formal financial control procedures establish authority and responsibility, and they alert management to problems that may require remedial action.

OM 4.1 – The police service shall have an accounting system that complies with generally accepted accounting principles.

Compliance: Proof.

Interpretation:

This standard can be satisfied by a letter certifying an audit of budget documents, Account Ledgers, etc. in accordance with GAAP principals.

OM 4.2 - The police service policy shall outline:

- a. the budget process.
- b. the responsibilities for the budget preparation.
- c. the responsibilities for the fiscal management.

Compliance:

Policy and/or Legislation.

Interpretation:

Bullet (a) requires a detailed process, not just a policy statement.

Bullet (b) describes the steps taken to gather budget information from various organizational components to prepare the budget for submission and approval.

Bullet (c) describes levels of financial authority, budget management and approval processes, responsibility, and accountability.

OM.5 - INTERNAL AUDITS

PREAMBLE

The role of audits is to ensure objective reviews of facilities, property, equipment, personnel and activities outside the normal supervising procedures and the chain of command.

STATEMENT

Responsibility for the internal audit function shall be outlined in police service policy.

OM 5.1 – The police service shall have written policy that describes internal audits and includes:

- a. procedures for conducting such audits.
- b. the frequency of and criteria for audits.
- c. assigned responsibility for audits and any required corrective action.
- d. follow-up procedures to ensure corrective action has occurred.

Compliance:

Policy and proof for each bullet.

Interpretation:

Internal audits are an ongoing activity which is the responsibility of supervision at every level. The audits should not be limited to equipment and directives but also include the physical facilities.

Bullet (a) - outlines how the audits are conducted such as a random, scheduled or advanced distribution of an inspection form etc.

Bullet (b) - outlines the frequency of the audits and could vary depending on the type of audit (weekly, monthly, annually). Describes the audit objectives and what standards are being audited against. i.e. Alberta Provincial Policing Standards or police service policy.

Bullet (c) - outlines which position conducts the audits, manages the audit process and recommends remedial action.

Bullet (d) - outlines how the remedial action will be completed to ensure any concerns identified in the audit have been corrected. May provide timelines for the completion of any follow-up action. Compliance would be the completed audit/inspection report.

PERSONNEL ADMINISTRATION (PA)

PA.1 - RECRUITMENT

PREAMBLE

Police services in Alberta are required to provide adequate and effective policing that meets the needs of the community. To fulfill this requirement, police services must recruit police officers through a process that is sensitive to the principles of openness and equity.

STATEMENT

The following standards, which reflect those principles, are intended to ensure that both organizational needs and community expectations are met.

PA 1.1 – The police service policy shall outline the responsibility for the recruitment of police officers.

Compliance: Policy.

Interpretation:

The policy should outline who has the responsibility (i.e. Chief of Police or delegate, Recruiting Section, etc.) for the recruitment of police officers.

PA 1.2 – The police service shall ensure that persons responsible for recruiting police officers have the skill and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation:

Personnel assigned to recruitment shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through chief's memo, resumes, academic accreditation, training records, etc.

PA 1.3 – The police service shall have a recruiting plan that includes:

- a. police service personnel requirements, including consideration of community diversity.
- b. written strategies for acquiring personnel to fulfill the requirements.
- c. a documented description of the recruiting process.
- d. a documented process for evaluating the recruitment plan.

Compliance: Proof.
Proof of compliance is the Recruiting Plan.

Bullet (a) – should address the diverse needs of the agency and community considering cultural, gender and minority groups.

Bullet (b) - the plan should outline what will be done to acquire the appropriate personnel. (ie. upgraded driving skills, educational standing)

Bullet (c) – this bullet is an overall description of how an agency will address their recruiting requirements (ie. case-by-case as needed or continuous recruiting). This would also include recruitment methods such as posting of opportunities and active recruitment within or outside the local community.

Bullet (d) - this bullet describes a process to evaluate the effectiveness of the recruitment plan after each process or on an annual basis.

PA 1.4 – The police service shall, at the time of the application, provide written information to applicants, about the recruiting process and that any costs associated with the application process that must be borne by the applicant.

Compliance: Policy and proof.

Interpretation:

Policy directing the contents of a complete application package will be used as one proof of compliance on this standard. The other will be a sample of the agencies' recruitment package.

PA.2 - SELECTION OF POLICE OFFICERS

PREAMBLE

To provide for adequate and effective policing, police services in Alberta are required to select qualified individuals. The Alberta Solicitor General and Public Security implemented a standardized police recruit selection system for Alberta to ensure that best practices in the selection of police constables are met.

STATEMENT

Police services are required to use the Alberta Solicitor General & Public Security Police Recruit Selection Standards process.

PA 2.1 – The police service policy shall ensure their recruit selection process complies with the Alberta Solicitor General & Public Security, Police Recruit Selections Standards process.

Compliance: Policy and proof.

Interpretation:

Policy – self explanatory. Proof may be a vetted copy of a candidate's file subjected to the process.

PA 2.2 – The police service policy shall outline the responsibility for the selection of police personnel.

Compliance: Policy.

Interpretation:

The policy should outline who has the responsibility (i.e. Chief of Police or delegate, recruiting section, etc.) for the selection of police officers in accordance with the SGPS Alberta Recruit Selection Standards.

PA 2.3 – The police service shall ensure that staff who are responsible for the selection process, including those conducting background investigations of applicants, have the skill and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Personnel who are assigned to recruit selection roles shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through chief's memo, resumes, academic accreditations, training records, etc. Background investigations are normally conducted by trained investigators. A checklist or template should be used on each background investigation to ensure thoroughness. Background investigation forms may be used for proof of compliance for this standard.

PA 2.4 – The police service shall have a written policy outlining the selection process that includes:

- a. publicly accessible requirements to be met prior to selection.
- b. written procedures for rewriting, re-applying or having test results re-evaluated, if permitted.
- c. the procedure for notifying unsuccessful applicants of their ineligibility.
- d. a thorough background investigation of individuals who have been selected, including at a minimum:
 - (i) fingerprinting.
 - (ii) CPIC* criminal record checks.
 - (iii) local indices check.
 - (iv) reference checks.
 - (v) interview of applicant.
 - (vi) assessment of applicant's overall suitability.

Compliance:

Policy and proof for each bullet.

Interpretation:

The selection process may be posted on the police services internet job posting board or in recruiting information that is sent out to applicants. All applicants are to receive the same information, have accessibility to it in some form and each stage of the application process outlined. Unsuccessful applicants need to be notified by way of letter or other notification as to their status in the process. Background investigations do not need to be conducted on all applicants, only on those who have progressed in the selection process.

PA 2.5 – To be confirmed in permanent status, RCMP, First Nation or municipal police officers in Alberta must have:

- a. graduated from a police induction training program that adheres to a curriculum approved by Solicitor General and Public Security, or
- b. graduated from a police induction training program that is not recognized by Solicitor General and Public Security, and successfully completed an Alberta police competency exam that is approved by Solicitor General and Public Security.
- c. completed the applicable statutory requirements of the 18 months probationary period, as set out in Section 4(1)(a) of the *Police Service Regulations.*

Compliance: Policy.

Interpretation:

Bullet (a) - an approved curriculum is under development by the SGPS Staff College. Bullet (b) - refers to a person who has graduated from a program (i.e. Criminal Justice Program, Law and Police Program, Criminology program, etc.) and has successfully completed an Alberta police competency exam. It should be noted at present a competency exam is under development by the SGPS Staff College. Candidates accredited through programs described above are hired at the discretion of the Chief of police.

Bullet (c) – self-explanatory.

PA 2.6 – Successful applicants for appointment to police officer status under the *Alberta Police Act* and/or Tripartite Policing Agreements shall receive, on appointment:

- a. the Alberta Police Act and the Police Service Regulation, as amended.
- b. the Police Service Code of Conduct/Ethics.
- c. the policing by-law or schedule as per the Tripartite Policing Agreement (if applicable).

Compliance:

Policy and proof.

Interpretation:

Every police officer shall receive a copy of the *Alberta Police Act* and *Police Service Regulation* and policing by-law or schedule as per the Tripartite Policing Agreement (if applicable). In addition the officer shall receive a copy of the individual police services Code of Conduct/Ethics (electronic access to the documents is acceptable).

PA 2.7 – Successful applicants for appointment to police officer status under the *RCMP Act* shall receive, on appointment:

- a. the Police Service Code of Conduct/Ethics.
- b. the RCMP Act.

Compliance: Policy and proof.

Interpretation:

Every police officer shall receive a copy of the *RCMP Act*, Code of Conduct/Ethics (electronic access to the documents is acceptable).

PA.3 - TRAINING

PREAMBLE

Police services in Alberta are required to provide police induction training, in-service training and professional development to personnel to ensure that they have the skills and competencies to effectively discharge their responsibilities. This training commences on hiring and continues throughout the careers of sworn, civilian and volunteer personnel.

STATEMENT

The following standards address the minimum requirements for promoting predictable and consistent skill development in police services in Alberta. The standards recognize the variety of designations of personnel as well as unique requirements. These standards further provide for regular education and training about developments in statute and case law as well as changes in technology and social expectations. These standards do not limit any police service from designing and delivering enhanced training to meet the needs of the community they serve.

PA 3.1 – Responsibilities for the research, design and delivery of in-service training and professional development shall be outlined in the police service policy.

Compliance: Policy.

Interpretation:

The policy should outline which unit is responsible for this function. It should describe how the research, design and delivery of in-service training and professional development will be done. The policy should address how the responsible unit will keep up to date on the trends and requirements of the police service and the community that they serve (external in-service training is acceptable).

PA 3.2 – The police service shall ensure that individuals who are responsible for training have the skill and competencies they require to fulfill their responsibilities. These skills and competencies shall collectively include, at a minimum:

- a. skill in needs analysis and course design.
- b. lesson planning skills.
- c. the ability to use a variety of delivery techniques.
- d. skills in testing and evaluation of course candidates.
- e. the ability to access human and technical resources.

Compliance: Policy and proof.

Personnel assigned to training shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through chief's memo, resumes, academic accreditation, training records (ie. effective presentation course or other such courses). Not everyone needs to have all of the same courses as long as the member(s) collectively have the competency required in the each of the bullets.

PA 3.3 – Course training standards and lesson plans shall adhere to a curriculum approved by Solicitor General and Public Security in consultation with the appropriate police service.

Compliance:

Not applicable at this time, this standard is being developed. An approved curriculum is being developed.

PA 3.4 – Lesson plans shall include:

- a. performance and job-related behavioural objectives.
- b. teaching points for content.
- c. delivery techniques.
- d. a process for evaluating the competencies of candidates.

Compliance:

Policy and proof.

Interpretation:

The lesson plans shall have all of the necessary points as outlined in bullets (a) to (d). Bullets (a), (b), and (c) are self-explanatory.

Bullet (d) – this process refers to evaluations such as formal testing, class participation, boards, practicum, etc.

PA 3.5 – The police service shall have a written policy on:

- a. approving and modifying lesson plans.
- b. the maintenance of training records.
- c. the review and analysis of training policy.
- d. procedures for remedial training.
- e. sanctions for failure to meet training objectives.

Compliance:

Policy.

Interpretation:

The person/unit responsible should develop and document in policy a process for approving and modifying lesson plans and maintaining staff training records. The review and analysis of the training policy shall be conducted annually, or as required. Should an employee require remedial training, the policy should include defined procedures. The policy should address what action will be taken and by whom, in situations where training objectives have not been met.

PA 3.6 – The police service shall have written policy outlining the recruit field training program that includes:

- a. a selection process for field trainers.
- b. methods for evaluating the competencies of field trainers.
- c. supervision of field trainers.
- d. training for field trainers.
- e. a specified timeframe for completing a recruit field training program.
- f. orientation to activities within the police service.
- g. liaison with a recruit induction training facility.
- h. provision for (at a minimum) a tri-monthly written evaluation of recruits throughout the recruit training period.

Compliance: Policy and/or proof.

Interpretation:

The recruit training program requires the selection of competent field trainers who are trained, supervised and evaluated. The police service policy shall specify the length of time to complete the program and what evaluations will be conducted. Orientation is a major factor in employee's adjustment and motivation towards his/her employment and new environment. Therefore the various activities performed by the police service (ie. administrative and operational support structures) should form part of the orientation process. The policy should ensure a liaison between the recruit induction facility and the recruit field training personnel exists to address human resource matters and training needs.

PA 3.7 – If the police service provides specialized services*, it shall have written policy on specialized services training. The policy shall include:

- a. a description of the specialized services.
- b. skill development requirements for commencement of duties.
- c. on-the-job requirements for maintaining competencies.

Compliance: Policy.

Interpretation:

See definition in Glossary for specialized services. Job description is required for each along with training/skills prior to commencement of duties and what is required for maintaining the ability to do the assigned work in the specialized field.

PA 3.8 – The police service shall have written policy on the training needs of civilian employees* that includes:

- a. orientation to these persons' role in the service.
- b. goals, policies and procedures of the service that affect their duties.
- c. working conditions and regulations.
- d. rights and responsibilities.
- e. specific skill development to fulfill their responsibilities.

Compliance: Policy.

Interpretation:

Civilian employees require all points in the bullets (a) to (e) to be fulfilled either prior to or shortly after the commencement of their employment. See definition of 'civilian employee' in the Glossary.

PA 3.9 – The police service shall have written policy on the training needs of supervised volunteers* that includes:

- a. orientation to these persons' role in the service.
- b. goals, policies and procedures of the service that affect their duties.
- c. working conditions and regulations.
- d. rights and responsibilities.
- e. specific skill development to fulfill their responsibilities.

Compliance: Policy.

Interpretation:

Supervised volunteers require all points in bullets (a) to (e) to be fulfilled either prior to or shortly after the commencement of their volunteer function. See definition of 'supervised volunteer' in Glossary.

PA 3.10 – The police service shall have written policy on the training needs of newly promoted persons. The policy shall include:

- a. orientation to policies and procedures specific to the new level or position in the service.
- b. specific skill development in response to the need of the newly promoted persons to fulfill their new responsibilities.

Compliance: Policy.

All promoted persons shall be orientated to their new roles and responsibilities. If a newly promoted person requires further training to fulfill their duties, then policy should define what training may be required. A person may be promoted and not need any additional training. This does not apply to personnel in temporary acting positions.

PA 3.11 – The police service shall have a training plan that includes (at a minimum) the delivery of professional development to ensure sworn members remain current in the following:

- a. Criminal Code authorities and restrictions on the use of force.
- b. a use of force model that is approved by Solicitor General and Public Security.
- c. reporting of "use of force" incidents.
- d. officer safety.
- e. motor vehicle pursuits.
- f. arrest, search, seizure and detention.
- g. annual assessment of firearms proficiency.
- h. subject control techniques.
- i. first aid/primary care.
- j. diversity awareness.
- k. victim assistance concepts and programs.
- I. integrity and ethics.
- m. problem solving.
- n. partnership and ownership of community issues.
- o. quality of service.
- p. evolving changes in statute and case law.
- q. evolving changes in organizational procedure and policy.
- r. preparing and presenting evidence in the courts.

Compliance:

THIS STANDARD REMAINS ON HOLD

PA.4 - PERFORMANCE EVALUATION

PREAMBLE

Police services in Alberta are required to regularly evaluate the performance of their personnel*. These evaluations are conducted to reinforce and reward positive performance, acknowledge and rectify marginal performance and address unacceptable performance in a timely fashion.

STATEMENT

Performance evaluation systems must measure observable and relevant behaviour, and be applied fairly and equitably. The following standards are intended to promote a performance evaluation system that responds to the needs of the police service while ensuring fairness and equity.

PA 4.1 – The police service shall have a written policy outlining the performance evaluation system. This policy shall include at a minimum:

- a. annual and periodic written performance evaluations of every sworn police officer and civilian employee.
- b. defined responsibilities of evaluators.
- c. a procedure for the use and submission of forms.
- d. performance measurement criteria specific to the duties required of the employee.
- e. defined measurement devices.
- f. a statement of the employee's right to acknowledge and respond to an evaluation, in writing, and at the conclusion of input from all levels of supervision.
- g. an appeal process.

Compliance: Policy.

Interpretation:

Bullet (a) - annual and periodic; meaning at any other time during the year, such as monthly, bi-monthly, etc.

Bullet (b) - what the evaluator is evaluating and the guidelines for it.

Bullet (c) - description on how to use the performance appraisal forms and submission of them to the respective persons, such as the Inspector, Deputy Chief, Chief, etc.

Bullet (d) - the employee be rated on the duties specific to the employee and not in general.

Bullet (e) - the appraisal form has a rating system, for example a number rating or other code rating that the value of each number/code is known to both the evaluator and the employee. Qualitative narrative assessment is acceptable as well.

Bullet (f) - the opportunity for the employee to provide feedback.

Bullet (g) - an appeal process for the employee on the results of the performance appraisal.

PA 4.2 – The police service shall have written policy ensuring that the employee being evaluated is interviewed at the conclusion of the performance evaluation for the purpose of:

- a. reviewing the written performance evaluation.
- b. reinforcing positive performance.
- c. discussing the level of expected performance in the case of marginal performance.
- d. setting performance goals and objectives.
- e. discussing the career development needs of the person being evaluated.

Compliance: Policy.

Interpretation: Bullets (a) to (e) are self-explanatory.

PA 4.3 – The police service shall have written policy ensuring that a copy of the completed performance evaluation is provided to the person being evaluated.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 4.4 – The police service shall have written policy ensuring that written performance feedback is provided to a probationary employee tri-monthly (at a minimum) during the probation period.

Compliance: Policy.

Interpretation:

This standard applies to all employees of the police service. The length of time an employee is on probation varies (ie. civilian employees vs. sworn officers). It is understood that police recruit field training programs may end during the legislated probationary period. Responsibility for the required tri-monthly evaluation process may transfer to another area within the service upon completion of a recruit field training program. Policy should direct the use of forms and the criteria to provide written feedback for regular assessment and evaluation purposes during the probation period of all employees.

PA 4.5 – The police service shall have written policy ensuring that the impact of sustained complaints* against the conduct of any sworn member is considered when evaluating that member's performance.

Compliance: Policy.

Interpretation:

The impact of the sustained complaint in whole or part concerning the member may or may not be recorded in the performance evaluation for that reporting period. However, consideration must be given to the nature and resolution of the sustained complaint by the supervisor. See definition of 'sustained complaints' in Glossary.

PA 4.6 – The police service shall have written performance evaluation policy that sets out the use of remedial measures to improve marginal performance.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 4.7 – The police service shall have written performance management policy that includes an "early warning"* component in order to proactively address potential performance issues.

Compliance: Policy.

Interpretation:

An early warning system helps identify any potential issues with an employee. The early warning system may track data such as sick days, traffic collisions, public complaints, excessive force, etc.

PA.5 - PROMOTION

PREAMBLE

Persons who are selected to assume greater responsibility must have demonstrated the skills, knowledge and competencies they require to perform at a higher level. Therefore, the promotion system must be based on the principles of fairness and equity.

STATEMENT

The following standards ensure that those principles are maintained in order to meet the needs of the organization, its members and the public they serve.

PA 5.1 – The responsibility for the administration of the promotion system shall be outlined in the police service policy.

Compliance: Policy.

Interpretation:

Who is responsible for the promotion system. It may involve several levels within the organization.

PA 5.2 – The police service shall have written policy on the values of the promotional process to include:

- a. selection of individuals who have demonstrated the skills, knowledge and ability to perform at a higher level.
- b. selection of the most suitable candidate.
- c. selection of individuals who have demonstrated the potential to assume additional responsibility.

Compliance: Policy.

Interpretation:

The values need to be known to all individuals that are involved in the process. The values shall be associated to each component of the process, such as "the interview", "written exam", etc. Other values may be "commendations received", "time spent in a temporary acting role", "extra education the employee has taken", etc.

PA 5.3 – The police service shall have a written description of its promotion system and make it available to its members.

Compliance: Policy. Interpretation: Self-explanatory (may be found in manual, appendices, or online).

PA 5.4 – The police service promotion system shall include, at a minimum:

- a. evaluation of candidates through performance appraisal.
- b. an appeal process for unsuccessful candidates.
- c. control of promotion evaluation documents.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 5.5 – The police service promotion system shall require the posting of promotional opportunities.

Compliance: Policy and proof.

Interpretation: Duration of promotional opportunity postings is discretionary.

PA 5.6 – The police service policy shall define promotional eligibility including:

- a. criteria for meeting eligibility requirements, with a weighted value for each.
- b. the impact of seniority.
- c. the process used to select successful candidates.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 5.7 – When a police service utilizes an outside agency to assist in determining candidates for promotion, it shall have written policy defining the function and responsibilities of the outside agency.

Compliance: Policy.

Interpretation: Self-explanatory. **PA 5.8** – The police service policy shall ensure the evaluation provided by an outside agency will not be the sole determinant for promotion of a successful candidate, nor will it be the sole determinant for the elimination of any candidate from the promotion process.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 5.9 – The police service shall have a written policy defining the impact of a sustained complaint(s) against the conduct of any member that is in the promotional process.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 5.10 – The police service policy shall outline a system for conducting an analysis, evaluation and amendments, as required, of the promotion system.

Compliance: Policy.

Interpretation:

There is no specific time requirement for this standard (ie. annual evaluation of the system).

PA.6 - GRIEVANCES

PREAMBLE

Police services in Alberta are required to respond to employee grievances. Conflict resolution must adhere to the principles of fairness, equity, consistency and predictability.

STATEMENT

The following standards address the needs of the police service as a whole as well as the needs and expectations of its employees. The responsibility for grievance resolution shall be outlined in the police service policy.

PA 6.1 – If a police service has not articulated a comprehensive grievance process in its collective agreement or associated legislation, the police service shall describe its grievance procedures in policy. The procedures shall include:

- a. matters that may be filed as a grievance.
- b. procedures used to resolve a grievance, including mediation.
- c. limitation of action on the grievance process.
- d. conditions for employee representation.
- e. procedures for appealing a grievance.
- f. remedies available as a consequence of submitting grievance.
- g. the responsibility of supervisors in the grievance procedure.

Compliance: Policy or proof.

Interpretation: Policy is self-explanatory. Proof would be a copy of the collective agreement.

PA 6.2 – The police service policy shall require the annual evaluation of records of grievances in order to identify and deal with evolving trends.

Compliance: Policy and proof.

Interpretation: An annual evaluation is required on this standard.

PA.7 - PROFESSIONAL STANDARDS

PREAMBLE

Police officers are required to administer the law in a just and impartial manner. They are also required to exercise self-discipline and protect the dignity of all persons.

Police services in Alberta are required to thoroughly and promptly investigate complaints relating to officer conduct, service delivery and policy in order to maintain public confidence. They are to fully inform the parties, on an ongoing basis, as to the status of the investigation.

Police services are further required to maintain public confidence by identifying and effectively responding to any unacceptable conduct by members. The police service must embrace a variety of strategies to modify the behaviour of members, including counseling, training and discipline. All of the parties must understand the degree and nature of sanctions. Additionally, members of a service who are responsible for modifying behaviour must be given authority and accountability to discharge their duties.

STATEMENT

The following standards provide for the effective administration and investigation of complaints against a police service or its members by meeting the reasonable expectations of the general public, the police service and the members affected. They ensure that the principles of timeliness, equity and openness are an integral component of the police service's response to complaints. The standards also assign responsibility for modifying behaviour.

Complaints

PA 7.1 – The police service policy shall outline the responsibility for the administration and investigation of complaints against members.

Compliance: Policy.

Interpretation:

This standard deals with complaints against members, not the police service itself.

PA 7.2 – The police service policy shall clearly define a complaints process that complies with the applicable legislation, tripartite agreement or provincial policing agreement.

Compliance: Policy.

This standard deals with complaints against the police officer and the police service.

PA 7.3 – The police service shall provide sufficient written information to explain the complaint process to the public and its members, and make that information available in public areas of all police facilities as well as in any arrest processing area.

Compliance: Policy and proof.

Interpretation:

The police service policy may describe the format and requirement to avail such literature. This information is commonly found at the lobby/front counter area of a police service and in the arrest processing area of the holding facility. It may also be available online.

PA 7.4 – The police service shall have written policy stating that every police officer is required to inform the chief of police or detachment commander of the conduct of another police officer, whether the conduct occurs on or off duty, when such conduct is likely to constitute a breach of: discipline, professional ethics, a statutory offence, Code of Conduct, the *Police Act* or the *Police Service Regulations*.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 7.5 – The police service shall have written policy stating that a police officer who is acting in the capacity of a designated union or association representative may be informed of the non-criminal conduct of another police officer as it relates to a contravention of disciplinary regulations or the failure to perform duties. In these cases, the police service shall not require the police officer to disclose this information.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 7.6 – The police service shall have written policy to ensure that no person may discriminate or retaliate against any police officer who makes a complaint about the conduct of another police officer or who acts in the capacity of a designated union or association representative.

Compliance: Policy. Interpretation: Self-explanatory.

PA 7.7 – The police service shall have written policy defining the procedures for processing complaints. This policy shall include:

- a. provision of an initial response to the complainant within 45 days, from the date when the complaint was received by the police service and the provision of follow up status reports to the complainant every 45 days thereafter.
- b. receipt and evaluation of complaints for appropriate action.
- c. information describing the complaints process, including options such as informal resolution, mediation and service investigations.
- d. requirement to provide a written copy of the complaint and any written statements from the complainant to the officer subject to a non-criminal complaint.
- e. requirement to give all members under investigation the opportunity to respond to the complaint.
- f. procedure for the authorized officer to reach a disposition, provide reasons for the disposition and notify all affected parties in a timely manner of the results and their right of appeal.
- g. requirement to forward to Alberta Justice the investigative file of all complaints of a criminal nature to determine if criminal charges are warranted.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 7.8 – The police service policy shall require an agency maintain a record of the nature and resolution of all complaints.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 7.9 – The police service shall have written policy requiring an annual analysis of all complaints in either the conduct of an individual member or the quality of service delivered. The results of the analysis shall be reported annually to the police commission, if one exists.

Compliance: Policy and proof.

The analysis must evaluate and resolve trends which may adversely affect public confidence in the police service or its members. Proof would be a copy of an annual report to the police commission.

Investigations

PA 7.10 – The police service shall ensure that persons assigned to investigate the conduct of any member, the quality of police service or the police policy, have the skill, knowledge and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation:

Skill, knowledge and competencies are acquired through investigative experience and training. Proof would be a job description, copy of selection process, resumes etc.

PA 7.11 – The police service shall have written policy outlining the procedure for investigating all complaints. These shall include:

- a. the nature and type of complaint that is available for informal resolution.
- b. the citizen's preference for method of resolution.
- c. the member's preference for method of resolution.
- d. the nature and type of complaint to be investigated by a supervisor.
- e. the nature and type of complaint to be investigated by a police service professional standards unit.

Compliance: Policy.

Interpretation: Self-explanatory.

Corrective Action

PA 7.12 – The police service shall have written policy outlining the procedure for assigning authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation.

Compliance: Policy.

Interpretation: Self-explanatory.

PA.8 - EMPLOYMENT CONDITIONS

PREAMBLE

Police services in Alberta are required to provide clearly defined compensation plans and conditions for employment. Police services are also required to ensure the provision of professional and confidential assistance with a broad range of personal and work-related programs that meet employee needs, insofar as those needs affect the ability of the employee to discharge the responsibilities of their employment.

STATEMENT

The following standards ensure that employees are aware of the conditions of their employment as well as the range of programs available to respond to their personal needs.

PA 8.1 – If there is no collective agreement, the police service shall have comprehensive policy describing the benefits available to employees. The policy shall include:

- a. pay and compensation.
- b. leave and vacation entitlements.
- c. health care benefits.
- d. disability benefits.
- e. insurance benefits.
- f. education benefits.
- g. retirement benefits.

Compliance:

Policy or proof.

Interpretation:

Policy is self-explanatory. Proof would be a copy of the collective agreement with bullets (a) to (g) highlighted as applicable.

PA 8.2 – The police service shall have an employee assistance program or services that include (at a minimum) the policies required to effectively respond to these employee needs:

- a. critical incident stress management.
- b. anger management.
- c. substance abuse management.
- d. physical and mental wellness.

Compliance: Policy. Interpretation: Self-explanatory.

PA 8.3 – The police service shall have policy in relation to off-duty and extra duty employment. The policy shall include:

- a. conflict of interest guidelines for off duty employment.
- b. provisions for extra duty employment.

Compliance: Policy.

Interpretation: Self-explanatory.

PA.9 - VOLUNTEERS

PREAMBLE

Volunteers, whether endorsed* or supervised*, play an important role in the delivery of police services in Alberta. The use of volunteers is not intended to replace employees or diminish their roles. At the same time, however, supervised volunteers may be given the powers of a peace officer under specified conditions.

STATEMENT

There is an expectation that volunteers will carry out their duties ethically and with integrity, and that volunteers will be properly trained to fulfill their responsibilities.

PA 9.1 – The police service shall have written policy outlining the responsibility for the co-ordination of the supervised volunteer services.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 9.2 – The police service shall maintain a written description of the duties of supervised volunteers.

Compliance: Policy or proof.

Interpretation: Policy is self-explanatory. Proof would be a copy of duty description.

PA 9.3 – The police service policy, when recruiting supervised volunteers, shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers.

Compliance: Policy.

Interpretation: Self-explanatory. **PA 9.4** – The police service policy shall direct a screening process be completed on supervised volunteers that includes, at a minimum:

- a. CPIC criminal records check.
- b. local indices check.
- c. reference checks.
- d. interview of applicants.
- e. assessment of overall suitability.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 9.5 – The police service policy shall require that all supervised volunteers are trained or will receive training in order to perform their responsibilities in an acceptable manner.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 9.6 – The police service policy shall ensure that records of all applicants for a supervised volunteer role be maintained for a period consistent with their internal retention schedule.

Compliance: Policy.

Interpretation: Self-explanatory.

PA 9.7 – The police service policy shall ensure that their supervised volunteers are identifiable to the general public.

Compliance: Policy and proof.

Interpretation:

The identification may be in the form of an ID card containing the volunteer's name/photo/number etc. Policy should include a description of the uniform to be worn for uniformed volunteers.

PA 9.8 – The police service policy shall ensure supervised volunteers acknowledge an Oath of Office and secrecy agreement.

Compliance: Policy and proof.

Interpretation:

A sample vetted copy of the Oath of Office and Secrecy agreements may be included on the standard's file along with the applicable policy.

PA 9.9 – The police service policy shall ensure the performance of their supervised volunteers is evaluated and documented annually.

Compliance: Policy and proof.

Interpretation:

In addition to the policy, a sample vetted copy of a performance evaluation should be included on the standard's file.

OPERATIONS (OP)

OP.1 - CRIME PREVENTION

PREAMBLE

Preventing crime is the most effective way to create safe communities. Consistent with the philosophy of community policing, crime prevention extends beyond the concepts of home security and personal safety. Crime prevention engages the whole community in defining issues, establishing priorities, building problem-solving coalitions and accepting responsibility for enhancing public safety.

STATEMENT

Whether or not a police service has a specific crime prevention unit, all police service personnel are responsible for achieving the service's short-term and long-term crime prevention goals. Crime prevention initiatives shall support a broad spectrum of crime prevention approaches (eg. traditional [target hardening*] and social development* approaches).

OP 1.1 – The police service shall have written policy that outlines the responsibility for crime prevention, as well as the relationship among all organizational elements of the service in pursuing crime prevention.

Compliance: Policy and proof.

Interpretation:

Example – brochures, crime prevention reports, plans. Policy should ensure that all members understand direction of the crime prevention programs in their police service, their role in crime prevention, awareness of the resources available and working together with outside organizations in crime prevention.

OP 1.2 – The police service shall have written policy that requires the police service to establish crime prevention priorities, goals and objectives and evaluation criteria and time lines.

Compliance: Policy and proof.

Interpretation:

A copy of crime prevention plan/strategy and applicable policy should be included in the standard's file.

OP.2 - TRAFFIC

PREAMBLE

Police services in Alberta have primary responsibility to provide both general and dedicated traffic services by enforcing traffic laws, investigating traffic collisions and facilitating traffic flow. The three E's - enforcement, engineering and education - are central strategies for improving public safety on Alberta roadways. Related issues include impaired driving, intersection safety, occupant restraint, aggressive driving, and speeding. Traffic enforcement practices must be designed to encourage compliance with the laws in order to reduce collisions.

STATEMENT

Police services must establish partnerships with traffic safety stakeholders to effectively solve road safety issues. For example, provincial and local government road authorities can assist by providing collision and road engineering information that the police can use to establish sound traffic services plans. Police services can assist other stakeholders by participating in engineering road design to address problem areas and by working with others to develop awareness campaigns that enhance efforts to enforce traffic laws.

OP 2.1 – Responsibility for the traffic function shall be outlined in police service policy.

Compliance: Policy.

Interpretation: Self-explanatory.

OP 2.2 – The police service shall be capable for responding to motor vehicle collisions in a timely manner, investigating collisions as necessary and restoring order at the collision scene.

Compliance: Policy or proof.

Interpretation: Self-explanatory. **OP 2.3** – To improve road safety the police service shall develop a multi-year traffic services plan that addresses the following:

- a. enforcement.
- b. education.
- c. research and evaluation.
- d. communication and awareness.
- e. engineering and technology.
- f. related stakeholders.
- g. reviewed annually and updated as necessary.

Compliance: Policy and proof.

Interpretation:

Policy and a copy of the multi-year traffic services plan.

OP 2.4 – The police service shall maintain a traffic record system for collision and enforcement data that includes:

- a. location of collisions.
- b. time of collisions.
- c. cause of collisions.
- d. traffic offences.
- e. problem areas/intersections.

Compliance: Policy and proof.

Interpretation:

A sample of collision and enforcement statistics and a copy of applicable policy should be included on the standard's file.

OP.3 - PATROL

PREAMBLE

In this section, "**patrol**" is used to refer to the uniformed front line service delivery component of the police service. In the patrol function, police officers engage in a wide variety of activities. They respond to requests for service in the traditional way and deliver services in alternative ways as well.

STATEMENT

Police officers assigned to patrol actively participate in crime prevention, community policing, traffic enforcement, and criminal investigations. The functions of patrol as related to these separate activities are addressed in various sections of this standards manual. The police service shall respond to the community's needs for preventive patrolling by incorporating community policing practices that include consultation and collaboration with community resources.

OP 3.1 – The police service policy shall outline procedures for responding to routine, urgent, and emergency calls.

Compliance: Policy and proof.

Interpretation:

Proof can be a copy of dispatch guidelines; MOU, where no communication centre exists. Procedures explaining a priority system for responding to calls. (See SS 2.4 bullet (d) as a similar proof will be required)

OP 3.2 – The police service policy shall ensure vehicles used in routine or general patrol, whether conspicuously marked or unmarked, be equipped with operational emergency lights and a siren.

Compliance: Policy and proof.

Interpretation:

Policy is self-explanatory. Proof would be observation of a police vehicle. Note: not applicable to administrative vehicles or covert vehicles.

OP 3.3 – The police service policy shall specify the equipment to be included in every patrol vehicle to address safety and liability issues for police officers and the public.

Compliance: Policy and proof.

The policy should itemize equipment to be included in each vehicle such as first aid kit, emergency blankets flares, fire extinguisher etc. Proof by observation of police vehicles.

OP 3.4 – The police service policy shall designate specifications for all authorized personal equipment and apparel of patrol officers.

Compliance: Policy and proof.

Interpretation:

There should be a list of equipment that the patrol officers are authorized to utilize and/or wear. The list should be included in the standards file as further proof. Proof would also be observation of equipment.

OP 3.5 – The police service policy shall specify the personal protective equipment to be available for all sworn personnel, which (at a minimum) shall include body armour and guidelines for wearing that equipment.

Compliance: Policy and proof.

Interpretation:

Policy should include any other protective equipment such as reflective vests, gas masks, safety eyewear etc. Proof would be observation of the protective equipment.

OP 3.6 – The police service shall have written policy outlining responsibility for the administration of the ride-along program and addressing:

- a. participant eligibility and screening procedures.
- b. ride-along program procedures.
- c. confidentiality issues.
- d. liability issues.

Compliance: Policy and proof.

Interpretation:

Bullet (a) - determine whom the police service will allow on a ride-along. What security/background checks are required prior to ride-along. (i.e. CPIC check)

Bullet (b) - how to apply for a ride-along. Who is responsible for forms, checks and ensuring that all the paperwork is completed. Proof would include a sample of ride-along program application forms, documents.

Bullet (c) - ensuring that confidentiality issues are addressed formally.

Bullet (d) - ensuring liability issues are addressed formally.

OP.4 - MOTOR VEHICLE PURSUIT

PREAMBLE

A motor vehicle pursuit occurs when a police officer follows a vehicle with the intent to stop or identify the driver, and the driver, being aware of the police actions, fails to stop, initiates evasive action or ignores directions to stop/avoid apprehension.

Motor vehicle pursuits present dangers to the public, to the driver being pursued, and to the police officers involved.

STATEMENT

The following standard is designed to minimize these dangers by ensuring that motor vehicle pursuits occur only in situations where the seriousness of the offence and the necessity of immediate apprehension of the suspected offender outweigh the level of danger created by the pursuit.

OP 4.1 – The police service shall have a written motor vehicle pursuit policy that is consistent with the Motor Vehicle Pursuit Guidelines issued by Solicitor General and Public Security.

Compliance: Policy.

Interpretation:

Policy is required during cyclical audit process. However, should a directed review* be undertaken, proof would be determined through personnel interviews and analysis of historical pursuit review reports. Refer to Coordinators Policy Assessment Sheet.

OP.5 - INVESTIGATIONS

PREAMBLE

The core function of a police service is the ability to investigate crime. These standards are based on the idea that police services have discretion in determining the degree of specialization. The standards identify elements that are common to every investigation.

STATEMENT

The following standards relate to investigation functions performed by both uniformed officers and officers assigned to specialized investigative components. A police service may enter into a mutual aid or shared service agreement with another police service to ensure the availability of resources required to meet a particular standard.

OP 5.1 - The police service policy shall outline its capability to respond to complex investigations in a timely manner.

Compliance: Policy.

Interpretation:

Policy alone is sufficient if a police service has the capability to conduct its own complex investigations. However, MOU's/agreements must be in place to prove compliance where the service cannot conduct complex investigations without assistance.

OP 5.2 – The police service policy shall outline the use of a defined case management system*.

Compliance: Policy or proof.

Interpretation:

Policy is self-explanatory. Proof would be observation that a management system for investigations is in place. See Glossary for definition of 'case management system'.

OP 5.3 – The police service shall have written policy that defines the responsibilities and procedures for conducting preliminary and follow-up investigations.

Compliance: Policy.

Interpretation:

Policy should designate the area of investigative responsibility and answer who completes a follow-up investigation versus forwarding to a specialized unit.

OP 5.4 – Police service policy shall require the use of the major case management model* where the application of those principles are necessary to manage investigations that are serious or complex in nature.

Compliance: Policy and proof.

Interpretation:

The Glossary definition of the 'major case management model' outlines those cases requiring it be utilized. Notwithstanding, this model would also be used in cases where the complexity, risk and resources require the application of the model.

OP 5.5 – The police service shall have written policy governing the investigation of hate/bias motivated crime*.

Compliance: Policy.

Interpretation:

Policy should address the initial classification of hate/bias and any factors in the investigation that can determine if it was motivated by hate/bias. Policy should also address any special notifications required once the determination has been made.

OP 5.6 – The police service shall maintain or have access to a specialized criminal investigation component or function, for the investigation of technological crimes.

Compliance: Policy.

Interpretation:

Policy alone is sufficient if a police service has the capability to conduct its own technical investigations. However, MOU's/agreements must be in place to prove compliance where the service cannot conduct technical investigations without assistance.

OP 5.7 – Police services shall have written policy for assuring compliance with *Canadian Charter of Rights* requirements during arrest, detention and investigation.

Compliance: Policy.

Interpretation: Self-explanatory.

OP 5.8 – The police service shall have written policy governing cross jurisdiction investigations and the sharing of information with other police services.

Compliance: Policy.

Police service policy should focus on day-to-day investigations that cross jurisdictions but do not involve joint forces operations (example: local inquiries, search warrant execution).

OP 5.9 – The police service shall have written policy governing the use of polygraph or any other truth verification systems.

Compliance: Policy.

Interpretation:

Policy should identify when truth verification system(s) may to be used, the limitation thereof and consent requirements.

OP 5.10 – The police service shall comply with the reporting requirements of the Violent Crime Linkage Analysis System (ViCLAS)*.

Compliance: Policy.

Interpretation:

Policy should identify those occurrences requiring ViCLAS submissions to be reported within the mandated timeline.

OP.6 - CRIMINAL INTELLIGENCE

PREAMBLE

Police services are required to collect, analyze, evaluate and exchange information relating to criminal activity.

STATEMENT

Responsibility for the criminal intelligence function is outlined in the police service policy. Police services that are Level I members of the Criminal Intelligence Service of Alberta (CISA) shall have a criminal intelligence program consistent with the CISA mandate. Police services will utilize and abide by the *Security Classification and Protection of Information* systems described in the CISA Regulations.

OP 6.1 – The police service policy shall ensure that criminal information collected be shared only with authorized recipients* and exchanged in a timely fashion.

Compliance: Policy.

Interpretation: See Statement above. Third party rule applies.

OP 6.2 – The police service policy shall ensure that persons assigned to the criminal intelligence function have the skill and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation:

Personnel who are assigned to criminal intelligence roles shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through chief's memo, resumes, academic accreditation, training records, etc.

OP 6.3 – The police service policy of a Level I CISA agency shall ensure intelligence program will:

- a. maintain a human source management system.
- b. complete and maintain human source debriefing reports for all confidential human sources, in the CISA format.
- c. share a vetted copy of all human source debriefing reports utilizing a secure electronic system (eg: ACIIS) as supported by CISA and its executive committee.
- d. designate a criminal intelligence liaison officer.
Compliance: Policy.

Interpretation: Applicable to Level I members only.

OP 6.4 – The police service policy shall ensure the protection of information sources.

Compliance: Policy.

Interpretation: This standard applies to all police services.

OP 6.5 – Police service policy shall ensure that the "Third Party Rule*" is used to control the release of all criminal information/intelligence.

Compliance: Policy.

Interpretation: Self-explanatory.

OP.7 - BRINGING EVIDENCE BEFORE THE COURT

PREAMBLE

Police services are required to conduct investigations in such a way as to enable evidence to be properly admitted in court.

STATEMENT

The preparation and submission of timely and complete prosecution packages and other documentation supports quality prosecutions and can enhance the opportunity for early case resolution, in appropriate circumstances.

OP 7.1 - The police service shall have established formal and informal mechanisms to ensure:

- a. effective liaison between the police service and the office of the Crown prosecutor.
- b. proactive identification, consultation and resolution with the Crown regarding investigations that may result in difficulties in prosecution of complex or serious cases.
- c. appropriate use of alternatives to having witnesses attend court, such as the use of affidavit evidence or declarations.

Compliance: Policy and proof.

Interpretation:

Bullet (a) and (b) - policy is self-explanatory. Proof could be in a form of correspondence between police and Crown demonstrating ongoing dialogue. Bullet (c) - policy is self-explanatory. Proof could be in the form of certificates,

affidavits, or other methods that do not require the attendance of a witness in court.

OP 7.2 - The police service shall have written policies requiring the police service to:

- a. provide the Crown prosecutor, with timely, complete and well organized documentation to enable proper Crown prosecutor preparation, disclosure and prosecution.
- b. formally consult, whenever reasonably possible, with the Crown prosecutor before charges are laid in complex or serious cases.

Compliance: Policy and proof.

Interpretation:

Policy is self-explanatory.

Bullet (a) - proof would be a prosecution package demonstrating compliance.

Bullet (b) - proof could be in a form of correspondence between police and Crown demonstrating ongoing dialogue.

OP.8 - DISASTER/CONTINGENCY PLANNING

PREAMBLE

Police services in Alberta are required to respond to natural and other disasters.

STATEMENT

The police service shall act in accordance with applicable legislation and the affected municipality's disaster plan. In the event of a natural disaster or other emergency where a local state of emergency or a provincial state of emergency has been declared, the police service shall take direction from the on-scene commander of the local municipality or, in the case of a provincial state of emergency, the on-scene commander designated by the responsible minister.

OP 8.1 – The police service policy shall designate a position or positions in the police service that are responsible for coordinating the police service's response to natural and other disasters.

Compliance: Policy.

Interpretation: Position(s) in service tasked with coordination of response.

OP 8.2 – The police service shall have written policy regarding disaster/contingency planning.

Compliance: Policy.

Interpretation: Identifies Emergency Management Plan through policy.

OP 8.3 – The police service shall have a written plan for responding to disasters and a written emergency mobilization plan prepared in consultation with the municipality, First Nation or Metis Settlement.

Compliance: Proof.

Interpretation:

Proof would be a plan prepared in consultation with the local governing authority. Police service shall have a written plan as to their specific duties and obligations in a disaster. Police service shall have a written plan that outlines their role as part of a community mobilization response to an emergency.

OP 8.4 – The police services shall review and amend as required its disaster/contingency plans on an annual basis and following activations for real events or exercises.

Compliance: Policy and proof.

Interpretation: Policy is self-explanatory. Proof would be a copy of an annual review.

OP.9 - USE OF FORCE

PREAMBLE

Police services in Alberta are required to provide officers with an understanding of the legal parameters for the lawful application of force. In approving use of force techniques and applications, Solicitor General and Minister of Public Security receives advice from both the Alberta Association of Chiefs of Police (AACP) and the RCMP.

STATEMENT

An officer's duty to enforce laws may require the use of force. Guidance and references for use of force initiatives can be found in the documentation and course training standards for AACP and RCMP use of force models.

OP 9.1 – The police service shall have written policy governing the use of force that is consistent with the *Criminal Code*.

Compliance: Policy.

Interpretation:

What force an officer is permitted to use under what circumstance. Address levels of force including firearms and lethal force by police officer.

OP 9.2 – The police service shall have written policy that requires the techniques and applications of the use of force comply with guidelines issued by the Solicitor General and Public Security.

Compliance: Policy.

Interpretation:

Policy will be consistent with guidelines such as - "Conducted Energy Device", "Motor Vehicle Pursuits", "Use of Force" (guideline under development).

OP 9.3 – The police service shall have written policy that requires use of force incidents to be reported in compliance with the "Use of Force Guidelines" as issued by the Solicitor General and Public Security.

Compliance: Policy.

Interpretation: Use of Force Reporting Guidelines under development. **OP 9.4** – The police service shall have written policy governing the annual review and analysis of use of force procedures and incidents.

Compliance: Policy and proof.

Interpretation:

Copy of annual review. Any patterns that could indicate training needs, policy modifications or equipment needs/modifications.

OP 9.5 – The police service shall have written policy governing authorized use of lethal and less lethal weapons and ammunition by its personnel.

Compliance: Policy.

Interpretation:

Only trained members can use lethal and less lethal weapons. What types of weapons and ammunition is approved and authorized by the police service.

OP 9.6 – The police service shall have written policy governing the circumstances under which an off-duty police officer may carry an authorized weapon.

Compliance: Policy.

Interpretation:

Policy might address criteria such as carrying a loaded or unloaded weapon off-duty; taking weapons home; proper storage of the weapon and ammunition; members attending shooting competitions.

OP.10 – DOMESTIC VIOLENCE

PREAMBLE

Domestic violence occurs when there is any use of physical or sexual force, actual or threatened, in an intimate relationship*. It may be a single act or a pattern of abuse that may include: physical, emotional, psychological, or sexual abuse. It may also include stalking and threats to children, other family members, pets or property.

STATEMENT

Police services in Alberta are required to adhere to consistent practices in the area of domestic violence. This is due to the serious nature of these investigations and the goal of reducing/preventing further occurrences.

OP 10.1 – The police service shall have written domestic violence policy that is consistent with the *Domestic Violence Guidelines for Police* issued by the Alberta Solicitor General and Public Security. This policy, at a minimum, shall address:

- a. communication's call evaluation and dispatch procedures.
- b. initial response.
- c. investigative and arrest procedures.
- d. charge(s) for criminal offence(s), breach of conditions and orders.
- e. mandatory use of a Family Violence Investigation Report (FVIR).
- f. children exposed or at risk.
- g. high-risk cases and repeat offenders.
- h. occurrences involving members of a police service.
- i. support to victims.
- j. safety planning.

Compliance:

Policy.

Interpretation:

Domestic violence situations can be very dangerous for everyone. Policy is required for each of these areas to ensure consistent and thorough investigations are being conducted for each domestic violence case and best practices are being followed. Each of these procedures should comply with the direction given in guidelines for developing domestic violence police protocol in Alberta, and therefore reference should be made to this guide to answer any detailed clarifying questions to ensure the policy is consistent.

OP 10.2 - The police service shall designate a domestic violence coordinator.

Interpretation:

Each police service shall have a designated individual who monitors domestic violence cases to ensure compliance with policy and to ensure follow-up is being conducted.

OP 10.3 – The police service shall ensure an ongoing liaison exists with community representatives responsible for responding to issues related to domestic violence occurrences.

Compliance: Policy and proof.

Interpretation:

Every police service shall work in partnership (liaise) with the following community service providers, systems and agencies: crown prosecutors, probation and parole services, victim's services, children's services, other local service providers, and community representatives responsible for responding to issues related to domestic violence occurrences. Inform the public and media about the police services domestic violence awareness procedures. Proof may be evidence of meeting minutes, correspondence, interviews with stakeholders etc.

OP 10.4 – The police service policy shall ensure domestic violence training is provided to sworn and non-sworn personnel who provide service in this area.

Compliance: Proof.

Interpretation:

Every police service should ensure that they have trained domestic violence investigators. This training should occur in recruit training and involve the key elements that are included in Standard 10.1 of this manual. Additionally, the Solicitor General and Public Security provides a domestic violence course available to investigators and supervisors. Its purpose is to ensure ongoing awareness of the seriousness of domestic violence cases. Proof for this standard would be the training material offered by the police service that is consistent with the domestic violence guidelines for police.

OP 10.5 – The police service shall ensure that statistical data is kept on domestic violence occurrences and provided on a quarterly basis to the Ministry of the Solicitor General and Public Security in the form designated by the Ministry.

Compliance: Proof.

Interpretation:

Statistical collection submitted on a quarterly basis on the Domestic Violence Statistics Report (Form PS2729) obtained from the Ministry of the Solicitor General. Proof would be copies of the completed forms.

OP 10.6 – The police service shall have policy requiring all domestic violence reports be read and approved by a supervisor.

Compliance: Policy.

Interpretation:

All supervisors approving domestic violence reports should have received the training offered by the Solicitor General and Public Security as stated in OP 10.4.

OP 10.7 – The police service shall annually review their domestic violence policy and procedures to ensure consistency with legislative and case law changes.

Compliance: Proof.

Interpretation:

Due to domestic violence having the potential of involving crimes of a very serious nature and increased public awareness, legislative and case law changes are constantly occurring. Police policy should be reviewed on an annual basis to ensure it is kept current with any changes that occur in recommended police protocol or investigative procedures. Proof would be a copy of the last annual review.

SUPPORT SERVICES (SS)

SS.1 - VICTIM/WITNESS ASSISTANCE

PREAMBLE

Police services shall take reasonable steps to protect the personal rights and safety of victims and witnesses. All members of the police service must be particularly sensitive to the special needs of victims and their families in crimes such as domestic violence, child abuse, sexual assault, abuse of the elderly, and hate crimes. These crimes can have a major effect on the delicate structure of the family unit and the community in general. The way the police service treats victims or witnesses at the time of a crime and afterwards affects not only their immediate and long-term ability to cope with the crime, but also their willingness to assist in prosecution.

STATEMENT

The standards in this part are designed to ensure that victims and other witnesses are handled in a way that acknowledges their important investigative and prosecutorial role. (These standards do not apply to persons in a witness protection program).

SS 1.1 – The police service shall have policy on victim and witness assistance that is consistent with the guidelines established by Solicitor General and Public Security.

Compliance: Policy.

Interpretation:

Policy should ensure consistency with the Victims of Crime Protocol.

SS 1.2 – The police service policy shall ensure victims of crime are provided with information about available victim programs and services.

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Proof can be in the form of brochures, information sessions or by interview with a VSU advocate. Proof can also be shown by observation, in the police office, of the available brochures and information material.

SS 1.3 – A police service shall be capable of providing access to a Victim Services Unit or shall arrange to refer victims to community programs and services.

Compliance: Policy or proof. Interpretation:

Policy should outline where the victims will be referred, whether to the police service internal VSU or an external agency. Proof can be a copy of an agreement for provision of victim/witness services by another agency.

SS 1.4 – The police service shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary.

Compliance: Proof.

Interpretation:

Proof would be a copy of the most recent victim and witness services review report. A completed policy self assessment sheet as included in the appendix of this manual is required to ensure policies remain consistent with established guidelines referred to in SS 1.1 through SS 1.3.

SS.2 - COMMUNICATIONS

PREAMBLE

The communications system shall meet the information needs of the police service in the course of its routine daily activities and during emergencies. Police services record radio transmissions and emergency telephone conversations. Recordings are an indispensable source of information for criminal investigations, internal investigations, training and audits of the service's delivery system.

STATEMENT

The intent of these standards is to ensure that on-duty police officers have the means to communicate with the police service at all times and to enhance/provide officer safety. The public must also be able to contact the police service whenever necessary for information or assistance in emergencies.

SS 2.1 – Responsibility for the communications system shall be outlined in police service policy.

Compliance: Policy.

Interpretation:

Policy should outline who or what function is responsible for their communication system.

SS 2.2 – The police service policy shall ensure that employees assigned to communications have the skill and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Personnel assigned to communications shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through the communications job description and appropriate training requirements, Chief's memo, resumes, academic accreditation, employees training records, etc.

SS 2.3 – The police service shall be capable of providing 24-hour emergency service.

Compliance: Policy or proof. Interpretation:

Policy self-explanatory. Police services are required to provide 24-hour emergency service through their own police service or through an agreement with another service provider. Proof would be a copy of such an agreement or MOU.

SS 2.4 – The police service shall have written policy that address, at a minimum:

- a. the tracking of on-duty officers.
- b. radio, telephone and data communications procedures.
- c. contingency plans for system interruptions.
- d. prioritizing the response level to calls for service.

Compliance:

Policy.

Interpretation:

Policy is self-explanatory. During the compliance review Policing Standards and Audits Section will also observe the communications systems in operation.

SS 2.5 – The police service policy shall ensure all on-duty patrol officers are provided with continuous access to communications services.

Compliance: Policy and proof.

Interpretation:

Observation of portable radio equipment, cellular or satellite telephones, police service policy and contingency plans considering the reality that communications may be limited or nonexistent (dead zones) in some patrol areas.

SS 2.6 - The police service policy shall outline:

- a. procedures for recording radio transmissions and emergency telephone conversations with the communications center.
- b. the capability to immediately playback recorded telephone and radio conversations with the communications center.
- c. a minimum retention period of one year for all recordings.

Compliance:

Policy and proof.

Interpretation:

Policy is required for all bullets and is self-explanatory. Proof is only required for bullet (b). (ie. demonstration of immediate playback of radio and telephone conversations)

SS.3 - CRIME ANALYSIS

PREAMBLE

Crime analysis is a continuous process that uses regularly collected information on reported crimes and criminals to prevent and suppress crime and to apprehend offenders.

STATEMENT

The intent of these standards is to ensure that relevant data is collected in a timely manner, analyzed and distributed to affected personnel and members of the community.

SS 3.1 – The police service policy shall outline responsibility for the collection, analysis, and dissemination of crime data and information.

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Proof may take the form of a report or bulletin prepared by the unit responsible for collecting, evaluating, analyzing and disseminating crime data.

SS 3.2 – The police service shall establish procedures for analyzing crime trends. The analysis shall address community needs and future policing requirements.

Compliance: Proof.

Interpretation:

Any analysis that results in a strategic plan to respond to community needs is the aim of this standard. The plan/proof is determined by analytical procedures to address crime trends stemming from base criteria such as: recent consultation with the community, results from community surveys, crime stats, response to calls for service etc.

SS 3.3 – The police service policy shall ensure that employees assigned to crime analysis have the skill and competencies they require to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Personnel assigned to crime analysis shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through the crime analyst job description and appropriate training requirements, Chief's memo, resumes, academic accreditation, employees training records, etc.

SS.4 - HIGH RISK INCIDENT RESPONSE UNITS

PREAMBLE

Police services may have High Risk Incident Response Units* that are capable of dealing with situations that would involve the use of: a Tactical Team*, Hostage/Barricaded Negotiators Unit*, Special Purpose Vehicles*, Explosive Unit* and/or Public Order Units*.

STATEMENT

Police services that do not have such units may be the "first responder," even when another police service is called in to assist or resolve the incident. Every police service must have a written plan that outlines their response to High Risk Incidents*.

 ${\rm SS}~{\rm 4.1}$ – The police service shall have, or have access to, High Risk Incident Response Units.

Compliance: Policy or proof.

Interpretation

Policy self-explanatory. Proof would be a Memorandum of Understanding or agreement with another police service.

SS 4.2 – If a police service has its own Tactical Team, it shall have written policy to govern:

- a. the use of, deployment of and responsibility of the unit.
- b. command control and structure.
- c. criteria for the selecting and appointing members.
- d. training of members.
- e. use and operation of specialized equipment.

Compliance: Policy.

Interpretation:

Bullet (a) – the policy should outline those situations when the unit will be deployed, who has the authority to deploy, and a description of the duties/responsibilities of the unit.

Bullets (b) through (e) – self-explanatory.

SS 4.3 – If a police service has its own Hostage/Barricaded Persons Negotiators Unit, it shall have written policy to govern:

- a. the use of, deployment of and responsibility of the unit.
- b. command control and structure.
- c. criteria for the selecting and appointing members.
- d. training of members.
- e. use and operation of specialized equipment.

Compliance: Policy.

Interpretation:

Bullet (a) – the policy should outline those situations when the unit will be deployed, who has the authority to deploy, and a description of the duties/responsibilities of the unit.

Bullets (b) through (e) – self-explanatory.

SS 4.4 – If a police service has Special Purpose Vehicle(s) for their High Risk Incident Response Unit(s), it shall have written policy to govern:

- a. the use of the vehicle(s).
- b. deployment of the vehicle(s).
- c. responsibility for the care of the vehicle(s).
- d. training of members to operate the vehicle(s).

Compliance: Policy.

Interpretation: Policy self-explanatory.

SS 4.5 – If a police service has its own Explosive Unit, it shall have written policy to govern:

- a. the use of, deployment of and responsibility of the unit.
- b. command control and structure.
- c. criteria for the selecting and appointing members.
- d. training of members.
- e. use and operation of specialized equipment.

Compliance:

Policy.

Interpretation:

The policy should outline those situations when the unit will be deployed, who has the authority to deploy, and a description of the duties/responsibilities of the unit. Bullets (b) through (e) – self-explanatory.

SS 4.6 – If a police service has its own Public Order Unit, it shall have written policy to govern:

- a. the use of, deployment of and responsibility of the unit.
- b. command control and structure.
- c. criteria for the selecting and appointing members.
- d. training of members.
- e. use and operation of specialized equipment.

Compliance: Policy.

Interpretation:

The policy should outline those situations when the unit will be deployed, who has the authority to deploy, and a description of the duties/responsibilities of the unit. Bullets (b) through (e) – self-explanatory.

SS 4.7 – If High Risk Incident Response Units are provided by another police service, the requesting police service shall have written policy specifying command and structure.

Compliance: Policy.

Interpretation:

If an agency does not have a HRIRU then the requesting police service policy should outline criteria such as site command, duration of command, control of prisoners etc.

SS 4.8 – The police service shall have emergency procedures to deal with events such as:

- a. hostage taking.
- b. barricaded persons.
- c. bomb threats and disposal.
- d. security for visiting dignitaries.
- e. labour unrest and civil disorders.
- f. the handling of major special events.

Compliance: Policy or proof.

Interpretation:

Proof could be in the form of an emergency procedures manual(s) which may be in addition to policy or may stand on its own.

SS 4.9 – The police service shall designate a position in the police service that is responsible for planning a response to High Risk Incidents issues. The person holding this position shall be the principal police service advisor on High Risk Incidents issues.

Compliance: Policy.

Interpretation:

This person would be responsible for developing responses to the different High Risk Incidents and as well will be the Advisor on any High Risk Incident that occurs out in the field.

SS.5 - FORENSIC IDENTIFICATION SERVICES

PREAMBLE

To effectively investigate crime and prosecute offenders, the police service must obtain information through the application of scientific knowledge and methods.

STATEMENT

Laboratory support resources can only be used effectively when the physical evidence has been properly identified, collected, preserved, and transported. Forensic identification services include collecting, processing and preserving physical evidence in the field.

SS 5.1 – The police service shall have, or have access to, forensic identification services.

Compliance: Policy or proof.

Interpretation:

Policy is self-explanatory. Proof would be a copy of a Memorandum of Understanding and/of agreements.

SS 5.2 – A police service that has its own forensic identification services shall have written policy governing:

- a. the use and deployment of, and responsibility for, forensic identification services.
- b. use and deployment of forensic identification equipment.
- c. criteria for the selection and appointment of members of the forensic identification service.
- d. training of members of the forensic identification service.

Compliance: Policy.

Interpretation:

Bullet (a) – police service policy might address situations when FIS should attend. Procedures could be developed to ensure the prudent use of FIS resources (ie. callout vs. scene preservation). Police service policy should also outline who has responsibility for the FIS structure and services provided.

Bullets (b) to (d) – self-explanatory.

SS 5.3 – If forensic identification services are provided by another police service, the requesting police service shall have written policy on the appropriate circumstances for requesting such services.

Compliance: Policy.

Interpretation: Self-explanatory.

SS.6 - PERSONS IN CUSTODY

PREAMBLE

Police services are required to arrest and detain persons. These standards do not apply to persons in a witness protection program and they do not apply to holding facilities operated as an integral part of a jail (remand centre) or correctional centre.

STATEMENT

The following standards relate to short-term holding facilities* operated by police. The intent of these standards is to ensure the health, safety and security of persons in custody, officers, and facility staff.

SS 6.1 – The police service shall have written policy governing the operation of any police service holding facilities. This policy shall include:

- a. designating a position to be in charge of the holding facility.
- b. 24-hour supervision of persons in custody and security checks every 15 minutes (at a minimum).
- c. sanitary conditions be maintained.
- d. first aid equipment is available and replenished after each use.
- e. procedures for issuing prescribed medication.
- f. outlining actions to be taken in the event of fire, medical emergency, prisoner escape or major incident.
- g. listing items that persons in custody are not allowed to retain.
- h. providing access to washrooms.
- i. guidelines for visits and access of non-essential staff.
- j. procedures for receiving property on behalf of the person in custody.
- k. guidelines for key control.
- I. guidelines for the wearing of firearms.
- m. specifying the frequency of individual cell searches and the manner in which they are to be conducted.
- n. procedures for an officer's entrance into an occupied cell.
- o. procedures for providing meals and controlling cutlery.
- p. providing for confidential access to counsel for persons in custody.
- q. guidelines for the security and control of persons in custody who are being detained in a location other than the service's holding facility (eg. interview rooms, hospital).

Compliance:

Policy only for bullets -(a), (e), (f), (g), (i), (j), (m), (n), (o) and (q). Policy and proof for bullets (b), (c), (d), (h), (k), (l), (p). Interpretation:

Bullets requiring policy only (as compliance) are self-explanatory. Where proof is required the following applies:

Bullet (b) – observation of prisoner activity log.

Bullet (c) – observation of the cleanliness/sanitary conditions of the facility and a record of it being checked.

Bullet (d) – observation of the first aid equipment and the replenishment log.

Bullet (h) – observation of washroom facilities.

Bullet (k) – observation of cell key storage including backup key.

Bullet (I) – observation of signage in firearm restricted areas. Observation of firearm lock boxes, unloading stations etc.

Bullet (p) – observation of prisoner/lawyer consultation area.

SS 6.2 – The police service shall have written policy governing the processing of persons in custody that includes:

- a. inquiries made of all persons in custody to determine any illness, injury or medications that may be required and such responses be noted on the arrest approval/booking reports to facilitate appropriate care and handling of persons in custody.
- b. providing for immediate medical attention for persons in custody who are unconscious or who appear to be ill or in obvious need of medical attention.
- c. persons in custody to be searched before being placed in a holding cell.
- d. assessing the continued use of restraining devices.
- e. conditions for conducting strip and cavity searches.
- f. personal property of persons in custody be documented and placed in secured storage and returned upon release.
- g. youths be held separately from adults, and females separately from males.
- h. persons in custody be positively identified upon release.
- i. prescribing methods of handling, restraining, segregating, and observing persons in custody that include at a minimum:
 - (i) persons under the influence of alcohol or drugs.
 - (ii) persons who are violent or self-destructive.

Compliance:

Policy only for bullets (a), (b), (c), (d), (e), (h) and (i). Policy and proof for bullets (f) and (g).

Interpretation:

Bullets requiring policy only (as compliance) are self-explanatory. Where proof is required the following applies:

Bullet (f) – observation of secure storage of prisoner effects. (ie. locked storage room, lockable bins, filing cabinet, drawers, etc)

Bullet (g) – observation of gender and youth specific cells or the capability of designating same.

SS 6.3 – All arrest processing areas and holding cells shall be monitored and recorded by closed circuit video equipment (CCVE).

Compliance:

Policy and observation.

Interpretation:

CCVE monitoring and recording is required in the arrest processing areas and cells of a holding facility. This includes the booking area and hallways leading to the booking area and holding cells; but does not include any breath testing room/area* or interview room* which is designed for an investigative purpose or activity. If a police service has sub-stations or district offices equipped with holding cells where prisoners are held after arrest, then those locations require CCVE monitoring and recording.

SS 6.4 – CCVE recording medium, as required in Standard SS 6.3, shall be retained for a minimum of one year.

Compliance: Policy and observation.

Interpretation:

A best practice would be to retain recorded material for as long as possible. A one year retention period was approved by the Steering Committee on May 14, 2010. A phase-in period was recommended to permit fiscal planning of the acquisition of human resources and the development of technical infrastructure within police facilities. The preferred target implementation date is December 31, 2013, or sooner, if practicable. SGPS compliance advisors will monitor and report agency progress throughout the implementation period.

SS.7 – TRANSPORTATION OF PERSONS IN CUSTODY

PREAMBLE

The transportation of persons in custody is to provide for the safety and security of the individual, the transporting officers and the public.

STATEMENT

The following standards apply to cases where members of the police service are transporting a person (or persons) in custody for booking or transfer to another facility, or moving the person in custody from a holding facility to a medical facility, court or other location.

SS 7.1 – The police service shall have written policy that includes:

- a. advising the transporting officer of any security, medical, mental health, special needs or other concerns regarding the person in custody (eg. prisoners who are ill, disabled, injured or disturbed).
- b. recording in writing any security, medical, mental health or other concerns regarding the person in custody and assuring that the documentation accompanies the person in custody during subsequent transports.
- c. appropriately modifying vehicles that are primarily used for transporting persons in custody.
- d. searching persons in custody prior to transport.
- e. searching transport vehicles before and after each transport.
- f. advising court officials of any security concerns regarding the person in custody.

Compliance:

Policy only for all bullets except bullet (c).

Interpretation:

Bullet (c) applies to police vehicles that are primarily used to transport prisoners – specifically 'paddy wagons'. This does not apply to police vehicles that are primarily used to transport police officers on patrol that may temporarily house or transport a person in custody. All other bullets are self-explanatory.

SS 7.2 – The police service shall have written policies that address:

- a. identifying a person in custody prior to transport.
- b. the documentation required to accompany a person in custody during transport.
- c. having officers of the opposite sex transport persons in custody.
- d. transporting persons in custody who have special needs (eg. prisoners who are ill, disabled, injured or disturbed).
- e. using restraint devices during transport of persons in custody.
- f. actions to be taken in the event of an escape.
- g. transporting young offenders.

Compliance: Policy.

Interpretation: Self-explanatory.

SS.8 – RECORDS

PREAMBLE

To meet its management, operational and information needs, a police service must have a system for keeping records well organized and easily retrievable. Privacy and security precautions shall be in accord with police service policy and relevant legislation.

STATEMENT

The records system shall be designed to ensure proper access to the records as well as proper control, storage, retrieval, security and disposition of records.

SS 8.1 – The police service policy shall outline responsibility for the records function.

Compliance: Policy.

Interpretation:

Who or what unit is responsible for the records and maintenance function.

SS 8.2 – The police service shall have written policy to ensure that all records are indexed for quick retrieval.

Compliance: Policy and proof.

Interpretation:

Records mean all data pertaining to calls for service, persons, court functions, etc. Proof can be achieved by demonstration of the records retrieval system during the on-site review.

SS 8.3 – The police service policy shall ensure the status of all operational records be clearly designated (e.g. open, closed, inactive).

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Proof can be documentation showing files designated with the appropriate status code. (ie. electronic file screen shots showing Closed, SUI, etc.)

SS 8.4 - The police service policy shall ensure that records be maintained in relation to:

- a. reports of crime.
- b. requests for service when an officer is dispatched.
- c. incidents involving arrests or prosecution.
- d. investigations initiated by the police service.

Compliance: Policy and proof.

Interpretation:

Policy self-explanatory. Proof can be copies of reports that satisfy each bullet. (ie. Bullet (a) – an occurrence report)

SS 8.5 - The police service policy shall address the use of forms.

Compliance: Policy.

Interpretation:

Policy should outline the forms the police service uses and under what circumstances the forms are used.

SS 8.6 - The police service policy shall address schedules for retention of records.

Compliance: Policy.

Interpretation:

The retention schedules should outline the retention period for each record classification.

SS 8.7 – The police service policy shall address procedures for handling funds.

Compliance: Policy.

Interpretation:

Policy should outline procedures for the receipt of funds for things such as fines, licensing fees, fees for service. (ie. copies of file material, FOIPP request, applications fees, etc.)

SS 8.8 – The police service policy shall address document security.

Compliance: Policy. Interpretation:

Policy should outline the means to secure documents, who is allowed access and under what circumstances. Policy should also ensure proper handling and destruction of documents. (ie. shredding, burning, etc.)

SS 8.9 – The police service policy shall address the recording of arrest information.

Compliance: Policy

Interpretation:

Policy should outline the information to be recorded on an arrest report. (ie. prisoner biographical data, effects etc.).

SS 8.10 – The police service policy shall address the maintenance of disposition records on all cases where charges have been laid.

Compliance: Policy.

Interpretation:

Policy should outline the process for ensuring the disposition of charges is properly documented on case files. (ie. who is responsible for recording the disposition on investigational files, timely submission of C-216, fingerprint forms to Ottawa RCMP for inclusion on criminal records)

SS 8.11 – The police service policy shall address the procedures for maintaining warrants.

Compliance: Policy.

Interpretation:

Policy may outline responsibility for entering/removing warrants on CPIC, the process to ensure warrant confirmation and execution etc.

SS.9 – MANAGEMENT OF EVIDENCE AND PROPERTY IN POLICE CONTROL

PREAMBLE

Police services must establish a reliable system for maintaining the integrity of all evidence. They must also establish a reliable system for dealing with the handling and disposition of property that comes into their possession. This system is not only crucial to police investigations and criminal prosecutions, but is also an excellent way to establish and maintain public confidence in the police.

STATEMENT

The following standards relate to the care and control of evidence and property in police control.

SS 9.1 – The police service shall have written policy governing:

- a. procedures for maintaining an inventory of property in police control.
- b. transferring the possession of physical evidence.
- c. disposing of property in police control.
- d. locating and notifying owners of property in police control.

Compliance:

Policy and proof for each bullet.

Interpretation:

The check sheet included at the back of the standards manual may be used as a guide to assure proper exhibit control is in place. Proof would be copies of exhibit control forms, logs demonstrating continuity of possession and disposition.

SS 9.2 – The police service policy shall ensure that seized, recovered, evidentiary, abandoned, safekeeping of property and found property be:

- a. indexed.
- b. stored in a secure location with controlled access.
- c. audited annually.

Compliance: Policy only for bullet (a). Policy and proof for bullets (b) and (c).

Interpretation:

Policy self-explanatory. Proof for bullet (b) would be observation of secure storage with controlled access (ie. exhibit holding lockers, exhibit room etc.). Proof for bullet (c) would be a copy of the last annual audit or other documentation proving an annual audit was completed.

SS.10 – FACILITIES AND EQUIPMENT

PREAMBLE

In order for a police service to operate in an effective and efficient manner, facilities and police service equipment must be properly maintained and controlled.

STATEMENT

A police service shall be located in a facility that is conducive to the work being done and that helps police officers fulfill their responsibilities effectively.

SS 10.1 – The police service facility shall have:

- a. adequate interview room(s).
- b. suitable access for the public, including disabled persons.
- c. security for critical/sensitive operations (eg. communications, records, property/evidence storage).

Compliance: Proof.

Interpretation:

Bullet (a) - best evidence would define adequate interview room(s) as having the capability of audio and video capture and storage. This does not mean that every interview room within the police facility be so equipped.

Bullet (b) – suitable access for the public, including disabled persons may include wheelchair ramps, assisted door openers, handicapped parking, etc. Bullet (c) – self-explanatory.

SS 10.2 – The police service policy shall govern the issuing of service-controlled property.

Compliance: Policy and proof.

Interpretation:

Policy should specify items of service controlled property that will be issued to individuals or units. Associated forms may be included in the demonstration of proof of compliance by policy.

SS 10.3 – The police service policy shall ensure that service controlled property is maintained in a state of operational readiness.

Compliance: Policy and proof.

Interpretation:

Observation in the form of a spot check will occur during the on-site review. Auditors may examine things such as maintenance logs, vehicle inventories, service controlled weapons, radios etc.

SS 10.4 – The police service policy shall outline the procedures for evaluating the effectiveness of service-controlled property (e.g. vehicles, emergency equipment, weapons, radios and clothing).

Compliance: Policy and proof.

Interpretation:

Police service equipment should originate from a bona fide source after having been duly certified in accordance with the standards associated to the particular equipment. Quality assurance is ongoing and vital in evaluating the effectiveness of service controlled equipment. This evaluation should be completed prior to the purchase and ongoing evaluation may be conducted by the end user. A form of proof may be correspondence articulating why a particular brand of police car, firearm or item of kit was chosen.

SS.11 - MEDIA RELATIONS

PREAMBLE

Police services shall establish a positive and open working relationship with the media.

STATEMENT

Guidelines are needed to ensure a balance between the public's right to be informed and the police services need to manage information of police investigations.

SS 11.1 – The police service policy shall govern:

- a. what information is released, when the information is released, and who can release the information.
- b. media access to police-controlled scenes.

Compliance: Policy.

Interpretation: Self-explanatory.

APPENDICES

GLOSSARY

For the purpose of this manual, the following definitions apply.

Arrest Processing Area

An area in a holding facility, commonly known as a book-in room/area, where arrested persons are processed prior to being placed in a holding cell. This includes hallways leading to the book-in area and holding cells, but does not include any breath testing room/are or interview room which is designed for an investigative purpose or activity.

Authorized Recipient

An authorized recipient includes any accredited police service or law enforcement agency that complies with the CISA/CISC mandate.

Auxiliary Members

Volunteer uniformed members of a police service who are appointed as peace officers pursuant to the *Alberta Police Act*. Auxiliary members are peace officers (see definition below) only when they are carrying out their duties as peace officers in the company of or under the supervision of a sworn police officer.

Breath Testing Room/Area

A room or area used for the collection and analysis of a breath sample. Although permissible to do so, this area is not required to be monitored and recorded by closed circuit video equipment. If a police service elects to capture and record investigative activity in these rooms or areas, then retention and disclosure rules apply.

Cadet

A recruit who is undergoing RCMP induction training.

Case Management System

A mechanism used by a police service for assigning, monitoring, and concluding investigations.

Chief Executive Officer

In a municipal policing agreement, the chief executive officer is the mayor, reeve or other designated head of the municipality.

CISA

An acronym for the Criminal Intelligence Services of Alberta.

Civilian Employee

A person who is employed by the police service and is not a sworn member of the police service.

Commission

A police commission established under Section 25 or 28 of the Police Act.

CPC

An acronym for the Canadian Police College in Ottawa, Ontario. A college setting for training of employees of a police service.

CPIC

An acronym for the Canadian Police Information Centre, a computerized police information database.

Criminal Intelligence

The end product of a process, based on the contribution of many, which provides the user with the basis for rational decision making. Criminal intelligence is information that has been collected, evaluated, analyzed and which may be disseminated. Intelligence may be strategic (long range) or tactical (of immediate concern).

Cross Jurisdictional

Active investigations that involve other jurisdictions, but are not investigations where a Joint Forces Operation (JFO) has been structured and a course of action has been agreed upon.

Directed Review

A directed review is a particular review conducted outside the normal 4 year audit cycle. It is aimed at a specific risk stemming from any policing standard, guideline or directive issued, or at the discretion of Solicitor General and Minister of Public Security.

Directive

A printed or electronic document developed by a police service, intended to guide, govern or influence police personnel. It is commonly associated with a policy (see definition of Policy) that has been developed for the police service and the directive is used as a notification of the new policy. (Note: these directives are separate from any issued by the SGPS).

Early Warning System

An early warning system is a mechanism to flag events involving police service members (eg. police service vehicle collisions, citizen complaints, pattern of sick leave, continually working in isolation of team members, alcohol/substance abuse) that could be indicative of performance or health related concerns. The early warning system allows a police service to proactively identify and address problems before they escalate.

Endorsed Volunteer

A person who volunteers for a group such as Crime Stoppers, Block Parents, Block Watch and any other that the police service endorses, but does not supervise. If the police service does not directly supervise the group then they are considered to be endorsed. (See Supervised Volunteer)

Explosive Unit

Police officers who have received specialized training in the investigation of and detection and removal of bombs/explosives.
Guidelines

The SGPS may provide direction to police services in the form of guidelines (ie. Hazardous Pursuit, Conducted Energy Weapon, Domestic Violence). These guidelines are relevant to those mentioned in the Roles and Responsibilities section of this manual.

Forensic Identification Services

The application of science in identifying evidence as it relates to a crime and the collection, processing and preservation of such physical evidence.

Hate/Bias Motivated Crime

Crime motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or any other similar factor.

High Risk Incidents

Any situation that involves, but not limited to, hostage/barricaded persons, entry teams, calls for service where firearms or explosives are involved, coverage of special events, response to civil disturbances, civil defense situations, search and rescue missions and protection of visiting dignitaries or any other incident that is deemed necessary to have a High Risk Incident Response Unit respond to.

High Risk Incident Response Units

A unit in a police service that would include, but not limited to: Tactical Team, Hostage/Barricaded Persons Negotiators Unit, Special Purpose Vehicles, Explosive Units and Public Order Units.

Holding Cell

A permanent or temporary cell with a locking device used for the purpose of housing persons in custody. Holding cells do not include interview rooms in which individuals might be placed for the purpose of questioning or consultation during the investigative process.

Holding Facility

A secure place in a police service that houses persons who are in police custody and that are either being held for investigative purposes, awaiting court appearance or awaiting transfer to a correctional centre or remand centre. The length of time that a person remains in a holding facility would be less than 14 days.

Hostage/Barricaded Persons Negotiators Unit

Police officers who receive specialized training in dealing with situations where a person has a hostage or is barricaded and is refusing to comply with the demands of the police and has made threats of violence or death with or without weapons.

Interview Room

A room designed to conduct a session of formal questioning by the police. Although permissible to do so, these rooms are not required to be continuously monitored and recorded by closed circuit video equipment. If a police service elects to capture and record investigative activity in these rooms, then retention and disclosure rules apply.

Intimate Relationship

A relationship between opposite or same sex partners that can vary in duration, legality, formality, and include:

- 1. current and former dating relationships,
- 2. current and former common-law relationships,
- 3. current and former marriage relationships, or
- 4. persons who are the parents of one or more children regardless of their marital status or whether or not they have lived together at any time.

Major Case Management Model

A systematic approach to the investigation and management of major cases that are serious and complex in nature (eg. homicides, serial predator offences, institutional abuse, non-family abductions, missing persons where foul play is indicated, and aggravated sexual assault). Major Case Management Model includes case management procedures, electronic case management processes, and case management training as endorsed by the Canadian Police College (CPC).

Peace Officer

A person appointed pursuant to applicable provincial or federal legislation who has specific and usually limited law enforcement authority and jurisdiction.

Personnel

For the purposes of these standards, personnel of a police service include all sworn members and support staff, but not any janitorial or building maintenance personnel.

Police Service

A police service is any of the following:

- 1. a regional police service.
- 2. a municipal police service.
- 3. the provincial police service.
- 4. a police service established under an agreement made pursuant to Section 5 of the *Police Act*.

Policy

A printed or electronic document developed by a police service to provide direction to police personnel and ensure compliance with a standard.

Procedure(s)

Procedures are a means of doing or accomplishing something that effects police service policy. A procedure in use by a police service may be used as a form of proof to comply with a standard. Also see definition of policy.

Public Order Unit

Police officers who have received specialized training in public order control to deal with incidents such as, but not limited to: coverage of special events, response to civil disturbances, civil defense situations, search and rescue missions and protection of visiting dignitaries.

Social Development

Efforts to change the likelihood of people becoming offenders or victims by addressing conditions (root causes) in a person's life - or in a community - that may lead to criminal behaviour. Child abuse, low self-esteem, inadequate education and housing, unemployment, health problems, and neglect are examples of these conditions.

Special Purpose Vehicles

A police service owned vehicle that is specifically equipped to be used in any situations where a High Risk Incident Response Unit may be called to.

Specialized Services

Services provided by a police service that requires specific skills and training in addition to regular induction and ongoing professional development. These services include, but are not restricted to, tactical/emergency response or public order response teams, privacy act interceptors, surveillance specialists, technologically-based crime investigators, police service dog handlers, and forensic identification specialists.

Standard

A set of policies, as directed by Solicitor General and Public Security, to govern a police service in its deliver of services and operation.

Supervised Volunteer

Supervised volunteer means an auxiliary member, volunteer (non-compensated) peace officer, cadet, a person with "Citizens On Patrol" and any other volunteer or uniformed volunteer that is directly supervised by the police service on a continual basis. Supervision of a person or a group would include control of any police owned equipment that the group uses (such as "Citizens on Patrol" using police radios, reflective vests).

Sustained Complaint

A complaint, or that part of a complaint, which, upon investigation, is proven.

Tactical Team

Police officers who receive special training and have specialized equipment to respond to high risk incidents, including, but not limited to: hostage/barricaded persons, entry teams, firearms complaints and any other incident that they are called upon on to assist with.

Target Hardening

Measures that reduce the opportunity for crimes to be committed. Also known as "situational crime prevention" or "opportunity crime prevention," this method of crime prevention focuses altering physical environments and making the targets of crime less vulnerable or more difficult to penetrate. Examples include neighbourhood watch programs, home and office security devices, and increased policing or police visibility.

Third Party Rule

A rule prohibiting the disclosure of information without the consent of the original contributing agency.

Violent Crime Linkage Analysis System (ViCLAS)

A computer-assisted linkage system operated by the RCMP that is designed to assist all police agencies in tracking, coordinating, and linking serial-type cases involving homicides, sexual assaults, non-parental abductions, missing persons, and found human remains where foul play is suspected.

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Justice and Solicitor General

Safe and Strong Communities

Law Enforcement in Alberta

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1. Overview

Alberta's overall policing strategy centres around three principles: equitable policing, provincial leadership, and appropriate civilian oversight of policing. One of the goals of Alberta Justice and Solicitor General is to ensure Albertans have safe and secure communities in which to live, work and raise their families. The Department achieves that goal by working in partnership with Albertans to promote safe, secure communities through effective law enforcement, crime prevention, corrections and victim services.

Equitable Policing

Policing is becoming increasingly complex, requiring specialized functions and expensive technology. All Albertans are entitled to high quality police services which have adequate training, technology, and standardized services. The province is committed to ensuring all communities in Alberta have access to the policing services they need to ensure their safety and security.

Provincial Leadership

The province establishes standards for police services and commissions and ensures those standards are met. This includes monitoring and auditing by the province as well as providing police services, commissions, committees and councils with assistance and advice in developing training, and conducting targeted research.

The Department funds community crime prevention and restorative justice projects, and supports and promotes programs that help address the root causes of crime. The Department and community partners continue to work toward increasing public awareness of victims' programs and services, to ensure victims have a meaningful role in the criminal justice system. The Department's correctional services division operates correctional facilities to house convicted offenders, and provides programming to help offenders transition successfully back into the community when they have served their time.

Civilian Oversight

The delicate balance between the independence and authority of law enforcement on one hand, and their accountability to the public and the civilian authority, on the other, is a vital part of our democratic society. Oversight and governing bodies need to strike this balance between police independence to conduct investigations and maintain order without undue political or other influence, with the need for accountability to the public.

2. Legislative Framework

The *Constitution of Canada* establishes the various powers of government and divides them between the federal and provincial governments. Under the Constitution, the federal government is responsible for criminal law while the provinces are responsible for the administration of justice. In Alberta, the department of Justice and Solicitor General administers the criminal justice system and oversees policing.

The Alberta *Police Act*, the Alberta *Municipal Government Act*, the Alberta *Police Officers Collective Bargaining Act*, as well as the federal *RCMP Act* provide the legislative framework for policing in the Province of Alberta. Copies of the provincial statutes can be obtained from the Alberta Queen's Printer.

The Police Act (Alberta)

The *Police Act* defines how policing, and the administration of policing, operates in Alberta. The *Act* identifies the responsibility of ministers, government and municipalities for policing. It also sets the population threshold whereby a municipality must take responsibility to provide its own municipal policing, and the various options for that service. The legislation includes sections relating to the Law Enforcement Review Board (part 2), police services and commissions (part 3), police officers (part 4) and complaints and discipline, including the Alberta Serious Incident Response Team (ASIRT) (part 5). A general section covers lock-up facilities, impersonating a police officer, and other miscellaneous matters.

Police services and police officers act under the direction of the Minister of Justice and Solicitor General in respect of matters concerning the administration of justice and administration of the *Police Act*.

The *Police Act* outlines that cities, towns and villages with a population over 5,000 must provide their own police service. The Province provides policing to all other municipalities at no direct cost to them.

Municipalities with populations **over** 5,000 have the following options for policing: a stand alone police service, a regional police service, or contracting for the services of an existing police service.

Policing for municipalities with urban populations of 5,000 or less, as well as all rural municipalities (i.e. municipal districts/counties regardless of population), is provided by the RCMP as Alberta's provincial police service. The RCMP provides this service through the Provincial Police Service Agreement between Alberta and Canada. Although rural areas are not required to be policed by the provincial police service, if they choose other forms of policing they must then pay for all costs.

The *Police Act* includes a number of regulations; principal among them is the *Police Service Regulation*.

The *Police Service Regulation* is made pursuant to the *Police Act*, and governs the discipline and performance of duty of police officers (Part 5 of the *Act*). The regulation addresses:

- Competency of police officers
- Probationary periods for working as a police officers
- Misconduct of a police officer
- Relief from duty of a police officer
- Counseling, time limits, statements and evidence
- Hearings
- Punishment of officers

Municipal Government Act (Alberta)

Municipalities are governed by the *Municipal Government Act* (*MGA*). Under the *MGA*, municipal councils are required to provide policing for the communities they serve. The options for providing this service are described in the section on types of policing.

Royal Canadian Mounted Police Act (Canada)

The *RCMP Act* is federal legislation that provides the authority and mandate for the Royal Canadian Mounted Police (RCMP).

The *Act* provides that Public Safety Canada may enter into agreements with provinces to provide RCMP policing as a provincial police service. It also provides for municipalities to enter into agreements with the RCMP to provide policing services to a municipality. These agreements outline most aspects of such an arrangement, including accommodation, basis of payment, and equipment.

Peace Officer Act (Alberta)

Under the Alberta *Peace Officer Act*, limited powers and authority are given to peace officers. All levels of government, as well as organizations such as public health authorities and post-secondary institutions, may employ peace officers. Alberta Solicitor General and Public Security has overall authority for the Public Security Peace Officer Program, as provided in the *Peace Officer Act*.

Security Services and Investigators Act (Alberta)

Security personnel (loss prevention, guard dog handlers, security guards, investigators, locksmiths, automotive lock bypass people) and private investigators are required to be licensed by Alberta Solicitor General and Public Security by virtue of the Security Services and Investigators Act.

Police Officers Collective Bargaining Act (Alberta)

The Police Officers Collective Bargaining Act governs labour relations for all municipal police services in Alberta. It creates two bargaining units for police officers, makes only single-municipality police associations eligible to act as bargaining agents. It excludes from collective bargaining such issues as the statutory responsibilities of a chief of police, and discipline and discharge, which are dealt with by regulations under the Police Act. The Police Officers Collective Bargaining Act prohibits strikes and lockouts and substitutes compulsory binding arbitration. The Act is administered by Alberta Employment and Immigration, which also has jurisdiction over strikes and lockouts under this act.

3. Roles and responsibilities

Under the Canadian constitution, the *Government of Canada* is responsible for enacting criminal and federal law while the provinces are responsible for the administration of justice. This includes enforcing federal, criminal, provincial and in some cases municipal laws and maintaining public security.

In Alberta, the Government of Alberta through *Alberta Justice and Solicitor General* administers the criminal justice system and is responsible for ensuring adequate and effective policing throughout the province.

Municipalities are responsible under the *Police Act* for providing policing in their community.

A *municipal council* that has assumed responsibility for creating a municipal police service under the *Police Act* must establish and maintain an adequate and effective police service, including oversight of the police commission where a stand alone police service is established, or the policing committee where an RCMP Municipal Police Agreement is in place (note: establishment of a policing committee is not mandatory). As such, the council should create rules for the operation of the police commission/committee (policing oversight entity) and institute an accountability framework for the policing oversight entity to report to council all relevant activities.

Specific responsibilities of a municipal council with respect to policing are:

- Establish a policing oversight entity through bylaw;
- Prescribe the rules governing the operation of the policing oversight entity; and

• Appoint the members.

The council should also determine how the policing oversight entity members will be recruited, what security screening is required, and criteria for appointment and re-appointment.

As Alberta's Provincial Police Service, the RCMP is responsible for implementing the objectives, priorities and goals established in conjunction with Alberta Justice and Solicitor General.

Through an agreement between the federal government and the province, the Provincial Police Service Agreement (PPSA), the RCMP act as Alberta's Provincial Police Service, and are responsible for primary provincial policing. In Alberta, RCMP are referred to as "K" Division (each province and territory has its own Division). The RCMP provides policing services in over 100 detachments across the province.

Police officers are responsible for enforcing federal, provincial, and municipal laws, protecting life and property, preventing crime, and keeping the peace. They have a broad range of duties and roles of which law enforcement is a major role. Police officers investigate occurrences, arrest offenders and bring them before the criminal justice system. They also provide a variety of community services including: crime prevention, educational programs, assisting in locating missing persons, dealing with lost property, traffic control, victim assistance and accident investigation.

Police commissions provide oversight of policing to stand alone police services, and govern the municipal police services. Specific responsibilities are detailed in part 3 of the *Police Act*.

Policing committees provide oversight of policing for the municipalities which contract for RCMP municipal policing. Committees are not mandatory and specific responsibilities are detailed in part 3 of the *Police Act.*

Alberta Serious Incident Response Team (ASIRT) has jurisdiction over all sworn police officers in the Province of Alberta. Their mandate is to investigate incidents or complaints involving serious injury or death of any person, and matters of a serious or sensitive nature, that may have resulted from the actions of a police officer. They are governed by Section 46.1 of the *Police Act*.

The *Chief of Police* is responsible for the day to day operations of the police service, and accountable to the commission for the operation of the police service. Specific duties are outlined in the *Police Act.*

Peace officers perform a number of roles to maintain the peace. They may be mayors, wardens, reeves, sheriffs, justices of the peace, correctional officers (authorized as peace officers under the *Corrections Act* not the *Peace Officer*)

Act), police officers, bailiffs customs or excise officers, fishery guardians, the pilot in command of an aircraft, or officers and non-commissioned members of the Canadian Forces. Peace officers can be granted various powers of arrest and may be armed.

Security guards and private investigators have no special status in law, and no privileges or powers other than those of an ordinary citizen. The Security Guards and Private Investigators Act prohibits peace officers from becoming licensed private investigators or security guards. Private investigators and security guards are not permitted to carry weapons, except when authorized by the Chief Firearms Officer.

Private security personnel act as agents to protect private property as permitted under the *Petty Trespass Act* and the *Trespass to Premises Act*. The owner of a property, or his/her authorized representatives (such as a security guard) has the right to limit access to the property, and to arrest trespassers or individuals found committing a criminal offence on the owner's property.

The **Director of Law Enforcement** is usually the Assistant Deputy Minister of the Public Security Division of the department of Justice and Solicitor General. The Director is responsible for specific activities related to the monitoring of police services and commissions. The duties of the Director are outlined in section 8 of the *Police Act*.

4. Roles and Responsibilities – Boards and Associations

Law Enforcement Review Board

The Law Enforcement Review Board is a quasi-judicial body established under the *Police Act.* It reviews decisions of police commissions and police chiefs related to complaints made against police officers, the police service or chief of police. The Board can hear appeals filed by the chief of police, a police officer or the public who are not satisfied with the outcome of a complaint investigation directly affecting them. Appeals must be made in writing and filed within 30 days from the date a complainant is advised of the determination of their complaint. The Board can also conduct inquiries respecting complaints.

At the request of the Minister of Justice and Solicitor General, the Board conducts inquiries in respect to any matter relating to policing, and has the power of a Commissioner under the *Public Inquiries Act*.

Alberta Association of Police Governance

The Alberta Association of Police Governance (AAPG) is an umbrella organization where members of police commissions and policing committees can discuss issues of common interest and concern. Generally, AAPG meetings are held twice a year. Membership is optional.

Alberta Association of Chiefs of Police

The Alberta Association of Chiefs of Police (AACP) was formed in 1985 to give Alberta police chiefs an opportunity to share information and concerns of mutual interest relating to law enforcement.

The membership of the AACP is limited to chiefs of municipal police services, the Commanding Officer of RCMP "K" Division, chiefs of autonomous First Nation police, and commanders of municipal RCMP detachments.

Alberta Federation of Police Associations

The Alberta Federation of Police Associations (AFPA) is a professional police association dedicated to addressing local, provincial and national police association issues. The AFPA is a collection of police associations formed under the Police Officers Collective Bargaining Act (POCBA) with a primary purpose of collective bargaining.

All Alberta police associations except the Calgary Police Association belong to the Alberta Federation of Police Associations. RCMP and First Nations police services are not included as they are not subject to POCBA.

5. Types of Policing

There are three main types of policing in Alberta - provincial policing, municipal policing, and First Nations policing.

Provincial Policing

The Minister of Justice and Solicitor General is responsible for providing provincial policing services. This is done through a Provincial Police Service Agreement (PPSA), between the province and Public Safety Canada, establishing the RCMP as the provincial police. The Alberta division of the RCMP is designated as "K" Division.

Under the PPSA, policing is provided at no direct cost to all municipal districts and Métis settlements regardless of population, to towns, villages and summer villages with populations of 5,000 or less, and to First Nations communities where other policing arrangements have not been made.

The province pays 70% of the cost of the provincial police service and Canada pays 30%. The provincial portion for the cost of policing is just over \$139,000 per RCMP officer (Fiscal year 2012/13).

The PPSA requires the Minister of Justice and Solicitor General to set the objectives, priorities and goals of the provincial police service, which are then

implemented by the Commanding Officer of "K" Division. The province, in consultation with the Commanding Officer, establishes provincial policing priorities on an annual basis in the form of a three-year business plan. The Commanding Officer must provide an annual report to the Minister describing the status of the provincial policing priorities. The Department's Public Security Division administers the PPSA, monitors the business plan, and works closely with "K" Division to ensure policing levels are adequate and effective.

In addition to policing rural municipalities, the RCMP in Alberta is also responsible for a variety of provincial services. Dedicated highway traffic safety services are provided by highway patrol units that are strategically located throughout the province, working closely with the department's Sheriff Traffic Services. Other services include: the Major Crime Unit, Behavioural Sciences Group, Forensic Identification Unit, Canine Unit, Commercial Crime, Emergency Response Team, and Air Services.

The RCMP also work closely with municipal and First Nations police services in Alberta.

Enhanced Policing

Any municipality provided with provincial policing at no direct cost to it may wish to purchase an enhanced level of policing. This would be to augment the basic level of policing provided by the Province via the RCMP as the provincial police service.

The enhancement is basically the purchase of additional RCMP members to serve within the target community, usually for a specified purpose.

There are three types of enhanced agreements:

- One municipality subcontracting with the province for a long-term full-time RCMP member;
- More than one municipality subcontracting with the province, sharing a long-term full-time RCMP member; or
- A municipality contracting with the Province for an RCMP member to enhance the level of service for a specific event or limited period of time (i.e. hours, days or months).

Costs for the long term enhanced policing options are billed to the municipalities for the Provincial share (70%) of each RCMP Provincial Police Service Member. The costs for the specific event or limited period enhanced policing are at the RCMP overtime rate of pay and are recovered by the Province invoicing the municipality directly.

Eligible are:

- Towns, villages and summer villages with a population of 5,000 or less;
- Municipal districts, counties and improvement districts regardless of population;
- Métis settlements; and
- First Nations.

The complete enhanced policing guideline package and detailed costs can be requested by contacting: Law Enforcement and Oversight Branch, Public Security Division, Justice and Solicitor General 10th Floor, 10365 – 97 Street, Edmonton, Alberta T5J 3W7. Phone: (780) 427-3457 or Fax: (780) 427-5916.

Municipal policing

Municipalities have a number of options with respect to policing their communities.

Contract policing

The most common form of contract policing is the provision of police services to municipalities by the RCMP through a Municipal Policing Agreement (MPA). As of April 1, 2012, forty-three (43) municipalities in Alberta have MPAs.

Under an MPA, a municipality with a population under 15,000 pays 70% of the cost of the policing and Canada pays 30%. For municipalities with populations greater than 15,000, the municipality pays 90% of the costs and Canada pays 10%,

The MPA states that the Municipal Chief Elected Official (i.e. the Mayor or Reeve) may set objectives, priorities and goals for the municipal police service consistent with those of the province. The municipal policing objectives, priorities and goals should be set on an annual basis with the Detachment Commander so the municipality is able to establish performance measures and make more informed decisions about whether or not the policing meets the community's needs.

There are several benefits to municipalities entering into an MPA, the most obvious being the shared cost. Instead of paying the full cost for policing services, contracting with the RCMP means that municipalities only pay for a percentage of the costs with the federal government assuming its cost-share, be it 30% or 10% depending on population. Other benefits include ease of integration of municipal and provincial RCMP resources, a high quality of standardized service, assured uniform standards, provision of standardized recruitment and training, cost efficiencies with sharing of lease space, and additional specialized services traditionally limited to a large police service.

One of the disadvantages of contracting is that the municipality's governance role is somewhat reduced. The municipality, however, has the option under the *Police Act to* form a policing committee to oversee the agreement and to work with the detachment commander to determine priorities. Much of the municipality's role overseeing contract policing is informal, as opposed to mandated Police Commissions for stand-alone or independent police services.

Policing committees are very similar to police commissions; however, their authority is limited to that allowed by the municipality's agreement with the RCMP. Specific responsibilities of a policing committee are detailed in section 23 of the *Police Act*.

Stand alone policing

A municipality may assume responsibility for establishing and maintaining its own independent police service. This is called a stand-alone, or independent municipal police service. In Alberta, there are six such municipal police services in Calgary, Camrose, Edmonton, Medicine Hat, Lacombe and Taber. This form of policing provides the municipality with the greatest amount of influence over the police, which comes at a higher cost and increased oversight responsibility.

One of the most important aspects of stand-alone policing is the manner in which it is governed. In Alberta, all such municipal police services must have a police commission as a civilian body that oversees the police service on behalf of the community and the municipal council. See the section on governance.

Regional policing

Regional policing is an integrated approach whereby the councils of two or more municipalities enter into an agreement to be policed by one regional police service. The Minister of Justice and Solicitor General must give approval prior to a regional policing agreement being undertaken, as well as approval for the withdrawal from such an agreement.

At present there is only one formalized municipal regional policing arrangement in Alberta—Lethbridge Regional Police Service, which provides policing to the municipalities of Lethbridge and Coaldale.

The RCMP provides a form of regional policing through administrative amalgamation of neighboring detachments for the rural area, as is the case at Spruce Grove and Stony Plain. The Spruce Grove Detachment provides policing for Spruce Grove, however the Stony Plain Detachment provides policing for Stony Plain and the rural areas surrounding Spruce Grove.

First Nations policing

The RCMP polices most Alberta's First Nations communities, although 18 First Nations communities have made other policing arrangements through agreements with the province and Canada—either through a Tripartite Agreement (TA) or a Community Tripartite Agreement (CTA).

A **Tripartite Agreement** permits creation of a First Nation police service operating exclusively on reserve. The cost of First Nations policing under TAs is shared by Canada (52%) and Alberta (48%), subject to the availability of funds through the budget.

A **Community Tripartite Agreement** is an agreement between Canada, the province and the First Nations that provides for RCMP members to spend at least 80% of their time on reserve. The cost of First Nations policing under CTAs is the same as for TAs—shared by Canada (52%) and Alberta (48%), subject to the availability of funds through the budget. A CTA provides additional RCMP members to supplement the First Nations detachment.

First Nations Police services are governed by individual tripartite policing agreements among the First Nations, Canada and Alberta. Chief and council appoint local police commissions and these commissions are made up of citizens from the First Nations and council representatives. Their duties and responsibilities are similar to those described for municipal police commissions. The Minister of Justice and Solicitor General provides professional policing advice to the First Nations police services through the Director of Law Enforcement.

Supplemental Enforcement Programs

Peace Officers

Peace officers have authority under the *Peace Officer Act* and regulations. They are appointed by Alberta Justice and Solicitor General to uphold specific provincial statutes that include the *Traffic Safety Act, Weed Control Act,* and the *Gaming and Liquor Control Act.* The appointments fulfill a variety of roles and responsibilities relating to law enforcement such as traffic duty, court and prisoner security, commercial vehicle inspections and fish and wildlife management, among others.

Peace officers work within limited territorial boundaries for a specific employer, and are classified as peace officers only while performing the duties and responsibilities of their appointment. Some peace officers may be permitted to carry shotguns for animal control purposes, batons or oleoresin capsicum (OC/pepper) spray with authorization from the Minister of Justice and Solicitor General. All Alberta Sheriffs are trained and authorized to carry guns.

With approved training and permission from the Director of Law Enforcement, peace officers may enforce some *Criminal Code* offences such as minor theft or mischief offences (theft/mischief under \$5000).

Other peace officers with responsibility for large amounts of private/public property such as Universities or transit systems may be granted additional authorities to manage criminal events they encounter during the normal course of their duties.

These additional authorities are limited to performing administrative policing functions such as compelling an individual found committing an offence to court. This authority is only granted where the police service of jurisdiction approves and formalized interaction protocols are developed.

Sheriff services

Alberta Justice and Solicitor General employ about 700 Sheriffs who play an important role in Alberta law enforcement. Sheriffs complement and support the work of police officers, allowing them to focus on more serious crime. Their work covers several areas: traffic safety, court security, prisoner transport, intelligence, executive security, Fugitive Apprehension Services (which works with local police services to bring to justice individuals free on outstanding warrants), and Safer Communities and Neighborhoods (which investigates problem properties where illegal activities may be taking place, such as drugs, gangs, or prostitution).

Traffic sheriffs

The Sheriff Highway Patrol was implemented on September 1, 2006. Sheriffs have authority under the *Traffic Safety Act*, the *Environmental Protection and Enhancement Act*, the *Gaming and Liquor Act* and the *Provincial Offences Procedure Act*.

Through Integrated Traffic Units, Traffic Sheriffs work with RCMP police services to target aggressive and speeding drivers. They also participate in Joint Force Operations with the RCMP and other enforcement agencies.

Traffic Service Request can be made by the public by calling toll free 1-866-922-3389 or through the website at www.sheriffs.gov.ab.ca.

6. How policing in Alberta is funded

Grants

Alberta provides the Municipal Police Assistance Grant to municipalities to help ease the financial burden on towns and cities responsible for their own policing.

The funds are to be used for police operating and administration costs including manpower costs, kit and clothing, equipment, police vehicles, etc. The funds are also intended for use by police commissions and policing committees for governance and oversight related initiatives.

The grants are paid to municipalities on formula basis, with the condition the funding is used specifically for policing and policing oversight.

2012-13 Grant Formula

Municipalities with:					Base grant	Per capita
Population receive	from	5,001	to	16,666	\$ 200,000	\$ 8
Population receive	from	16,667	to	50,000	\$ 100,000	\$ 14
Population over 50,000 receive					\$ -	\$ 16

• Based upon Alberta Municipal Affairs Official Population Data

Distribution of fine revenues

The majority of provincial statute fine revenues are generated from traffic violations. Therefore in the communities where the police service is funded by the province, the traffic fine revenues go to the province. Large municipalities who pay for their policing service keep the fine revenues. The *Provincial Traffic Safety Act* was amended in 2005 to ensure that those municipalities that are required to provide for their own policing keep their traffic fine revenue. The exception is those communities that do not have to provide for their own policing, but who employ peace officers or pay for enhanced policing positions. These communities receive the fine revenue generated by those peace officers or enhanced RCMP positions. Essentially, whoever provides the policing service keeps the fine revenue.

There are however some provincial statutes which specify the distribution of fine revenues. The *Fuel Tax Act, Gaming and Liquor Act, Tobacco Tax Act,* or *Weed Control Act* provide that revenue from a conviction for an offence that occurred in a city, town, village, municipal district or Métis settlement or Indian reserve, the revenue goes to the municipal district or Métis settlement or First Nation. (Except where the offence occurred on a primary highway leading through a Métis settlement or Indian reserve, the fine goes to the province).

Where a statute does not provide for fine distribution (or in the case of late payment penalties) the revenue belongs to the province pursuant to the *Provincial Offences Procedures Act.*

When payment for a ticket is received by the court, it is entered into the court's computer system. Each month, the computer routinely transfers the funds to

banks for the appropriate jurisdiction. It is therefore important that in those communities utilizing peace officers and/or enhanced RCMP position for traffic enforcement that the coding of the traffic ticket be correct so that the community receives its fine revenue.

RCMP Municipal Cost Sharing

Under the municipal policing agreements, cost sharing arrangements for RCMP services are as follows:

- In municipalities with a population under 15,000, the municipality pays 70% and Canada pays 30%.
- In municipalities with a population over 15,000, the municipality pays 90% and Canada pays 10%.

In a municipality with a population under 15,000, the RCMP Commanding Officer consults with the Chief Elected Official (i.e. Mayor) to determine how many officers are required, and the budget for the service. The Commanding Officer then prepares a provisional cost per member for the next fiscal year. Most RCMP costs for municipalities with populations under 15,000 are pooled to establish an average per member cost. Costs that are not pooled include; overtime, case management systems, and accommodation.

In a municipality with a population over 15,000, the RCMP Commanding Officer consults with the Chief Elected Official (i.e. Mayor) of the municipalities with respect to financial and resource planning. The Chief Elected Official advises the Commanding Officer how many officers are required, and the budget for the service. The Chief Elected Official also approves equipment purchases of \$100,000 or more and the basis of payment for such items. The Commanding Officer prepares a provisional cost per member for the next fiscal year and provides the Chief Elected Official with an estimate of the direct and indirect costs, such as overtime, cost for case management systems including the new *Police Reporting and Occurrence System* (PROS), and if applicable, accommodation cost.

The Government of Canada operates on a fiscal year from April 1st to March 31st, but bills each municipality and the province on a quarterly basis for RCMP services. Following March of each fiscal year, the RCMP billing is reconciled and a municipality may receive credit on either the first or second quarterly invoice of the new fiscal year. There is a similar annual reconciliation with the provincial policing budget.

7. Victims of crime

Financial Benefits Program

Alberta's *Victims of Crime Act* created the Victims of Crime Fund and introduced the Financial Benefits Program in 1997. The fund is fully supported by surcharges on provincial offence fines and surcharges imposed by the courts under the Criminal Code of Canada. This fund financially supports the Financial Benefits Program as well as other victim programs and services. This money is used to support the Victim Financial Benefits Program that recognizes or acknowledges victims who were injured as a direct result of a violent crime in Alberta. It provides direct assistance with a one-time financial benefit based on the severity of the victim's injuries. The benefit amount is set in the regulation to the *Victims of Crime Act*.

The Victims of Crime Fund is administered by the Public Security Division within Alberta Justice and Solicitor General.



Aberta Government

Traffic Safety Plan 2015

Office of Traffic Safety Traffic Safety Services Division Transportation Policy and Corporate Services Engineering Services Division Regional Services Division

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Executive summary

Alberta's first Traffic Safety Plan, the first strategy of its kind in Canada, was introduced in 2007. The number of collisions, deaths and injuries on Alberta's roads has declined considerably since the implementation of this plan by the Alberta government and its traffic safety partners. Over the past four years, traffic fatalities have dropped by nearly 32 per cent.

To build upon these traffic safety improvements, a successor plan was created. Alberta's Traffic Safety Plan 2015 will build upon the partnerships developed in the first plan and will use a *Safer System Approach*, which aims to encourage safer drivers, safer vehicles and safer roads.

Priorities will be addressed using a number of core strategies including education and training, communication, community initiatives, enforcement, research, legislation, new technologies, road engineering and infrastructure improvements.

Introduction

Significant progress has been made during the implementation of Alberta's first Traffic Safety Plan (TSP), not only in terms of reductions in traffic collisions and resulting casualties, but in the development of new approaches.

Building on this success, the Alberta government is now embarking on a successor plan, guided by the *Safer System Approach*, which will lead to even further reductions over time.

The journey so far

Alberta's first Traffic Safety Plan

The province's first Traffic Safety Plan was introduced in 2007. Alberta's Traffic Safety Plan: Saving Lives on Alberta's Roads was developed in response to an independent review of government's traffic safety programs and was the first strategy of its kind in Canada.

This comprehensive strategy was designed to reduce traffic-related deaths and injuries in the province for all road users including drivers, passengers, pedestrians, cyclists and others. It outlined key initiatives to help prevent motor vehicle collisions, build safer roads, establish and enforce traffic laws, better educate all Albertans about traffic safety as well as support some of government's strategic objectives, specifically, *improve Albertans' quality of life* and *provide safe and secure communities*.

Government works collaboratively with law enforcement and other traffic safety partners to implement the plan using a combination of core strategies such as enforcement, engineering, education, communication, community engagement and legislation.

The purpose of the traffic safety plan was to:

- Develop coordinating mechanisms in order that all stakeholders work cooperatively to meet provincial targets
- Identify specific priority topics for attention
- Identify and develop action items that are based on best practices to maximize positive results
- Identify implementation methods that maximize effort
- Identify the communication requirements, including coordination of activities at the provincial and community level

- Establish a performance evaluation program that indicates and confirms progress towards identified targets
- Educate community residents and road users about the importance of traffic safety issues
- Involve Aboriginal communities (First Nations and Métis) with the goal of strengthening community action and coordination
- Identify and support existing partnerships that have been created in support of traffic safety initiatives
- Develop and nurture further partnerships with other traffic safety organizations, schools, colleges, universities and health care providers in the undertaking of traffic safety activities
- Ensure strong government commitment, including municipal and regional governments
- Include industry sectors as partners in traffic safety.

This work has included:

- Developing an integrated action plan, which identified key priorities
- Creating a Community Mobilization Strategy and an Aboriginal Traffic Safety Strategy
- Engaging stakeholders
- Supporting the creation of Offices of Traffic Safety in several municipalities
- Establishing Subject Matter Expert Groups
- Securing necessary legislation
- Enhancing commercial vehicle safety through technology
- Enhancing vehicle safety.

While these traffic safety efforts are ongoing throughout the year, one particular traffic safety issue is the focus each month. As a result of the Traffic Safety Plan, a Traffic Safety Plan Calendar was developed to identify and assign a priority issue to each month. During that time, government and its partners work together to increase awareness of the traffic safety issue.

A successful partnership

Government's traffic safety partners have been important to the success of Alberta's first Traffic Safety Plan. With their help and support, the plan was implemented collaboratively and all efforts were coordinated. Significant traffic safety improvements were achieved using this partnership approach.

Governance structure

The organizational structure that was developed for the first Traffic Safety Plan has worked well and will be used again for Alberta's Traffic Safety Plan 2015. Throughout the life of the Traffic Safety Plan, several sub-committees or Subject Matter Expert Groups have been formed that take a strategic focus on a specific program topic.

Various government departments — Aboriginal Relations, Agriculture and Rural Development, Education, Health, Human Services, Justice and Solicitor General, Municipal Affairs and Service Alberta — have also remained engaged as the plan unfolded.

Participating groups from Alberta Transportation include the Office of Traffic Safety, Traffic Safety Services Division, Transportation Policy and Corporate Services, the Engineering Services Division and the Regional Services Division.



Progress made

Since 2007, progress has been made in reducing fatalities and serious injuries on Alberta roads, as indicated in the charts below.

Since 2007, overall

- Fatalities decreased by 31.7 per cent
- Serious injuries decreased by 17.9 per cent

Unbelted occupants:

- Fatalities decreased by 39.3 per cent
- Serious injuries dropped by 45.6 per cent

Alcohol-related collisions:

• Fatalities involving a drinking driver declined by 38.6 per cent

Intersection-related collisions:

- Fatalities decreased by 43.5 per cent
- Serious injuries decreased by 19.0 per cent

Speed-related collisions:

- Fatalities declined by 22.3 per cent
- Serious injuries declined by 7.8 per
- Serious injuries declined by 20.1 per cent ٠ cent Alberta Alberta **Fatalities and** Serious Injuries and **Fatal Collisions Serious Injury Collisions** 500 4000 3600 450 3200 400 2800 350 2400 300 2000 250 2006 2011 2006 010 2002 2008 2009 2010 2002 2005 2008 2009 2011 2003 2005 2007 2003 2004 2007 2007 - Serious Injuries - Fatalities - Fatal Collisions Serious Injury Collisions

This consistent decline in deaths and injuries has taken place during a period of growth in population and increasing demand for transport:

- Population has increased 8 per cent over the last five years
- Number of drivers has increased 9 per cent over the last five years
- Compared to five years ago, the number of vehicles on Alberta's provincial roadways has increased by 10 per cent over a quarter of a million vehicles
- Traffic volumes on provincial highways increased by over 8 per cent over the last five years.

What does the future hold?

A new philosophy

Over the last three decades, there has been a steady downward trend in road trauma in many Organization for Economic Cooperation and Development (OECD) countries; however, consensus is emerging across the OECD that a fundamental shift in road safety management to a *Safer System Approach* is now required.

Several countries are currently using a *Safer System Approach* in developing and implementing their road safety programs. Sweden has developed a "Vision Zero" approach, the Netherlands has developed a closely related "Sustainable Safety" approach, and several jurisdictions in Australia are establishing similar programs. Alberta's Traffic Safety Plan 2015 is based on a *Safer System Approach*.

What is the Safer System Approach?

A Safer System Approach encourages a better understanding of the interaction between the key elements of the road system: road users (for all road users including drivers, passengers, pedestrians, cyclists, etc.), vehicles, roads and roadsides and travel speeds.





by linking different road safety activities. This approach aims to create a much safer road environment in which alert and responsible road users should not lose their lives – or be permanently disabled – as a result of a collision in the road system.

A Safer System Approach includes the following elements:

Establishing long-term goals

Traditional road safety interventions are proving their effectiveness and need to be maintained and where appropriate intensified. The next generation of road safety initiatives will help to further define and address road safety problems.

Accelerating knowledge transfer

The successful transfer of knowledge requires not only its transmission but also its absorption and ultimate use. Research and knowledge transfer will play an important role in the design and delivery of initiatives aimed at achieving a *Safer System Approach* and in attaining results that go well beyond what has been achieved so far.

Investing in road safety

The adoption of a *Safer System Approach* can produce important economic savings for society.

Fostering commitment at the highest levels of government

Government support for any public policy issue is always subject to constraints including the time and resources necessary for policy development and legislation. Support needs to be expressed in a long term vision that addresses the greater public good, and to ensure adequate funding is available to implement required initiatives in addition to new legislative and regulatory initiatives.

Thinking strategically

Thinking strategically about the overall program includes consideration of a number of key components:

- Vision & Values
- Evidence & Analysis
- Stakeholders
- Delivery Capability

These four components need to be considered to identify the real issues, challenge assumptions and question existing approaches.

Strategic solution generation

A strategic perspective encourages effective stakeholder engagement and a strong evidence base that demonstrates the problem and suitability of the proposed action for addressing it. Strategies also need to be adaptable enough to encourage innovation and entrepreneurialism in meeting public needs.

Building strategic capability

The ability to develop strategies and the ability to maintain a strategic perspective in day to day operations requires a focus on creating:

- A strong evidence base that provides an accurate understanding of issues and how to respond to them
- Skilled and confident people with diverse experience and access to best practice resources
- A strong network of contacts within the road safety community, North America wide.

Aligning with national and international efforts

Alberta's Traffic Safety Plan 2015 is also aligned with national and international traffic safety efforts.

Canada's Road Safety Strategy 2015

The adoption of Road Safety Strategy 2010 by the Canadian Council of Motor Transport Administrators (CCMTA) and the official endorsement of its stated targets by all Ministers of Transportation and Highway Safety in the fall of 2000 provided Canada's road safety stakeholders with targets against which to develop new strategies and measurements.

The updated Road Safety Strategy 2015 builds on the activities and gains made during Road Safety Strategy 2010, but provides provinces and territories with more scope to adapt the activities in the strategy to local conditions and needs. (See Appendix)

The goal of Road Safety Strategy 2015 remains the same — to make Canada's roads the safest in the world.

UN Road Safety Collaboration – Decade of Action on Road Safety

The Commission for Global Road Safety issued a call for a Decade of Action for Road Safety in its 2009 Report. Endorsements for the proposal have come from a wide range of public figures as well as the UN Road Safety Collaboration.

The overall goal of the Decade of Action (2011 to 2020) will be to reduce road traffic fatalities around the world by increasing activities at the national level.

It plans to do this through international coordination and strengthening global architecture for road safety and is based on five pillars.



Inviting stakeholder input

To advance the vision for the next comprehensive traffic safety plan in Alberta, a discussion paper was prepared and was the subject of several stakeholder meetings.

In May 2010, the Traffic Safety Plan advisory stakeholder group met in Edmonton for a discussion about the paper and the plan. In addition, the Regional Traffic Safety Coordinators organized stakeholder consultation sessions throughout the month of June 2010 in Red Deer, Medicine Hat, St. Paul, Peace River, and Fort McMurray. These meetings were an opportunity for local stakeholders to express their opinions on local traffic safety issues.

It also provided an opportunity for them to comment on how they felt traffic safety was being addressed and the benefits they felt. Stakeholders and partners continue to have a voice regarding the traffic safety plan through their involvement in the Subject Matter Expert Groups and their own local/regional traffic safety committees. (Over 75 regional traffic safety committees have been established in the province, bringing together hundreds of stakeholders and partners.)

Challenges

There are several key challenges that could affect the potential for traffic safety improvements in the next decade. Briefly these are:

Demographic

- Population growth, including a high percentage of young and new road users, and increasing demand for transport
- An aging population

Economic

- A rapidly growing amount of freight transported by road and rail
- Growing international demand for oil and impacts of the current global economic climate

Technological

- Incorporating new technology
- The need to update existing computer systems
- Electronic data transmission
- New legal/illegal drugs that affect safe road use

Road safety priorities

Using the matrix developed as part of Canada's Road Safety Strategy 2015 (see Appendix) as a basis and **after reviewing the collision data**, the following priorities have been identified for Alberta:

- Increasing the use of occupant restraints
- Implementing an effective speed management program
- Deterring and sanctioning impaired drivers
- Improving road infrastructure (safer vehicles, safer roads)
- Increasing young drivers/riders safety
- Increasing vulnerable road users safety
- Motor carrier safety
- Increasing driver safety including, medically at risk drivers, high-risk/noncompliant drivers, aging drivers and new Canadian drivers.

Setting targets

Targets provide a focus for the traffic safety strategy and influence decisions about coordination needs, legislative needs, funding and resource allocation, promotion needs, monitoring and evaluation as well as research, development and knowledge transfer.

In addition, targets represent the road safety results the province wishes to achieve over a given timeframe. Targets have also been set for intermediate outcomes, e.g., reduction in speed, increased seat belt usage, etc. These intermediate outcome targets ensure closer management of the range of strategies needed to achieve final outcome targets.

Alberta's targets to 2015

Targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average. The actuals for fatalities and serious injuries will be based on a three year average including the reporting year and the two years prior.

Alberta Traffic Safety Plan overall target

Targeted Fatal and Major Injury Collision Rates per 100,000 Population							
	Baseline*	2011	2012	2013	2014	2015	
Combined Fatal and Major Injury Collision Rates per 100,000 Population	75.3	71.9	69.7	67.5	65.2	63.0	
Combined Fatal and Major Injury Collisions	2758	2675	2593	2510	2427	2344	

Note: The 2012 – 2015 target rates are calculated as a three year average over the target year and two years prior. The values presented for 2011 are the actual averages for the three year period 2009 – 2011. Population source: Statistics Canada, 2008 - 2011.


Traffic Safety Plan (TSP) Implementation of Priorities

*Key Actions categorized as per core strategic approaches: CAE = Communication/Awareness/Education PLR = Policy/Legislation/Research EN = Enforcement CI = Community Involvement

Continuous Actions							
Ongoing enforcement strategies focused on traffic safety calendar topics. Continuous engagement of communities through 14 Regional Traffic Safety Consultants. (Community Mobilization see item 10 below)							
Road Safety Priorities	Annual Budget	Key Actions*					
		2013	2014	2015			
1. Occupant Restraints	\$400.500	CAE continuous education on occupant restraints (Mar/Oct)	CAE continuous education on occupant restraints (Mar/Oct)	CAE continuous education on occupant restraints (Mar/Oct)			
		^{EN} enforcement blitz (Mar/Oct)	^{EN} enforcement blitz (Mar/Oct)	^{EN} enforcement blitz (Mar/Oct)			
				PLR review of occupant restraint legislation			
2. Speed Management	\$530,700	CAE campaign related to consequences of speed (Apr)	CAE campaign related to consequences of speed (Apr)	CAE campaign related to consequences of speed (Apr)			
		^{EN} enforcement blitz (Apr/Sep)	^{EN} enforcement blitz (Apr/Sep)	^{EN} enforcement blitz (Apr/Sep)			
3. Impaired Driving (alcohol, drugs, distracted, fatigue)	\$915.700	^{EN} enhanced joint forces Checkstops impaired driving (random months)	^{EN} enhanced joint forces Checkstops impaired driving (random months)	^{EN} enhanced joint forces Checkstops impaired driving (random months)			
				^{PLR} drugs and driving survey in AB (TBD)			
		CAE campaign related to consequences of distracted driving (Feb) and impaired driving (Aug/Dec)	CAE campaign related to consequences of distracted driving (Feb) and impaired driving (Aug/Dec)	CAE campaign related to consequences of distracted driving (Feb) and impaired driving (Aug/Dec)			
			PLR review sanctions for distracted driving, clarify 24 hour suspensions for fatigue	PLR review hours of service			
4. Infrastructure, Vehicles and Intersections	\$422.200	CAE campaign related to intersection safety (Jan)	CAE campaign related to intersection safety (Jan)	CAE campaign related to intersection safety (Jan)			
		ongoing updates on roadway changes	ongoing updates on roadway changes	ongoing updates on roadway changes			
		vehicle safety/winter driving preparedness (Jun/Dec)	vehicle safety/winter driving preparedness (Jun/Dec)	vehicle safety/winter driving preparedness (Jun/Dec)			
			^{PLR} consider right hand drive vehicle legislation				
5. Young Drivers and Riders	\$332.100	young driver issues (May)	driver issues (May)	voung driver issues (May)			
		aggressive driving (May)	aggressive driving (May)	^{EN} enforcement blitz aggressive driving (May)			
		CAE EN cross ministries promote safety on May long weekend (May)	CAE EN cross ministries promote safety on May long weekend (May)	CAE EN cross ministries promote safety on May long weekend (May)			
			graduated driver licensing				

The above table highlights some examples of key actions under the Traffic Safety Plan 2015. Funds may be reallocated among priority traffic safety issues if a particular issue requires increased emphasis. Greater emphasis may be required because of new or revised legislation and an accompanying Info 2 Know campaign, stakeholder needs or the need to support targets for collision/casualty reductions

Traffic Safety Plan (TSP) Implementation of Priorities

*Key Actions categorized as per core strategic approaches: CAE = Communication/Awareness/Education PLR = Policy/Legislation/Research EN = Enforcement CI = Community Involvement

Continuous Actions

Ongoing enforcement strategies focused on traffic safety calendar topics.

Continuous engagement of communities through 14 Regional Traffic Safety Consultants. (Community Mobilization see item 10 below)

Continuous monitoring of roadway environment (road improvements are determined by capital/operating budgets).

Road Safety	Annual Budget	Key Actions*				
Priorities		2013	2014	2015		
6. Vulnerable Road Users	\$462,300	CAE campaign related to pedestrians (Nov) motorcyclist (Jul) CAE information to school	CAE campaign related to pedestrians (Nov) motorcyclist (Jul) CAE information to school	CAE campaign related to pedestrians (Nov) motorcyclist (Jul) CAE information to school		
		aged children pedestrian/ bike/school bus safety through Street Safe day (Sep)	aged children pedestrian/ bike/school bus safety through Street Safe day (Sep)	aged children pedestrian/ bike/school bus safety through Street Safe day (Sep)		
		CAL AMA school patrol day celebrating pedestrian safety (Jun)	CAL AMA school patrol day celebrating pedestrian safety (Jun)	CAL AMA school patrol day celebrating pedestrian safety (Jun)		
			Vehicle requirements			
7. Motor Carriers	\$296,250	CAE campaign related to commercial vehicle safety (Jun)	CAE campaign related to commercial vehicle safety (Jun)	CAE campaign related to commercial vehicle safety (Jun)		
		^{EN} enforcement blitz commercial vehicles driving (Jun)	^{EN} enforcement blitz commercial vehicles driving (Jun)	^{EN} enforcement blitz commercial vehicles driving (Jun)		
			PLR Continue rewrite of Commercial Vehicle Dimensions and Weight Reg	^{PLR} Adopt North American Performance Brake Standards		
			^{PLR} Update NSC 10 Cargo Securement Reg.			
8. Drivers (high risk, medically unfit, aging drivers, new Canadians)	\$346,250	^{CAE} provide continuous information through driver programs (ongoing)	CAE provide continuous information through driver programs (ongoing)	^{CAE} provide continuous information through driver programs (ongoing)		
		PLR review of related legislation through overall TSP review	PLR review of related legislation through overall TSP review	PLR review of related legislation through overall TSP review		
9. Overarching strategies related to long term behaviour change (driver attitude, focus groups, recall/effectiveness research)	\$379,000	CAE campaign related to driver attitude (month TBD)	^{CAE} campaign related to driver attitude (month TBD)	CAE campaign related to driver attitude (month TBD)		
		^{CAE} news release annual collision information (June)	^{CAE} news release annual collision information (June)	^{CAE} news release annual collision information (June)		
		CAE National Day of remembrance for road crash victims (Nov)	CAE National Day of remembrance for road crash victims (Nov)	CAE National Day of remembrance for road crash victims (Nov)		
10. Community Mobilization	\$2,400,000	Continuous engagement of communities through 14 Regional Traffic Safety Consultants. Inform and influence local stakeholder traffic safety participation/ownership (Public, Private, Industry, Aboriginal, Youth, etc.)				
	0.000000	Stimulate and support local collaborative action: Alberta Traffic Safety Fund				
Overall	- \$6.485.000	1				

The above table highlights some examples of key actions under the Traffic Safety Plan 2015. Funds may be reallocated among priority traffic safety issues if a particular issue requires increased emphasis. Greater emphasis may be required because of new or revised legislation and an accompanying Info 2 Know campaign, stakeholder needs or the need to support targets for collision/casualty reductions.

Recommendations

The core strategies listed below build on the previous plan and its successes. Some of the following core strategies will be the foundation of every single recommendation:

- Education/training
- Communication and awareness
- Enforcement
- Information (data) for research
- Policy/Legislation/Regulation/Sanctions
- Community initiatives
- Linkages

Occupant restraints

Current situation

One of the most effective measures to protect occupants from injury in the event of a collision is the correct use of seat belts and child safety seats. They are proven to save lives and reduce injury severity. All vehicle occupants should be appropriately restrained when travelling in a vehicle. Through the Alberta Occupant Restraint Program (AORP), provincial initiatives have so far focused on enforcement, education and awareness.

Targets





Fatalities Baseline to Target Trendline



Serious Injuries - Alberta - Unbelted Occupants

Serious Injuries
Baseline to Target Trendline

Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

Alberta Transportation will continue to build on its current initiatives through the Alberta Occupant Restraint Program (AORP), which will continue to be a key supporter of occupant restraint issues within the Traffic Safety Plan. These include:

Research and evaluation

- Continue to review and monitor efforts in other jurisdictions around legislating use of booster seats
- Continue to review and monitor efforts in other jurisdictions with respect to introduction of demerit points for non-use of seat belts and child safety seats.

Legislation/Regulation/Policy

- Review sanctions for non-use of seat belts and child safety seats
- Review exemptions for the non-use of occupant restraints.

Community Mobilization

Regional Traffic Safety Consultants will encourage the correct use of occupant restraints by:

- Assisting law enforcement, first responders, and other key stakeholders in promoting and coordinating local awareness events such as Joint Forces
 Operations and Roll Over Simulator demonstrations
- Partnering in the development and implementation of community based traffic safety initiatives such as youth traffic safety events and Option 4 programs

Option 4 gives a person an option to attend an education program, and the ticket is later dismissed)

- Working with local media contacts focused on occupant restraints
- Continue with local Child Restraint System clinics and checks. Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based awareness initiatives.

Education/Marketing

• Continue public education efforts regarding child safety seats – including the importance of booster seats for children who have outgrown a child safety seat, in addition to school programs to educate children themselves.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

- Conduct STEP campaigns across law enforcement jurisdictions promoting the use of seat belts and child safety seats with additional target focus in geographic locations that are high risk
- Support Option 4 programs where appropriate.

Speed management

Current situation

Speed management is the application of the increasing knowledge around vehicle design, road design, driver behaviour, and speed enforcement. Internationally the speed management process has undergone a significant transformation over the past 10-15 years and what is abundantly clear is that many factors are interconnected. In addition, a strategic, coordinated and integrated approach among all agencies and disciplines is required to make a difference.

The issue of speeding includes not only driving at speeds beyond posted limits but also driving too fast for the prevailing weather, road and traffic conditions. Provincial initiatives thus far have been focused on enforcement, education and awareness.

Targets



Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

The Government of Alberta will continue to build on its current integrated speed management initiatives, which include:

Research and evaluation

- Review research related to road user speeding behaviour (i.e., why some people speed, to what extent and under what circumstances)
- Continue to identify high risk locations and segments of roadways
- Review research and best practices related to optimal levels of enforcement
- Undertake feasibility studies for pilot projects on variable speed limits on urban and rural roads
- Review additional technologies associated with speed reduction.

Community Mobilization

Regional Traffic Safety Consultants will promote appropriate driving speeds through:

- Assisting law enforcement, first responders, and other key stakeholders in promoting and coordinating local awareness events such as Joint Forces Operations
- Partner in the development and implementation of community based traffic safety initiatives such as speed awareness events, speed reduction programs, passing emergency vehicle/construction zone awareness
- Working with local media contacts relating to speed awareness
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based initiatives.

Education / Marketing

- Ensure that links between the educational system and road safety agencies are maintained to ensure that lifelong messages are integrated
- Continuously identify and share best cross-jurisdictional practices for speed educational and awareness activities. This includes reviewing best practices internationally.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

- Coordinate public education and awareness activity with enforcement programs to maximize the impact and awareness for the public
- Use data to develop enforcement plans with law enforcement stakeholders, particularly in high collision areas
- Share best cross-jurisdictional practices for speed enforcement activities. This
 includes reviewing good practices internationally
- Implement integrated enforcement plans to emphasize high risk locations and target offenders
- Initiate speed related Selected Traffic Enforcement Program (STEP) campaigns with community stakeholders
- Consider the use of enforcement alternatives to reduce speeds at and through construction zones.

Technologies - Automatic safety camera enforcement

- Implement Intersection Safety Devices in municipalities that meet the criteria to assist with speed reduction
- Promote standards and protocols for the use of enforcement technology (i.e., Automated Enforcement Technology) to increase awareness of safety benefits.

Infrastructure improvements

- Consolidate and share best cross-jurisdictional practices for speed related road infrastructure / standards
- Review speed limits to ensure consistency when maintaining and constructing roads
- Install a Wildlife Detection System, to detect wildlife in the highway right of way and warn drivers to reduce speed and be vigilant to avoid collision with animals as required
- Consider gateway treatments between rural and urban transition on a trial basis
- Consider undertaking pilot projects of innovative pavement markings
- Install Rumble Strips for STOP condition in conjunction with roadway improvements on Alberta Transportation rural highways with speed limit 80 km/h or above
- Consider undertaking:
 - roundabouts in all cases where applicable according to current design practice
 - a feasibility study for a pilot project to test variable speed limits on provincial highways
 - a pilot project to evaluate the effectiveness of variable speed limits on urban roads.

In addition, links between road safety objectives and environmental benefits should be promoted, such as coordination of traffic signals and the introduction of roundabouts.

Impaired driving

The focus of impaired driving in the initial Alberta Traffic Safety Plan was on drinking and driving. Over recent years other impairments have been recognized and include impairments through drugs and driving, driver distraction and driver fatigue. These are now included in the Traffic Safety Plan 2015.

Drinking and driving

Current situation

Drinking and driving imposes enormous costs on our society. The true cost of drinking and driving is the victims. From 2007 to 2011, 520 people were killed and 7983 people were injured in alcohol-related collisions. In 2011 alone, 78 people were killed and 1391 were injured. Alcohol-Related Casualty Collisions in Alberta:

- As the severity of the collision increases, so does the likelihood that a traffic collision involved a drinking driver
- On average in Alberta, one in five drivers involved in fatal collisions had been drinking prior to the collision. This compares to an average of about one in 20 drivers involved in injury collisions
- According to statistics, males between 18 and 24 years of age are most likely to have been drinking before the crash. Also, male drivers are much more likely to have consumed alcohol prior to a collision compared to female drivers
- Warmer weather months (May to October) experience the highest number of casualty collisions involving alcohol
- The most casualty collisions involving alcohol occur on the weekends
- The most likely time period for these collisions, on any day of the week, is between 11 p.m. and 3 a.m.
- Drinking and driving collisions are often associated with long weekends.

The issue of drinking and driving continues to be a major contributing factor to traffic collisions. Under the guidance of the Provincial Impaired Driving Strategy, initiatives have focused primarily on enforcement, awareness raising and legislation such as Administrative Licence Suspensions and the increased use of ignition interlocks. Current discussion at the national level regarding changes to the Federal Criminal Code, such as allowing random breath testing by enforcement, may assist in providing a new approach to drinking and driving.

Recently, Bill 26 - the Alberta *Traffic Safety Amendment Act 2011* was introduced in the Alberta Legislature, which imposes tougher sanctions on impaired drivers. The new law affects repeat offenders the most. Alberta does not believe that fines are the solution. These changes do not include fines or new demerit point offenses. Instead, the focus is on safer roads. This made-in-Alberta approach focuses on changing behaviours through mandatory courses, ignition interlock and vehicle seizures. Alberta is focusing on Criminal Code offences, repeat offenders and new drivers. Education and enforcement will both be keys to Alberta's approach.

Targets



Fatalities - Alberta - Involving Drinking Drivers

Serious Injuries Baseline to Target Trendline

Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

Alberta Transportation will continue to build on its current initiatives, under the guidance of the Provincial Impaired Driving Strategy which include:

Updating the Provincial Impaired Driving Strategic Plan

- Contribute to all aspects of implementation
- Continue to enhance the relationship with the Alberta Gaming and Liquor Commission and the hospitality industry.

Research and evaluation

- Complete the research on costs of drinking and driving, and produce a fact sheet
- Use technological innovations for enforcement
- Accumulate and report on .05 and .08 statistics and evaluate the Alberta *Traffic Safety Amendment Act 2011* (Impaired Driving).

Legislation/Regulation/Sanctions (Completed September, 2012)

Review, recommend and implement amendments to:

- Record administrative license suspensions on the driver record
- Record Immediate Roadside Suspensions (IRS) on the driving record
- Enhance, promote and monitor Alberta's alcohol ignition interlock program
- Implement new impaired driving legislation through the creation of an Impaired Driving Administration Unit.

Community Mobilization

Regional Traffic Safety Consultants will promote and implement impaired driving initiatives through:

- Promoting and assisting law enforcement, first responders, and other key stakeholders in promoting and coordinating local awareness events such as Joint Forces Operations, mock collisions and seasonal Checkstop campaigns
- Partner in the development and implementation of community based traffic safety initiatives such as youth traffic safety events, Fatal Vision Goggle presentations, impaired driving awareness workshops
- Working with local media contacts focused on impaired driving
- Continue to support Rural and Remote Communications strategies
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based awareness initiatives
- Continued promotion of transportation alternatives to drivers who have consumed alcohol
- Review and recommend strategies to develop and support policies that encourage demonstration of responsible host behaviour
- Support the development of "safe ride home" strategies to discourage drinking and driving
- Continued support for implementation and expansion of Report an Impaired Driver and Curb the Danger programs
- Support the expansion of local SADD Chapters
- Strengthen relationship with hospitality sector.

Education/Marketing

- Utilize the TSP Calendar, to ensure that links between public education and road safety agencies are maintained and that lifelong messages are integrated
- Strengthen awareness programs in high schools using such resources as MADD and SADD
- Highlight the costs associated with drinking and driving
- Target / personalize educational campaigns for different audiences, based on data
- Continue to promote transportation alternatives to drivers who have consumed alcohol through public awareness campaigns to help drivers make safer choices.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

- Undertake province-wide joint forces Checkstop programs on an ongoing basis
- Continue to provide resources for enhanced law enforcement activity and coordination
- Continue to enforce new penalties for the *Traffic Safety Amendment Act 2011* (Impaired Driving).

Treatment and rehabilitation of impaired drivers

• Strengthen mandatory assessment, educational and rehabilitation programs and ensure the drivers directed to such programs have attended.

Linkages to other agencies

- Encourage and strengthen linkages with other agencies and stakeholders, such as MADD, SADD and health care providers
- Ensure and maintain collaboration with the hospitality industry related to impaired driving initiatives.

Drugs and driving

Current situation

Recent amendments (2008) to the Criminal Code contained in Bill C-2 give police new ways to deal with drivers suspected of being under the influence of drugs. In Canada, studies indicate that drugs, either alone or in combination with alcohol, are found in up to 30 per cent of fatally injured drivers. The sheer magnitude of the situation demands that action is taken to reduce the problem and Bill C-2 is a very strong, positive step in this direction.

The issue of drugs and driving is an emerging issue, and the focus has been on the general driving public and motor carriers. Provincial initiatives have focused on enforcement and legislation. Additional research is required to determine the scope and detail of the problem in Alberta including possible future roadside surveys, which assess impact of programs, legislation, etc.

Targets

It will be necessary to determine an appropriate baseline and targets for the new measures. Appropriate information to set a baseline is not readily/currently available for all of the new targets, including drugs and driving. Currently, the best option for establishing an Alberta baseline is collision information – this would require some adjustment to the driver condition information currently reported by the police on the collision report form to allow identification of collision-involved drivers impaired by both drugs and alcohol.

Recommended actions

Alberta Transportation will continue to build on its current initiatives, under the Provincial Impaired Driving Strategy, which includes:

Research and evaluation

- Identify the scope of the drugs and driving problem in Alberta
- Develop evidence gathering protocols for drivers impaired by drugs
- Work with the Canadian Council of Motor Transport Administrators to establish a drugs and driving framework.

Distracted driving

Current situation

Definition: The following definition was modified by the Strategy to Reduce Impaired Driving (STRID) Sub-Group on Distracted Driving, working from the one developed by delegates to the Canadian Automobile Association / Traffic Injury Research Foundation (CAA/TIRF) International Conference on Distracted Driving:

"Distracted driving is the diversion of attention from driving, as a result of the driver focusing on a non-driving object, activity, event or person. This diversion reduces awareness, decision-making or performance leading to increased risk of driver error, near-crashes or crashes. The diversion of attention is not attributable to a medical condition, alcohol/drug use and/or fatigue." The issue of impaired driving by distraction continues to grow. Alberta initiatives have focused primarily on awareness raising and the development of new legislation.

In 2011, amendments to the *Traffic Safety Act* were introduced, which complement the existing "driving without due care and attention" legislation. Effective September 1, 2011 the *Traffic Safety Amendment Act 2011* restricts drivers from:

- using hand-held cell phones
- texting or e-mailing
- using electronic devices like laptop computers, video games, cameras, video entertainment displays and programming
- portable audio players (e.g., MP3 players)
- entering information on GPS units
- reading printed materials in the vehicle
- writing, printing or sketching
- personal grooming.

Targets

It will be necessary to determine an appropriate baseline and targets for the new measures. Some options which could provide Alberta baseline information include:

- 1. Observational surveys
- 2. Public awareness surveys
- 3. Conviction information
- 4. With the cooperation of enforcement, conduct a special study of drivers in fatal and serious injury collisions.(Some of these are currently being explored)

Recommended actions

Alberta Transportation will continue to build on its current integrated approach, which includes:

Research and evaluation

• Ensure data is collected regarding distracted driving.

Legislation/Regulation/Sanctions

• Review sanctions under the new legislation.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

• Enforcement of new legislation.

Community Mobilization

Regional Traffic Safety Consultants will lead, encourage, and coordinate local partners to promote and implement activities focused on reducing distracted driving through:

- Coordinating local partners, including schools, to promote and implement activities related to distracted driving awareness
- Working with local media contacts focused on distracted driving
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community based initiatives focused on reducing and raising awareness of the effects of distracted driving
- Education on the components of the laws on distracted driving.

Education/Marketing

Develop social marketing approach to distracted driving in support of the Traffic Safety Plan Calendar.

Fatigue

Current situation

Impaired driving by fatigue is an issue, and the focus has been on the general driving public and motor carriers. Managing the issue of driving while impaired by fatigue is a challenge for the following reasons:

- There are no instruments that allow enforcement agencies to measure with accuracy the level of driver fatigue and drowsiness
- Many police officers require training in fatigue and drowsiness detection
- Collision reporting practices by police forces may vary across jurisdictions, and may not consistently identify fatigue
- Available statistics and data on this subject matter may be incomplete or not standardized
- Drivers underestimate their level of fatigue and how it impacts their reaction time and decision making.

Provincial initiatives are focused primarily on awareness raising. Far more progress has been made toward managing the role of fatigue as it relates to motor carriers.

Targets

It will be necessary to determine an appropriate baseline and targets for the new measures. Options for establishing an Alberta baseline include:

- 1. Use the fatigue model developed for Canadian Council of Motor Transport Administrators (CCMTA) which uses currently collected collision data.
- 2. Use driver condition information currently collected on the collision report form. However, police reported fatigue is very likely underestimated.
- 3. Use the CCMTA Model for Administration of Driver Fitness Programs and the CCMTA Medical Standards for Drivers to help guide stakeholders and assess sleep disorders.

Recommended actions

Alberta Transportation will continue to build on its current integrated approach, which includes:

Legislation/Regulation/Sanctions

- Review requirements for issuing exemptions or permits to the Driver's Hours of Service Regulation
- Review requirements of Carrier Safety Program
- Clarify 24 hour operator licence suspensions for fatigued drivers.

Community Mobilization

 Regional Traffic Safety Consultants will lead, encourage, and coordinate local partners to promote and implement activities focused on bringing awareness to and reducing impaired driving by fatigue.

Education/Marketing

- Support development and implementation of a North American Fatigue Management Program (NAFMP)
- Produce information related to fatigue principles, focusing on how to identify fatigue and the differences between fatigue and sleepiness
- Partner with industry stakeholders who are pursuing the development of fatigue management programs
- Sponsor workshops on driver fatigue for regular and commercial drivers
- Encourage fatigue training courses for commercial carriers and their safety officers (drivers already have lots of opportunities through their employer)
- Develop strategies/approaches to driver related fatigue.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

• Initiate fatigue related (hours of service/logbook) Selected Traffic Enforcement Program campaigns in conjunction with community stakeholders.

Infrastructure improvements

- Expand facilities at Safety Rest Areas as warranted
- Continue with the implementation of rumble strips and flexible barriers.

Infrastructure

The most significant message of a safe system is that everybody is responsible for improving road safety. It requires road users, road authorities, planners, policy makers, enforcers and vehicle manufacturers and distributors to all work together. It challenges "system designers" to achieve a balance in the 3 key factors on the physical network – road and roadside safety, travel speed and primary and secondary safety features of vehicles in order to achieve safe conditions which result in non-fatal collision outcomes.

Roads

Promoting safer travel speeds is particularly important where major highways go through cities and towns and there is significant pedestrian and bicycle traffic.

Improving road infrastructure – Collision rates vary with road alignment, road width and road lanes, roadside and median treatment and with intersection type and design. Rural road collisions are generally more severe than collisions on urban roads, particularly on undivided highways.





Intersections

Current situation

Collisions occur at intersections because motor vehicles are in conflict with each other when crossing or turning in traffic. Improving the engineering of intersections is the first step toward reducing collisions because vehicle conflicts - combined with less than optimal highway/street design or signage - often result in collisions of vehicles with roadside objects, pedestrians and other vehicles. Replacing intersections with modern roundabouts where warranted is recognized as an effective tool for reducing the severity of collisions at intersections.

Targets



Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

Most intersection improvement programs focus on improving infrastructure. However, collision data highlight the extent to which driver behaviour contributes to collisions (e.g. following too close, unsafe left turns, etc.). This emphasizes the need for a combined approach of engineering, education and enforcement (the 3 E's) to intersection safety.

Alberta Transportation will continue to develop and implement:

Research and evaluation

• Research, identify and utilize appropriate technology to develop and support optimal intersection safety.

Community Mobilization

Regional Traffic Safety Consultants will promote and implement activities relating to intersections through:

- Assisting law enforcement, first responders, and other key stakeholders in promoting and coordinating local awareness events such as Joint Forces Operations and mock collisions
- Working with local media contacts focused on intersection safety
- Providing communities with information relating to Automated Enforcement Technology related to speed and red light violations
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based awareness initiatives.

Education/Marketing

- Ensure that educational messages for all road safety agencies are consistent and integrated
- Review best cross-jurisdictional and international practices for intersection safety educational and awareness activities (including how to use roundabouts).

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

• Implement the use of Intersection Safety Devices for use at High Collision Signalized Intersections which meet guidelines.

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Infrastructure improvements

- Continue to:
 - modify or change intersection configuration on an ongoing basis to improve traffic safety, such as conversion of stop/signal control intersections to roundabouts, add left/right turn lane where and when appropriate
 - identify and implement the most effective countermeasures to reduce collisions at intersections where warranted
 - o develop ranking and assessment of high collision intersections
 - conduct In-service Road Safety Reviews of high risk intersections as required
 - install Rumble Strips for STOP condition on Alberta Transportation rural highways with speed limit of 80 km/h or above where appropriate
 - upgrade existing signals to include pedestrian countdown signals where there is a crosswalk
 - o install Dynamic Message Signs where required
- Consider trial project to install innovative Pavement Markings.

Rural roads

Current situation

Many traffic collisions happen in busy city areas where the speed limit is 60km/h or less, yet most of these collisions are not serious enough to cause death. On the other hand, many more serious collisions happen on rural roads, where speed limits are generally higher and the roads are typically not illuminated for practical reasons and to preserve the rural environment. Drivers are more likely to encounter unexpected conditions on rural roads than in urban areas, and there is always the danger of coming across animals that seem to 'appear out of nowhere'.

While the "engineering" of rural roads should be an important priority, it is often unsafe behaviour (or condition) of drivers that needs to be addressed. Issues such as excessive speeding or driving too fast for the road/weather conditions, failing to comply with the 'rules of the road' (such as driving through stop signs without stopping), driver impairment, fatigue and the non-use of occupant restraints may all be contributing factors to collisions and their outcomes on rural roads.



Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

While most improvement programs focus on improving infrastructure, it is important to review the collision data which can highlight the extent to which driver behaviour contributes to collisions. This emphasizes the need for a combined approach of engineering, enforcement and education. Alberta Transportation will continue to develop and implement:

Monitoring

• Include the expanded use of Global Positioning System (GPS) and Geographic Information System (GIS), and communication with enforcement to aid in the collection of appropriate GPS information to locate collisions.

Research and evaluation

- Continue to identify high collision locations on rural roads
- Identify, install and monitor strategies to manage vehicle-wildlife conflicts, including the emerging use of advanced Intelligent Transportation System technologies where appropriate
- Review design criteria to accommodate long combination vehicles (LCVs) and oversize vehicles
- Study the implemented engineering measures that have an influence on travel speeds
- Re-evaluate requirements for lane widths and medians
- Undertake research to determine options for lane reversals
- Research and evaluate installation of centerline rumble strips on Alberta Transportation highways
- Consider as pilot projects:
 - o installation of innovative pavement markings
 - o installation of "ride-over" end treatments to avoid road-side hazards
 - installation and monitoring of a wildlife detection system along a high wildlife collision highway section.

Community mobilization

- Regional Traffic Safety Consultants will encourage and coordinate local partners to promote and implement activities promoting safer driving on rural roads
- Encourage municipal members of Alberta Association of Municipal Districts and Counties (AAMDC) and Alberta Urban Municipalities Association (AUMA) to adopt new standards where necessary
- Enable input from stakeholders during highway planning and design phases of new projects
- Interact with local operations managers.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

- Coordinate public education and awareness activity with enforcement programs to maximize the impact and awareness for the public. Specific focus should be on occupant restraint usage, speed, impaired driving and driving behaviour at intersections
- Consider automated enforcement in high risk areas
- Conduct enforcement aimed at commercial vehicle operators, including Joint Forces Operations.

Infrastructure improvements

- Continue to:
 - identify high collision locations / segments, conduct safety reviews and implement cost-effective measures as needed
 - introduce measures that reduce single-vehicle crashes and multi-vehicle crashes as needed
 - explore innovative approaches in the creation of safety rest areas in strategic locations to assist in fatigue management
 - o review and update policy on climbing/passing lanes
 - o install Shoulder Rumble Strips where warranted
 - o install Centreline Rumble Strips where warranted
 - install High Tension Cable Barrier Systems (replacing other "rigid" systems) as required
 - o install impact crash cushions as required
 - remove hazards from the roadside
 - install illumination at isolated locations or infill lighting as warranted on highway network
 - bridge rail upgrades apply standard solutions to highway bridges on a priority basis
 - bridge rail transition upgrades apply standard solutions to highway bridges on a priority basis
 - o improve side slopes as required on highways
 - o conduct Road Safety Audits at different stages of complex projects
- Consider trial project of reflectorized posts and reflectorized cat's-eyes.

Speed management

- Ensure there is a uniform application of speed limits
- Consider the introduction of innovative roadway treatments that can bring about a change in drivers' speeding behavior.

Railway crossings

- Encourage and strengthen linkages to other agencies and stakeholders such as Operation Lifesaver and the National Highway – Railway Grade Crossing Research Program
- Ensure compliance with appropriate federal and provincial rail safety standards for crossing provincially-regulated railways.

Intelligent Transportation Systems

Continue to use a variety of Intelligent Transportation System measures where appropriate, such as:

- RWIS (Road Weather Information System) stations on Alberta Transportation highways to improve winter maintenance and safety
- FAST (Fixed Automated Spray Technology) system to improve winter maintenance and safety
- VTMS (Video Traffic Monitoring System) for traffic and incident monitoring
- MDSS (Maintenance Decision Support System) for winter conditions.

Trauma Management System

- Partner with emergency services to ensure that local EMS / Fire / Enforcement agencies are involved in the Community Mobilization Strategy
- Create partnerships with key stakeholders involved in the "Give Us Room to Work" work zone safety strategy.

Rural/Urban Transitions

- Undertake studies to identify traffic safety issues on rural roads within the "urban" environment
- Consider a pilot project to install gateway treatments between rural and urban transition.

Vehicles

Current situation

The Vehicle Safety Section of Alberta Transportation is responsible for the administration of programs related to managing the issuance of commercial, salvage and out of province vehicle inspection certificates, delivery of inspection facility audits combined with an extensive investigation program to monitor compliance by the licensed facilities and technicians registered in the inspection programs. A key activity is to create a balanced licensing and monitoring process ensuring that Alberta has the appropriate vehicle standards and legislation to address new and emerging vehicles, reducing the number of unsafe vehicles on the roads.

Targets

It will be necessary to determine an appropriate baseline and targets for the new measures. Appropriate information to set a baseline is not readily/currently available for all of the new targets.

Alberta Transportation will continue to develop and implement a combined approach, which includes:

Vehicle inspection programs

Research and evaluation

• Promote and monitor vehicle safety standards

Legislation/Regulation/Sanctions

• Consider Right Hand Drive (RHD) legislation.

Program delivery

- Continue to:
 - deliver provincially licensed inspection programs related to out of province, salvage and commercial vehicles
 - license and monitor private sector inspection facilities that provide provincial safety inspection services
 - monitor inspection stations and technicians for unsafe inspection and repair practices
- Enhance "Mystery Shopper" program for light trucks, commercial vehicles and passenger vehicles.

Education/Marketing

- Develop and deliver key messages on purchasing vehicles with additional safety equipment
- Communication of sanctions for violations
- Develop links to formal websites such as the New Car Assessment Program (NCAP) and the Insurance Institute for Highway Safety (IIHS) that provide information about safer vehicles
- Publicize sanctions a website will be developed, and available to the public, that identifies sanctions issued by any branch within the Transportation Safety Services Department.

Unusual vehicles

Research

• Conduct research and pilot projects to assist in the development of policies and strategies to address the use or restriction of emerging or unusual vehicle types, such as segways, low speed vehicles, 3-wheel vehicles, unconventional vehicles and electric vehicles

Legislation/Regulation/Policy

• Advocate for Transport Canada to adopt Federal regulations regarding Right Hand Drive vehicles

Young drivers/riders

Current situation

While there has been some reduction in collisions involving young drivers, these road users remain an important priority. The Graduated Driver Licensing Program assists new and young drivers to get driving experience while at the same time helps them cope with the risks involved. Consideration will be given to enhancements to Alberta's Graduated Driver Licensing Program through an examination of curfews, passenger restrictions and demerit thresholds.

Targets





Serious Injuries Baseline to Target Trendline

Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

Alberta Transportation will continue to build on its current initiatives which include:

Legislation/Regulation/Sanctions

• Review and consider improvement to Graduated Driver Licensing conditions

Community Mobilization

Regional Traffic Safety Consultants will promote and implement initiatives focused on young drivers and riders through:

- Coordinating local partners, including schools, to promote and implement activities related to young drivers and riders
- Partner in the development and implementation of awareness events and initiatives such as safe driver awareness events, and youth traffic safety events / conferences
- Delivering presentations and information on the Graduated Driver License to youth and their parents
- Working with local media contacts focused on young drivers / riders
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based initiatives.

Education/Marketing

- Parental involvement and driving coaches will be encouraged to increase their knowledge through distribution of the "Geared to Go" program
- Continue to deliver "Getting into Gear" for Grade 9 students to inform them about Graduated Driver Licensing and the risks associated with driving
- Investigate the use of effective communications tools for young drivers and riders
- Awareness related to new drivers and legislation on the Graduated Driver Licensing component and new alcohol sanctions.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

• Develop enforcement and public awareness campaigns targeting youth that focus on the dangers and consequences of driving at unsafe speeds, drinking and driving, drugs and driving, driver fatigue, distracted driving and non-use of seat belts.

Vulnerable road users

Current situation

Collectively, vulnerable road users (pedestrians, motorcyclists and cyclists) continue to be involved in many traffic collisions resulting in fatalities and major injuries. These include several high-risk pedestrian groups – elderly, youth and impaired.

Generally, motorcycling has become increasingly popular over the last several years and not surprisingly, there has been a corresponding increase in collisions and fatalities involving motorcycles.

Targets





Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

Recommended actions

The most important objectives for improving motorcycle safety are to ensure helmet use is maintained, reduce alcohol impairment, and to review and where necessary improve licensing and training standards.

Within the *Safer System Approach*, the protection of vulnerable road users is a key priority, specifically through reduced speed limits in areas of high pedestrian usage, such as schools and shopping centres. An integrated approach will be developed that includes:

Legislation/Regulation/Policy

• Review requirements for the use of Off Highway Vehicles.

Community Mobilization

Regional Traffic Safety Consultants will promote and implement activities focused on reducing collisions involving vulnerable road users through:

- Coordinating local partners, including schools, to promote and implement activities related to pedestrian and bicycle safety; and motorcycling and OHV safety
- Partnering in the development and implementation of community based traffic safety initiatives such as bike rodeos, seniors roundtables, Walk the Talk events, and youth traffic safety events
- Working with local media contacts focused on vulnerable road users
- Promoting and assisting applications for the Alberta Traffic Safety Fund for community-based initiatives.

Education/Marketing

- Undertake public awareness campaigns and review driver training materials to ensure vulnerable road user information is available
- Introduce targeted campaigns promoting bicycle helmet use, cycling rules, safety tips, safer routes for cyclists and improving driver behaviour regarding cyclists
- Develop strategies to address motorcycle risks including the development of new educational materials and enhanced training requirements
- Promote the use of pedestrian safety materials.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

• Enforcement campaigns should address all road users, reminding each road user of their respective responsibilities.

Infrastructure improvements

• Continue to upgrade existing pedestrian signals to countdown signals as required.

Off Highway Vehicles

• Appropriate (and focused) programs will be developed and implemented (based on research findings) involving other Off Highway Vehicles partners.

Motor carriers

Current situation

Commercial vehicles are driven by professional drivers who may travel hundreds of thousands of kilometres a year. Professional truck drivers' safety and the safety of others with whom they share the road are dependent on a number of factors, including regular maintenance and inspection. Drivers and carrier owners are jointly responsible and accountable for the safety and maintenance of their equipment. To maintain and enhance the safety of commercial vehicles travelling on Alberta highways, Alberta Transportation supports the mandatory Commercial Vehicle Inspection Program (CVIP).

Targets



Program targets are based on achieving a 15 per cent reduction in the 2013 - 2015 three year average compared to the 2008 - 2010 three year, baseline average.

For the purposes of this target, commercial vehicles include the following as identified on the Alberta collision report form:

- Truck > 4500kg
- Truck Tractor
- School Bus

- Transit Bus
- Intercity Bus

Recommended actions

Alberta Transportation will continue to build on its current initiatives, which include:

Legislation/Regulation/Policy

- Continue to re-write Commercial Vehicle Dimension and Weight Regulations
- Continue to update National Safety Code Standard 10 as Alberta's cargo securement regulation
- Adopt the North American uniform brake performance standard for commercial vehicles.

National Safety Code

- Continue to:
 - monitor all National Safety Code carriers for compliance to applicable safety laws
 - review each carrier's history for convictions, Commercial Vehicle Safety Alliance (CVSA) inspections and collisions
 - o provide refresher training to all certified CVSA inspectors in Alberta
- Update the formula which calculates and identifies carriers that pose a risk to highway safety and intervene using progressive discipline policies as needed. (Conduct audits, issue conditions, impose administrative penalties, and change safety fitness ratings.) (Complete)

Hours of Service Regime

- Continue to enforce the Federal *Commercial Vehicle Driver Hours of Service* Regulation based on the national implementation strategy, and continue to enforce the Provincial *Driver's Hours of Service Regulation*
- Review the feasibility of a single regulatory framework for hours of service.

National Safety Code (NSC) Threshold

• Analyze the data from the study completed through the CCMTA and determine, using crash data, if the current NSC threshold is adequate. Should any changes be required they should be made in accordance with the New West Partnership Trade Agreement.

Transportation Engineering

- In conjunction with related industry segments, continue the development of standards and preferred practices for the safe movement of oversized loads
- On an ongoing basis continue to review standards for Long Combination Vehicle operations

- Monitor and enhance road safety performance standards for the log haul industry
- Implement and continue to roll out the Transport Vehicle Information System Multi-Jurisdiction (TRAVIS MJ) to municipalities (TRAVIS MJ is the permitting system for overweight and over dimensional loads). Explore the possibility of extending this program into municipalities so that carriers will be able to obtain a permit from all road authorities by contacting Alberta Transportation directly (i.e. one stop shop)
- Review the management of traffic around over dimensional loads in transit.

Community Mobilization

Regional Traffic Safety Consultants will encourage and coordinate local activities related to commercial vehicle safety through:

- Assisting Commercial Vehicle Enforcement Branch, law enforcement, first responders, and other key stakeholders in coordinating enforcement focused on commercial vehicle safety
- Enabling Commercial Vehicle Compliance within Aboriginal communities
- Promoting local awareness events including school bus rodeos and professional driver events/courses
- Working with local media contacts focused on commercial vehicle safety, construction zones, and passing emergency vehicles
- Providing communities with information relating to construction zone safety and passing emergency vehicles.

Education/Marketing

- Work with industry groups to continue educating carriers, drivers and enforcement personnel on regulatory requirements
- Continue to implement incentive programs for Partners In Compliance carriers including non-government fee for driver abstracts
- Continue to amend Memoranda of Agreement or Memoranda of Understanding (MOA's/MOU's) between industry and government for exemptions outside the regulations to ensure they are still in line with current government policies
- Develop educational handouts and/or fact sheets to use in educating motor carriers, safety officers and drivers on regulatory requirements.

Enforcement (in cooperation with Justice and Solicitor General and law enforcement agencies)

- Continue to:
 - lay charges and issue out of service declarations for the most serious offences
 - conduct investigations on carriers and lay charges, issue administrative penalties or down grade safety ratings as warranted
 - use electronic onboard recorders (EOBR's) as a disciplinary tool for high risk carriers
 - o monitor areas, such as Fort McMurray, for speeding commercial vehicles
- Assist enforcement personnel in their enforcement of moving violations, such as speed and aggressive driving, non-use of seat belts and impaired driving
- Train additional Commercial Vehicle Enforcement officers to conduct speed enforcement
- Ensure adherence to commercial driver license standards
- Continue "E-inspections" which will replace paper inspections, and will provide faster identification of high risk carriers through the monitoring process
- Expand infrared and vehicle safety identification technology including smart roadside technology
- Expand the use of Performance Based Brake Tester (PBBT) units to contribute toward a risk-based selection of commercial vehicles for roadside inspection and monitoring
- Use Automated License Plate Recognition software to assist in identifying high risk carriers.

Infrastructure improvements

- Continue to:
 - build Safety Rest Areas along highways as warranted
 - o build Truck Staging Areas where appropriate
 - develop High Load Corridor.

Partners in Compliance (PIC)

- Maintain governance and operational support for the Partners in Compliance (PIC) program. PIC is a premier carrier program in which carriers must demonstrate a high level of safety and regulatory compliance
- Introduce technology such as "DriveWyze" to broaden PIC reporting process capabilities
- Develop online processes to allow carriers to obtain services via the web
- Explore incentives for carriers to voluntarily use electronic onboard recorders (EOBRS).

Dangerous goods

- Promote public safety in the road transport of dangerous goods
- Ensure on-road compliance with provincial and federal dangerous goods legislation
- Continue to provide 24-hour information line for shippers, carriers, first responders and law enforcement agencies to assist in compliance with transportation of dangerous goods legislation.

Fatigue management

 Promote best practices with respect to effective fatigue management strategies based on the finalized version of the North American Fatigue Management Program (NAFMP). This program will be made available for motor carriers to implement a comprehensive fatigue management program.

Continued linkage to other programs such as Road Safety @ Work

- Develop an inventory of existing information resources and make the inventory accessible to workers and employers
- Partner with stakeholders to develop and implement social marketing campaigns focused on Road Safety @ Work
- Include Road Safety @ Work information in young worker and school education initiatives.

High risk and medically unfit drivers

Current situation

"High risk and Medically Unfit Drivers" is a diverse program that includes:

- High risk and non-compliant drivers
- Medically at risk drivers.

Each of these groups needs to be addressed individually. The current efforts are towards enhancing the monitoring of high risk drivers in the areas of *ability* and *compliance*.

Recommended actions

The key activity is to create a balanced licensing and monitoring process that maximizes mobility and traffic safety for all road users.

High risk and aggressive drivers

The immediate priority is to research the extent of the problem in Alberta and to identify effective programs from around the world and review their application in Alberta.

Program elements

- Implement system upgrades to identify high risk drivers
- Using the criteria for identifying high risk drivers, provide this information to the police and licensing authorities
- Investigate and implement early initiative techniques for high risk drivers

Medically at-risk drivers

The immediate priority is to research the extent of the problem in Alberta and evaluate best practices information from the Canadian Council of Motor Transport Administrators.

Program elements

- Support traffic safety projects that add value from the Medically at Risk Drivers (MARD) Centre of Excellence at the University of Alberta
- Consider 24 hour roadside suspension provisions for medically at risk drivers
- Provide law enforcement with forms and directions for reporting medically at risk drivers.
- Develop and implement a strategy that provides information to drivers and their family members on medical conditions that can affect safe driving. This will include a website that will provide information, education, registrar guidelines and processes to users that is accessible anonymously.

Aging drivers

The immediate priority is to research the extent of aging effects on driving ability and gather best practices from around the world for designing Alberta's aging driver road safety awareness and education programs.

Program Elements

- Consider the concept of a "Traffic Safety Engineering Toolbox for Aging Road Users"
- Respond to education opportunities for driving including awareness around medical issues, self-declaration, assessing driving behaviours and encourage lifelong learning related to the rules of the road
- Continue to investigate strategies to keep aging drivers on the road in a safe manner
New Canadian drivers

The immediate priority is to identify the specific groups that would benefit from information related to driver licensing, training testing and programs in the province and develop related educational materials.

Program Elements

- Work in collaboration with the Ministry of Human Services to identify target audiences and the most effective forms of media and education to disseminate information to new drivers about licensing and safe driving
- Work with other Ministries to develop information materials to identify risks with new Canadian drivers.

Operational strategies

As a foundation to the above key focus areas a road safety management system has been developed. This is essential for the efficient and effective production of strategies, which in turn achieve road safety results.

Program management

- Implement enforcement strategic plan
- Continue to examine the authority of enforcement agencies (non-police) to enforce sanctions for a variety of driving offences
- Develop and implement communications strategic plan
- Continue to produce and support the Traffic Safety Plan Calendar
- Implement:
 - o research of strategic plan
 - o annual Communications Plan to support the Traffic Safety Plan
 - o monitoring and evaluation of strategic plan
 - o Community Mobilization Strategy
 - o Aboriginal Traffic Safety Strategy
- Review and update engineering strategic plan as appropriate
- Establish a "Driver safety" subject matter expert group comprising representatives of key partners and stakeholders
- Continue to implement cost-effective road engineering strategies to reduce collisions on Alberta roads
- Implement plans for current legislative strategies and develop strategic plan for future legislation and policy changes
- Strengthen interdepartmental relationships with key ministries, educating and providing communication about the importance of traffic safety issues
- Maintain the:
 - o Traffic Safety Plan Deputy Minister's Coordinating Committee
 - Subject Matter Expert Groups (SME'S)
- Utilize the Implementation Support System (ISS) which is an electronic tool for better tracking of progress throughout the plan
- Ensure safety is a consideration in all aspects of infrastructure projects, e.g. maintenance, construction and rehabilitation.

Data collection and analysis

- Continue to develop the business and system changes required for electronic traffic safety data
- Continue to roll out automated collision information capture E-Collision
- Develop tools to enable ongoing/new data collection necessary for program evaluations and performance measures. (This will include such areas as drug data, distracted driving data, driver condition and age, medically at risk, high risk, etc.).

Driver programs and licensing standards

Driver licensing enhancements

- Continue to require on-road tests for motorcycle riders
- Continue to monitor multi-language testing and add new languages as required
- Implement enhanced identity and security elements to national driver licensing through the Canadian Driver License Agreement
- Review and assist the process to develop reciprocal licensing agreements when approached by other countries to ease the licensing process for new Albertans from these countries
- With Service Alberta, clarify driver licensing requirements and information for new Albertans and temporary foreign workers.

Driver education

- Update the "Basic License Drivers Handbook" (Complete)
- Update Graduated Driver Licencing changes
- Implement the new enhanced minimum classroom and on-bike standards for motorcycle driver training to offer an insurance incentive for completion
- Review on-line delivery options for driver education programs, balancing customer service with identity and security concerns
- Implement the new Alberta Class 5 Curriculum for novice driver training, creating a higher and more consistent standard
- Develop mobile platforms for delivery of Driver Guides
- Expand online options for driver training schools' interaction with Alberta Transportation.

Class 5

- Continue to standardize the in-car portion of driver training (Complete)
- Review and consider enhancements to the Driver Examination Model.

Commercial drivers

• In partnership with other groups continue to support commercial driver programs, developed in partnership with government, industry and training institutions.

Driver fitness and monitoring

Monitoring of drivers

- Ensure driving privileges are maintained in accordance with the provisions of the Criminal Code (Canada), National Safety Code, national licensing reciprocal agreements and relevant Alberta acts and regulations
- Continue to enforce programs related to Operator License suspensions, court imposed driving prohibitions, medical conditions, impaired driving programs, overdue traffic fines, motor vehicle accident judgments and administrative programs
- Using the established performance thresholds, identify high risk drivers and continue ongoing monitoring and sanctioning of such drivers.

Driver fitness

- Continue to assess medically at risk drivers on a case-by-case basis, and personalize decisions related to their privilege to drive
- Maintain the Medical Review Committee and seek its advice on individual medical conditions that may affect a person's ability to safely operate a motor vehicle.

Research

- All Branches will undertake research into national and international best practices to determine the potential effectiveness of programs / policies for possible implementation in Alberta
- Complete research regarding the cost of collisions in Alberta
- Update the Office of Traffic Safety Traffic Safety Plan baseline study
- Implement the Monitoring and Evaluation Plan.

Community Mobilization Strategy

Continue to implement the Community Mobilization Strategy through Regional Traffic Safety Consultants (RTSCs) who will:

• Identify regional traffic safety stakeholders, lead and develop further partnerships with health care providers, public service groups, enforcement

partners, the judicial system, educators and other safety organizations in the undertaking of traffic safety activities

- Lead and facilitate the development and implementation of community led initiatives to meet provincial and national targets
- Continue to distribute local (and population specific) data and other relevant information in a timely manner
- Partner in the coordination of traffic safety initiatives undertaken by other stakeholders such as law enforcement partners (i.e. key support for the Traffic Safety Plan Calendar and other enforcement initiatives), engineers, health care providers, volunteers and a variety of community groups
- Educate, and communicate with, community residents and road users about the importance of traffic safety issues and encourage public awareness, responsibility and accountability
- Continue to integrate programs supported by federal and municipal agencies to maximize funding and avoid duplication of effort
- Include/engage industry sectors as partners in traffic safety to ensure safe driving practices for their employees
- Include youth in stakeholder consultation efforts and train them to be traffic safety leaders in their environment (school/university or workplace)
- Coordinate the development and alignment of regional traffic safety action plans with the Traffic Safety Plan
- Increase the profile of the Office of Traffic Safety (and the RTSCs) and its significant leadership role in traffic safety throughout the province
- Continue to make use of the electronic monitoring system (CMOSS) to ensure communication and coordination between RTSCs and monitor progress.

Aboriginal Communities

Continue to implement the Aboriginal Traffic Safety Strategy through:

- Quarterly meetings of the Advisory Coalition for the Aboriginal Traffic Safety Strategy
- Continued deployment of Aboriginal Regional Traffic Safety Consultants for First Nations, Métis Settlements and Métis Off-Settlement Albertans
- Ensuring Aboriginal perspectives continue to be integrated within traffic safety strategies
- Continued increase of education programs and traffic safety resources within Aboriginal Communities and Aboriginal stakeholder groups
- Recognition of the unique governance structure of each Aboriginal Community
- Partnerships with aboriginal communities, Literacy Alberta and other agencies to enhance driver training through plain language education and evaluation.

Principles and key considerations

The following principles and key considerations are the foundation of the road safety management system. Both are essential for the efficient and effective production of actions which, in turn, achieve road safety results.

Principles

Results focus — Links all actual and potential actions with results, analyzes what results can be achieved over time, and sets out a safety performance framework for the delivery on actions and their immediate and final outcomes.

Coordination — Organizes and aligns the actions and other related institutional management functions delivered by government partners and related community and business partnerships to achieve the desired focus on results.

Investment — Program funding as required.

Commitment — Support from all orders of government and stakeholders.

Key considerations

Legislation, regulation and policy — Changes will be advanced when necessary.

Innovative initiatives — Research, particularly in the area of vehicle technologies.

Information technology — The Motor Vehicle System (MOVES) is approximately 30 years old and presents a risk if a long-term strategy is not developed.

Communication and education — Sustained communication of road safety must be a core goal of government and society, emphasizing the shared societal responsibility to support the delivery.

Monitoring and evaluation — Monitoring the systematic and ongoing measurement of road safety actions.

Research and development — Continuing to review of best practices in all areas of road safety.

Knowledge transfer — Systematic and ongoing transfer and application of knowledge that contributes to improved efficiency and effectiveness of road safety.

Community mobilization — Empowering the community, increasing or facilitating community ownership, strengthening community action and coordinating and ensuring healthy and safe environments.

Aboriginal communities — Regional Traffic Safety Consultants will implement targeted strategies to reduce rates of traffic collisions among Aboriginal people in consultation with leaders and elders in Aboriginal communities.

Driver programs and licensing — Foundation of a *Safer System Approach* is the management of driver licensing and reciprocity through the one driver-one licence-one record approach.

Driver fitness and monitoring — Drivers must have the ability to operate motor vehicles in a safe manner. Drivers whose existing medical condition may affect the safe operation of their vehicles, their occupants and/or the safety of other road users would be identified under this group (e.g., those with heart disease, uncontrolled diabetes, seizures etc.).

Road infrastructure — Improving the safety of the roads has the potential to reduce the incidence and severity of collisions and such improvements are beneficial for all road users.

Vehicle (and equipment) safety — Periodic inspection of registered vehicles and techniques to prevent defective, road unworthy or unsafe vehicles from using public roads can contribute to road safety and is a key component of the *Safer System Approach*.

Beyond 2015 - The Way Forward

Life cycle of road safety strategies

Sustainable Safety which is the foundation for the "Vision Zero" strategy describes the life cycle patterns of road safety strategies, the impact of the "saturation level" on the potential for current strategies to achieve ongoing collision reductions, and the need to introduce new road safety strategies.

Vision Zero

In addition to implementing concrete actions in the various program areas over the next 2 years (to 2015) it is also important to look forward and develop the next Traffic Safety Plan to 2020 for Alberta. It is almost a decade since the Government of Alberta started its strong focus on saving lives and reducing injuries as a result of traffic collisions. Since that time many lives have been saved and serious injuries avoided.

Through the Federal Highway Administration in the United States *Toward Zero Deaths:* A National Strategy on Highway Safety has been developed. This is a data-driven effort focusing on identifying and creating opportunities for changing American culture as it relates to highway safety. It also focuses on developing strong leadership and champions in organizations that can directly impact highway safety through engineering, enforcement, education, emergency medical service (EMS), policy, public health, communications, and other efforts.

This is probably the next stage of evolution in road safety in Alberta. Moving in this direction would build on the successes of the Traffic Safety Plans to date and expand the scope to further include health care providers and EMS partners. Extensive consultation should be undertaken with the stakeholders and the public to determine an appropriate "Vision Zero" for Alberta.

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Appendix

Canada's Road Safety Strategy 2015 matrix

The successor plan to Road Safety Strategy 2010 has identified a matrix that provinces and territories might use to help them focus on priorities, as shown below:





2013-2015 Communications Strategy

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Office of Traffic Safety

Alberta Transportation

September 2013

Alberta

Government

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INTRODUCTION – THE ROAD AHEAD

The Alberta Traffic Safety Plan 2015 (TSP) states that Alberta Transportation remains the only provincial jurisdiction in Canada to have established an integrated, strategic approach to traffic safety that has been approved and is supported by government. A lot has been achieved in relation to traffic safety awareness and a reduction in collisions due to the priority placed on traffic safety in Alberta.

However, as statistics indicate, there is still much work to be done in Alberta related to the reduction of fatalities and injuries on our roads. The 2015 targets outlined in the TSP are based on achieving a 15% reduction in the 2013 - 2015 three-year average of number of fatalities and serious injuries compared to the 2008 - 2010 three-year, baseline average. The *actuals* for fatalities and serious injuries are based on a three-year average, including the current year and the two years prior.



The safety gains currently being realized from traffic safety initiatives are encouraging but they are being continuously offset by increases in road use that come with economic growth and increases in population, drivers and traffic volumes. The challenge is to navigate the road ahead – to provide an enhanced approach to reducing road safety risks and to communicate that approach to Albertans in the most effective ways possible.

That new and enhanced approach to reducing fatalities and injuries on Alberta roads is a *safer system approach* much like that already adopted in countries like Sweden, the Netherlands and Australia. A *safer system approach* encourages a better understanding of the interaction between the key elements of the road system: road users, vehicles, roads and roadsides, and travel speeds. Exploring these interactions maximizes the potential advantage of initiatives aimed at reducing deaths and injuries by linking different road safety activities. This approach aims to create a much safer road environment in

which alert and responsible road users should not lose their lives – or be permanently disabled – as a result of a collision in the road system.

With this new direction in mind, the 2013-2015 Communications Strategy for the Alberta Traffic Safety Plan is a broad, yet comprehensive strategy to guide traffic safety communications in Alberta over the next three years. It incorporates multiple components to address the diverse and complex topics within the scope of traffic safety and is the overarching plan that lays the foundation for the numerous communications resources that have been developed and implemented by Alberta Transportation's Office of Traffic Safety (OTS) and its partners.

Provincial traffic safety challenges are addressed in the context of the national *Road Safety Strategy* 2015, the *McDermid Report*, the *Alberta Traffic Safety Plan*, the *Alberta Traffic Safety Plan Calendar* and collision data. The strategy was developed around a number of critical success factors including targets for fatality and injury reductions, consistent messaging across internal and external audiences, sound creative positioning, the right media mix and public relations supports.

Leadership and coordinated efforts are the most critical success factors. In its mid-term review of *Road Safety Vision 2010* (July 2007), the Canadian Traffic Safety Institute indicated the common traits among world leaders in traffic safety are: political leadership which promotes traffic safety; a leading road safety agency; and effective coordination and management arrangements within government.

Alberta has made significant progress on all three of these fronts, with strong support from government, stakeholders, communities, industries and municipalities. These partners will continue to be engaged in order to reinforce and extend the strength of campaigns that are supported by education and training, research, legislation, road engineering, infrastructure improvements, enforcement, new technologies and community initiatives.

Traffic safety is a complex social marketing challenge with multiple behaviours and contributing factors that come into play. New ways of communicating familiar messages are needed, as well as creative approaches to new topics which have never before been addressed in Alberta. Like any communications strategy, this three-year plan is designed to guide communications and social marketing initiatives but recognizes the need for flexibility to adapt to new directions or emerging issues.

The strategy is intended to raise awareness of traffic safety as a serious issue, educate road users on the rules of the road, encourage compliance and actively engage hard-to-reach audiences in order to reduce injuries and fatalities, and to promote long-term behaviour change related to driving.

TRAFFIC SAFETY IN ALBERTA

The Traffic Safety Challenge

To determine the best and most effective ways to communicate with Albertans about safe driving, it's important to first understand the traffic safety challenge. Alberta's most recent traffic safety statistics indicate progress is being made by traffic safety stakeholders and drivers toward making the province's roads safer. When compared to 2007, when the first Traffic Safety Plan was implemented, to 2012, fatalities have declined by nearly 25 per cent and injuries have decreased by almost 26 per cent. This is despite continued increases in population, licensed drivers, registered vehicles and traffic volumes on Alberta roads.

Implementation of the first Alberta Traffic Safety Plan (TSP) began in 2007, and the trends and numbers from 2007 to 2012 are encouraging:

- Traffic fatalities in Alberta have decreased by 24.7 per cent and traffic injuries have decreased by 25.7 per cent.
- The number of unbelted occupant fatalities decreased by 23.4 per cent and the number of unbelted occupant serious injuries dropped by 43.9 per cent.
- Fatalities in intersection-related collisions have decreased by 23.9 per cent and serious injuries by 4.1 per cent.
- The number of road users killed in crashes involving a drinking driver declined by 38.6 per cent and the number of serious injuries in those crashes dropped by 21.8 per cent.
- Fatalities in speed-related crashes have declined by 16.1 per cent, with serious injuries resulting from those collisions declining by 15.6 per cent.

The most frequently identified improper driver actions contributing to casualty collisions are still following too closely (28.3% of drivers), running off the road (14.6%) and left turns across the path of oncoming traffic (12.2%).

It's also important to note that there are a number of other statistics and factors that impact the province's traffic-related statistics.

- The population has increased by 7.7% over the last five years.
- Compared to five years ago, the number of registered vehicles on Alberta's roadways has increased by 10.5% over a quarter of a million vehicles.
- The number of licensed drivers has increased by 8.1% over the last five years.
- Traffic volumes on provincial highways increased over 13% in the last five years.

In addition to the increases in population, registered vehicles, licensed drivers and traffic volumes, other key challenges could affect the potential for traffic safety improvements in the next decade, including:

- An aging population
- A rapidly growing amount of freight transported by road and rail
- Growing international demand for oil

- The incorporation of new technologies
- The need to update existing computer systems

Canada's Road Safety Strategy 2015

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In Canada, responsibility for road safety is shared among various levels of government which makes collaboration and cooperation necessary when it comes to the development of road safety strategies to reduce fatalities and serious injuries on Canada's roadways.

Canada's Road Safety Strategy (RSS) 2015 is the third national road safety strategy and follows Road Safety Vision 2010. It was endorsed by The Canadian Council of Ministers Responsible for Transportation and Highway Safety in September 2010.

The RSS has a five-year timeframe (2011-2015) and retains the long-term vision that Canada will have the safest roads in the world. The core objectives of the Road Safety Vision 2010 plan will continue as objectives in the successor plan:

- raising public awareness and commitment to road safety
- improving communication, cooperation and collaboration among all stakeholders
- enhancing enforcement
- improving road safety information in support of research and evaluation

However, a number of key elements contribute to Road Safety Strategy 2015's uniqueness:

- Flexibility: The strategy is considerably more flexible than its predecessor.
- Holistic approach: The strategy takes a much more holistic approach to road safety.
- Targets: Hard percentage targets have not been established at the national level, progress is being measured at the national level using rate-based measures.
- Best practices: Core to the strategy is a framework of "best practice" strategies that jurisdictions may use to address key road safety areas and risk groups.
- Ownership: While CCMTA led the development of the strategy and manages it, each jurisdiction "owns" the strategy and is using the "best practice" framework to develop its own jurisdictional plans.
- Timeframe: The strategy has a shorter, five-year timeframe.

The RSS provides jurisdictions with a framework of best practices which each jurisdiction can adopt or adapt to address its specific road safety challenges. Some of the best practices have been proven effective and for others, measured effectiveness is not yet available. With the RSS, jurisdictions have the responsibility for their respective plans and also have the option of developing their own quantitative targets for specific casualty reductions during the five-year timeframe.

The new strategy uses a matrix that outlines the key target groups and contributing factors that need to be addressed to improve road safety in Canada. The integration of these factors is key to its success. Initiatives in the framework have been proven effective in Canada or other OECD countries and as such, are deemed to be "best practices" in reducing or preventing fatalities and injuries.

In Alberta, the following matrix will be used:



Source: Canada's Road Safety Strategy 2015, Canadian Council of Motor Transport Administration, 2011

For each target group and contributing factor, there may be more than one intervention or strategy. These strategies can address users, infrastructure or vehicles, or some combination of these factors. A range of strategies is recommended to address road safety issues. These strategies are in keeping with the objective of broadening the successor to RSV 2010 to incorporate safer systems concepts.

Strategies include:

- Education/training
- Communication and awareness
- Enforcement
- Information (data) for research
- Policy/Legislation/Regulation/Sanctions
- Community initiatives
- Linkages

Based on these strategies, the focus of the RSS and provincial collision data, the following priorities have been identified for Alberta:

- Increasing the use of occupant restraints
- Implementing an effective speed management program
- Deterring and sanctioning impaired drivers
- Improving road infrastructure (safer vehicles, safer roads)

- Increasing young drivers/riders safety
- Increasing vulnerable road users safety
- Motor carrier safety
- Increasing driver safety including, medically at risk drivers, high-risk/non-compliant drivers, aging drivers and new Canadian drivers.

In addition to these, several areas of concern have also been identified, addressing collisions involving:

- Young drivers/riders
- Vulnerable road users (motorcyclists, bicyclists, pedestrians, off-highway vehicle/ATV users)
- Motor carriers
- Medically-at-risk drivers
- High-risk, non-compliant drivers

Alberta Traffic Safety Plan 2015

The province's first Traffic Safety Plan was introduced in 2007. *Alberta's Traffic Safety Plan: Saving Lives* on Alberta's Roads was developed in response to an independent review of government's traffic safety programs and was the first strategy of its kind in Canada.

Adoption of the plan represented a major commitment by the Alberta government to tackle the causes of collisions in the province. The Province worked collaboratively with law enforcement and other traffic safety partners to implement the plan using a combination of core strategies based on those from *Canada's Road Safety Strategy 2015*:

- Education/training
- Communication and awareness
- Enforcement
- Information (data) for research
- Policy/Legislation/Regulation/Sanctions
- Community initiatives
- Linkages

The three-year Alberta Traffic Safety Action Plan was also developed to ensure that the specific activities of the Traffic Safety Plan were implemented in a manageable time frame. Good progress was made during the period of the first action plan (2007-2010), not only in terms of reductions in traffic collisions and resulting casualties, but in the development of new approaches such as the Community Mobilization Strategy, the School Bus Safety Initiative, the establishment of the expanded and coordinated enforcement capacity, and coordinated communication and education strategies.

Building on this success, the Alberta government is now embarking on a successor plan which will lead to even further reductions. Alberta's new approach to road safety improvement is guided by the safer system framework, which involves two fundamental objectives: making the road transport system more forgiving of human error and minimizing the level of unsafe road user behaviour.

The key to the success of the safer system framework is the combination of strategies deployed and how they work together including legislation, engineering, enforcement and community mobilization.

Consistent with these objectives, the *Traffic Safety Plan 2015* highlights measures with potential to significantly reduce traffic collisions and resulting injuries over the next few years and to lay the foundation for longer term gains. This strategic traffic safety plan for Alberta will be supplemented by annual operating plans that will provide the detailed actions that will be taken to reach the targets established.

The TSP calls for a continuous reduction in fatalities and serious injuries to 2015. Key traffic safety issues for which it is anticipated that casualty reductions will be greatest include: young drivers, medically-at-risk drivers, vulnerable road users, high risk drivers and the general driving population.

The major contributing factors for each of these target groups are occupant protection, impaired driving (alcohol drugs, fatigue, and distraction), speed/aggressive driving and infrastructure for roads/vehicles. Strategies that will be deployed to address these traffic safety issues include: education/training, communication and awareness, enforcement, information (data) for research, policy/legislation/regulation, technologies, road engineering/infrastructure and linkages.

Community Mobilization Strategy

A key component of the TSP is the community mobilization strategy that is the focus of the Regional Traffic Safety Consultants (RTSCs) located across Alberta who work together to communicate traffic safety messages in Alberta communities.

Community mobilization is aimed at carrying out activities that contribute to the priorities of the Alberta TSP and gaining recognition within communities of the importance of traffic safety.

Since the community mobilization strategy and the RTSC positions were created in April 2008, extensive work has been done on developing communications strategies and tools for RTSCs to use in their regions to deliver traffic safety messages. Much success has been achieved in getting traffic safety messages out to communities across Alberta. New tools and methods of reaching as broad an audience as possible continue to be developed and implemented, particularly in remote areas that don't have access to traditional media and resources available in more populated communities or those closer to large centres.

Aboriginal Traffic Safety Strategy

In December 2008 and February 2009, Elders, Traffic Safety Consultants working in Aboriginal communities, traffic safety subject matter experts and related stakeholders gathered to develop a plan to address traffic safety issues in Aboriginal communities.

The result was the Aboriginal Traffic Safety Strategy, a first in Canada. As part of the Alberta TSP, the Aboriginal Traffic Safety Strategy supports the intent to engage individuals, communities, municipalities, and industry and stakeholder organizations as partners.

The strategy is a key component of the Office of Traffic Safety's Community Mobilization Strategy and provides an important framework for Regional Traffic Safety Consultants to maximize their impact in Aboriginal communities.

The strategy also encourages sustainable, community-led initiatives to meet provincial targets, strengthens community action, educates community residents and road users, and supports existing relationships. The identification of occupant restraints and impaired driving as the two primary priorities for action allows for improved coordination across the province and provides clear direction and focus.

The Office of Traffic Safety and regional consultants hold regular meetings with representatives from Urban Aboriginal Coalitions, Métis Nation, Métis Settlements, First Nations, and the Alberta Ministry of Aboriginal Relations.

Alberta Traffic Safety Plan Calendar

Each year, the subject matter expert group on enforcement develops a Traffic Safety Plan Calendar that focuses on specific traffic safety topics each month. The calendar is updated annually and shared with stakeholders across the province. It can be found at <u>http://www.transportation.alberta.ca/3112.htm</u>

Where possible and appropriate, the social marketing program will support the Traffic Safety Plan Calendar. However, there may be long-standing initiatives that will be continued or new ones introduced. The overall program will also allow for flexibility to account for emerging issues.

COMMUNICATIONS STRATEGY – Traffic Safety Plan 2015

Maintaining and implementing a long-term, comprehensive, strategic communications plan is key to the success of the Traffic Safety Plan. Strategies need to assist in changing behaviour over the long term, be flexible and also support all programs and objectives set out by the overarching TSP. This communications strategy will guide the annual Communications Action Plan, which details the social marketing campaigns, as well as other communications documents such as the Communications Resource Tool Kit and the Community Mobilization Strategy.

Social Marketing

"While enforcement appears to be the most effective way to curb speeding in the immediate term, to a significant group of drivers, social marketing represents the best hope for a cultural change that would see speeding, and other dangerous behaviours, become socially unacceptable and as a result, relatively rare."

Driver Attitude to Speeding and Speed Management: A Quantitative and Qualitative Study – Final Report EKOS Research Associates Inc. (2007)

Successful efforts to tackle social issues such as traffic safety often include a significant component of social marketing. Philip Kotler and Gerald Zaltman first conceptualized social marketing in the early 1970s when they theorized that the same marketing principles used to sell products to consumers could be used to 'sell' ideas, attitudes and behaviors. Kotler and Zaltman define social marketing as "the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research".¹

Social marketing is a pivotal element in successfully addressing traffic safety issues in Alberta. It helps ensure messages consistently reach large numbers of Albertans and have an impact on the number of deaths and injuries in the province.

Social marketing is often aimed at the "denormalization" of certain behaviours. For example, as people begin to see that dangerous behaviours such as speeding, impaired driving and not wearing seat belts are less socially acceptable, the behaviours can start to decrease in prevalence.

In recent years in Alberta, social marketing has tackled attitudes toward seat belts, especially in rural Alberta where there has traditionally been more resistance. Even though penalties are fine-based and do not yet result in demerit points, compliance in rural Alberta has increased from 86% in 2006 to 90% in 2009. Social marketing played a significant role in this change, along with community involvement.

¹Journal of Marketing, *Social Marketing: An Approach to Planned Social Change*, Philip Kotler and Gerald Zaltman, Vol. 35, July 1971, pp. 3-12.

Communications Objectives

The objectives in communicating road safety priorities are all based on educating Albertans on and increasing their awareness of traffic safety issues and to change driver attitudes and behaviours over the long term, ultimately reducing traffic casualties.

Goals of the TSP Communications Strategy

- ✓ To contribute to the prevention of road user fatalities and major injuries, and a reduction in the number of collisions.
- \checkmark To raise awareness that traffic safety is a serious issue in Alberta.
- ✓ To educate/re-educate road users on safe driving basics and habits.
- ✓ To encourage compliance with 'rules of the road'.
- ✓ To help non-compliant road users to understand the benefits of compliance.
- ✓ To develop and reinforce positive driver attitudes.
- ✓ To engage hard-to-reach audiences such as Aboriginal communities, vulnerable road users and high-risk drivers.
- ✓ To continue to engage research resources to track and monitor awareness and attitude levels for evidence-based, future efforts.

These marketing goals support TSP Action Plan targets as well as *Road Safety Strategy 2015* national targets.

While some communications objectives apply to all traffic safety issues/programs, each have specific needs and messages that need to be communicated. These objectives are outlined in the Communications Tactics section.

SWOT Analysis

Strengths

The first phase of the TSP (2007-2010) demonstrated progress in achieving reductions in fatalities and serious injuries. There have been successful traffic safety reduction strategies that have been implemented in other parts of the world, specifically New Zealand, Australia, and Sweden. Successes in these other countries continue to be monitored for best practices that can be considered for Alberta.

Weaknesses

Changing driver attitude and behaviour is a difficult and complex task. There is a multitude of contributing factors in traffic collisions. Drivers/road users have a tendency to not recognize their own driving or road user behaviours and attitudes. Research studies have shown that most drivers think that they are good drivers. They tend to blame "other drivers" for traffic safety issues or inappropriate choices. Developing strategies to address this issue and the personal accountability required by drivers is complex.

Opportunities

Traffic safety is a priority for the Alberta government. The TSP will continue to be implemented through a cross-ministry initiative as it supports the provincial government's strategic objectives. Leadership and coordination is currently being provided by the Office of Traffic Safety and the participation of over 35 stakeholder and partner groups. Communications activities are discussed by the TSP communications subject matter expert group.

Ultimately, long-term, continuous strategies will provide long-term behaviour change in road users.

Threats

The public needs to be re-educated that traffic casualties are preventable. Sustainable budgeting to support coordinated actions will be required if Alberta is to achieve lasting, positive changes in driver attitude and behaviour.

Target Audiences

While all Albertans are affected by traffic safety issues, the target audiences and key influencers change according to the different road safety priorities and regional patterns. This impacts the weighting of social marketing campaigns. Each program has unique informational and/or behavioural change objectives that target specific audience groups and influencers.

Audience segmentation and a detailed analysis of each audience profile is critical to ensuring advertising and media strategies are connecting effectively and emotively with the target audience, and promoting self-reflection, personal accountability and long-term change in behaviour.

The OTS Communications Action Plan, which is developed annually, details each road safety priority, the target audiences, proposed tactics, timing and evaluation. Some audiences are more general in nature and all traffic safety campaigns are meant to reach them. They include:

- Motoring public
- Road users
- Alberta communities
- Alberta Aboriginal communities
- Alberta traffic safety stakeholders/partners
- Traffic safety organizations in other jurisdictions

Key Messages

Overall messaging is aimed at informing Albertans about the role they can play in road safety and preventing motor vehicle collisions. The OTS and its partners work on building safer roads, enforcing traffic laws, enhancing vehicle systems and getting communities across Alberta to be aware and involved in traffic safety strategies.

Traffic safety key messages must have consistency, hit emotional chords and take into account the difference between behaviours and attitudes.

Key messages for each road safety priority can be found in the following section.

Communications Tactics (by Road Safety Priority)

Successful social marketing needs to reach its audiences in different ways with many different methods.

Traffic safety social marketing campaign elements include:

- mass media advertising web advertising, social media tools (Facebook, Twitter), radio, television, outdoor billboards, print
- non-traditional elements viral and guerilla tactics
- collateral marketing materials print & web
- public relations
- media relations
- community relations
- stakeholder relations
- research as identified in the TSP2015

The matrix outlined in the section on *Canada's Road Safety Strategy 2015* provides the basis for the road safety priorities set by Alberta Transportation for 2015. Following is an overview of the situation, communications objectives, target audiences and key messages for each priority. Specific details on the strategy/approach, communications tactics, timing and evaluation for each component can be found in the annual Communications Action Plan developed by the OTS. The template for the action plan can be found in Appendix 3.

1. OCCUPANT RESTRAINTS

Situation: According to Alberta Transportation, in 2011, 95.1% of Albertans in rural and urban areas were using occupant restraints. However, there continues to be a contingency of drivers that either avoid compliance altogether or are inconsistent in their use of restraints.

One of the most effective measures to protect occupants from injury in the event of a collision is the use of seat belts and child safety seats. Through the Alberta Occupant Restraint Program (AORP), provincial initiatives have so far focused on enforcement and awareness. The primary goal for AORP is to work toward a reduction in the number of fatalities and injuries associated with non-compliant occupant restraint use.

Communications	 Encourage compliance of occupant restraints.
Objectives	 Promote the safety benefits of occupant restraint use.
Target	Seatbelts
Audience(s)	• Primary: Alberta road users, 18+, consistent & inconsistent seat belt users;
	Passengers 16+

	 Secondary: young drivers 16+ and non-compliant seat belt users
	Booster Seats
	 Primary: Alberta parents 25-49 w/ children aged 3-8 years; female skew
	 Secondary: grandparents 55+ of children aged 3-8 years
Key Messages	 What's holding you back? Protect yourself, family and friends from unexpected hazards you encounter on the road.
	 Seatbelts are the single most, cost effective life-saving device we have to protect us in a motor vehicle collision.
	 Seatbelts can improve your chances of surviving a serious or fatal crash by 50 per cent.
	 Buckle everyone up, for every ride.
	 Unbelted passengers become deadly missiles to others in the vehicle.
	 Child safety seats are required by law.
	 Drivers are responsible to ensure all passengers under 16 years of age are properly buckled in.
	• Without a booster seat, a child is 3 1/2 times more likely to suffer a significant injury.
	 Children under the age of 12 are safest in the back seat.

2. SPEED

Situation: The issue of speeding includes not only driving at speeds beyond posted legal limits on all roads, but also driving too fast for the prevailing weather, road and traffic conditions. Provincial initiatives thus far have been focused on enforcement, awareness and education.

Speed is a concern that crosses urban and rural regions, although there are regional disparities. Even "pragmatic speeders" are a danger on Alberta's roads. Pragmatic speeding is a common practice among individuals who consider themselves sensible drivers. They believe they are 'in control' and have 'practical reasons' for speeding.

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Communications	 To raise awareness of the effects of speed on driving ability.
Objectives	 To encourage drivers to reflect on their own driving behaviour.
	To promote speed limit compliance.
	• To encourage personal accountability and responsibility on the part of drivers.
Target	 Primary: "Pragmatic Speeders", 18-44, males/females
Audience(s)	 Secondary: "Pragmatic Speeders", 45+, males/females
	• Tertiary: Young and new drivers under 35, male skew (note: young drivers are
	targeted in the Young Drivers program component)
Key Messages	 Speed limits save lives every day – maybe today it's yours.
	• The faster you go, the longer it takes to stop. The faster you drive, the harder
	you hit.
	 By the time you realize you're going too fast, it may be too late.
	 Speeding saves little time.

3. IMPAIRED DRIVING

Situation: The focus of "impairment" has broadened in the past few years from drinking and driving to include other impairments through drugs and driving, driver distraction and driver fatigue.

3.1 Drinking and Driving

The issue of drinking and driving continues to be a major contributing factor to traffic collisions, despite years of education, raising awareness and enforcement. Current discussion at the national level regarding changes to the Criminal Code, such as allowing random breath testing by enforcement, may assist in providing a new approach to drinking and driving.

Alberta's new impaired driving legislation is now in place. The new law affects repeat offenders the most and focuses on changing behaviours through mandatory courses, ignition interlock and vehicle seizures.

3.2 Drugs and Driving

Drugs and driving is an emerging issue, and the focus has been on the general driving public and motor carriers. Provincial initiatives have focused on enforcement and legislation. Additional research is required to determine the scope and detail of the problem in Alberta. In Canada, studies indicate that drugs, either alone or in combination with alcohol, are found in over 30 per cent of fatally injured drivers.² Recent changes in federal legislation give police new ways to deal with drivers suspected of being under the influence of drugs.

3.3 Impaired Driving by Distraction

The issue of impaired driving by distraction continues to gain prevalence. Alberta's new distracted driving law came into effect on September 1, 2011 and complements the existing legislation related to 'driving without due care and attention'. International good practice in this area is still under development as researchers continue to look for effective solutions. However, experts agree that reducing distracted driving will require multiple integrated strategies.

3.4 Impaired Driving by Fatigue

Impaired driving by fatigue is an emerging issue, and the focus has been on the general driving public and motor carriers. Managing the issue of driving while impaired by fatigue is a challenge because it's hard to measure and detect. Provincial initiatives are focused primarily on awareness raising and working with industry to provide information on this issue. Far more progress has been made toward managing the role of fatigue as it relates to motor carriers.

²Canadian Centre on Substance Abuse, *A Comparison of Drug and Alcohol-Involved Motor Vehicle Driver Fatalities*, Erin E. Beasley, Douglas J. Beirness & Amy J. Porath-Waller, Ottawa ON, March 18, 2011, p. 1.

Communications Objectives	 To contribute to a reduction in the number of collisions caused by impaired driving.
	 To raise awareness/reinforce the penalties/consequences associated with impaired driving
	 To raise awareness that distractions, drugs and fatigue are all considered forms of impairment and are just as dangerous as drunk driving.
	 To encourage Albertans to plan for safe transportation home prior to consuming alcohol, using drugs or while fatigued.
Target	Primary: 18-29, adult drivers, heavy male skew
Audience(s)	 Secondary: 30-55+ drivers, male skew
	 Tertiary: passengers as influencers
Key Messages	Drinking/Drugs and Driving:
	 Impaired driving is a crime and it will be treated as such. Alberta is getting tough on impaired drivers. You will be caught!
	 Driving while impaired by drugs and refusing to comply with a demand for
	physical sobriety tests or to provide bodily fluid samples is a criminal offense.
	 You do not have to be legally drunk to be charged with impaired driving.
	 Drivers who choose to drive impaired face not only the possibility of killing
	themselves, their friends or someone else, but also very serious legal, financial, social and other consequences.
	 Make the right choice for everyone – don't drive if you have been drinking or using drugs.
	 Plan ahead for safe transportation. There are alternatives to impaired driving.
	 If you encounter a suspected impaired driver, record the vehicle license plate number and dial 911 anywhere in the province.
	 You have a lot to lose: your freedom, job, dignity, even your life.
	Impaired Driving by Distraction:
	 It only takes a second for a collision to occur.
	 Keep your eyes on the road and hands on the wheel – keep your focus where it should be.
	 Multi-tasking while driving could prove to be a fatal error in judgement.
	 Distracted driving impairs your driving ability.
	Impaired Driving by Fatigue:
	 Pull over when feeling tired - it could save your life or someone else's.
	• Be alert to the actions of oncoming drivers and other drivers at intersections.
	• Fatigue may cause you to make a wrong decision or take too long to make the
	right decision.
	 Driving while fatigued decreases awareness and impairs judgment in a way similar to alcohol or drugs.

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4. INFRASTRUCTURE – ROADS/ENVIRONMENT

Situation: A "safer system" challenges system designers to achieve a balance among the three key factors on the physical road network – the road and roadside safety, the travel speed as influenced by speed limits, and the primary and secondary safety features of vehicles - in order to achieve safe conditions which result in non-fatal collision outcomes.

The Engineering Services and Regional Services divisions of Alberta Transportation are responsible for the planning, programming and delivery of provincial highway construction and rehabilitation projects. The divisions' ongoing activities related to Alberta's road network will be communicated to the public by the division or occasionally through the OTS as they relate to traffic safety.

4.1 Intersections

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Collisions occur at intersections because motor vehicles are in conflict with each other when crossing or turning in traffic or when following too close, due to poor decisions made by drivers at these locations.

Improving the engineering of intersections is one step toward reducing collisions because vehicle conflicts – combined with less than optimal highway/street design or signage – often result in collisions of vehicles with roadside objects, pedestrians and other vehicles. Replacing intersections with modern roundabouts is recognized as one effective tool for reducing the severity of collisions at intersections.

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Communications	 To raise awareness of unsafe driving behaviours at intersections in both
Objectives	urban and rural locations.
	 To raise awareness of the dangers associated with intersections.
Target	 Primary: urban Alberta drivers, aged 18-44, gender neutral
Audience(s)	 Secondary: rural Alberta drivers, aged 18-44, gender neutral
	 Markets: all
Key Messages	For Drivers:
	 Intersections can be dangerous – pay close attention to your driving and
	that of others.
	 Watch out for other drivers and pedestrians.
	 Always look before proceeding through intersections regardless of the
	traffic light colour.
	 Be prepared for the unexpected and share the road safely.
	 Do not:
	-Run red lights.
	-Roll through a stop sign.
	-Speed through intersections.
	-Follow too closely.
	-Make unsafe left-hand turns.
	-Rely on having the right of way.
	For Pedestrians:
	 POINT, PAUSE and PROCEED. Be alert at intersections and always look out

for possible dangers when crossing the street.	
 Make eye contact with drivers before you cross the street. 	
• Abide by traffic signs and signals. They are in place to protect your safety.	

4.2 Rural Roads

According to the *Alberta Traffic Collision Statistics 2012*, fatal collisions were more frequent in rural regions over urban areas. There were 26,015 collisions reported in rural areas. Of those, 206 were fatal.

In contrast there were 110,580 collisions in urban areas with 101 of those being fatal. Low compliance with occupant restraint usage, speed management, aggressive road use, impaired driving and fewer enforcement resources can all be attributed to collisions in rural areas.

Communications	 To raise awareness of risk factors in rural regions. 		
Objectives	 To reinforce collision and enforcement implications for 		
	irresponsible/complacent driving practices.		
	• To reinforce the consequences associated with non-compliance on specific		
	issues:		
	-Impaired driving		
	-Occupant restraints		
	-Speed management		
Target Audiences	 Primary: rural Albertans; young adult drivers 18+, skew male and 		
	experienced drivers who are complacent		
	 Secondary: passengers who may act as influencers 		
	 Markets: small urban and rural 		
Key Messages	See key messages on speed, impaired driving and occupant restraints, focusing on		
	personal and emotional impacts of non-compliance. Stop signs at intersections		
	should also be integrated into rural key messages.		

5. INFRASTRUCTURE - VEHICLES

Situation: Alberta Transportation manages the issuance of commercial, salvage and out-of-province vehicle inspection certificates; the delivery of inspection facility audits; and an extensive, multi-faceted investigation program to monitor compliance by the licensed facilities and technicians registered in the inspection program.

The department aims to create a balanced licensing and monitoring process, ensuring that Alberta has the appropriate vehicle standards and legislation to address new and emerging vehicles, ultimately preventing the number of unsafe vehicles on the roads.

Communications	0	To raise awareness about purchasing vehicles with additional safety
Objectives		equipment.
	0	To educate drivers about the sanctions for violations (driving unsafe

		vehicles).
Target Audiences	6	All vehicle owners
Key Messages	0	A safe vehicle is the driver's responsibility.
	6	Make sure you know what you are getting when purchasing a new vehicle.

6. YOUNG DRIVERS/RIDERS

Situation: Between 2008 and 2012, 216 young drivers (14 - 24 years of age) were killed and 13,116 were injured in collisions. Although young drivers represent only a small percentage of the Province's licensed drivers, they have the highest casualty collision rates.

Many factors contribute to a high collision rate among teenagers. Both male and female drivers exhibit similar poor behaviours when driving including driving impaired, running red lights, talking on cell phones, text messaging, speeding, tailgating and risk taking.

There is also a common misconception among teens that drug impairment is less serious than alcohol impairment. In some urban parts of the country, young people are more likely to "toke and drive" than they are to drink and drive.³

Alberta implemented the Graduate Driver Licensing (GDL) program in May 2003 to help combat some of the challenges associated with young drivers and riders, as listed above. The GDL program is designed to improve road safety by creating a low-risk, controlled environment with the goal of reducing injuries and deaths.

The GDL Program assists new and young drivers gain driving experience while helping them cope with the risks involved. Enhancements are being considered to Alberta's GDL Program related to curfews, passenger restrictions and demerit thresholds.

Communications Objectives	 Increase awareness of the responsibility associated with driving. Promote increased awareness of the definition and dangers of impaired driving, whether related to drugs, alcohol, or fatigue, along with speed and seat belts.
	 Educate/re-educate young drivers/riders of safe road user basics.
Target Audiences	 Primary: young road users, 16-24 male skew; teen road users 16-19, male skew & teen GDL drivers/learners 14+ Secondary: influencers (friends/peers) of teen drivers who can impact positive decision making (16-24) and parents 35-60 years; teachers & educators
Key Messages	 Motor vehicle collisions are the leading cause of death and injury among Alberta's youth.

³ Canadian Centre on Substance Abuse, *Drugs and Driving FAQs*, Ottawa ON, 2005.

 Parents and guardians can set rules for young drivers to reinforce good driving behaviour.
• Young drivers need to take responsibility for their own actions on the road.
 You've got a lot to lose. Drive responsibly.
 You can lose your license. Insurance costs will increase. You will wreck or
lose your car.
 You will have to live with the guilt for the rest of your life.
 A criminal record is forever.
 Live to see your graduation – do not drive drunk or high.

7. VULNERABLE ROAD USERS

Situation: Collectively, vulnerable road users (pedestrians, motorcyclists and cyclists) continue to be involved in many traffic fatalities and serious injuries. These include several high- risk pedestrian groups – elderly, youth and impaired.

The accommodation of vulnerable road users is an increasingly key activity in many municipalities as they move to active and sustainable transportation, encouraging residents to walk and bike more frequently.

7.1 Motorcycles

From 2008 to 2012, there were 3,581 motorcycles involved in casualty collisions. These collisions resulted in 155 deaths and 3,703 injuries.

Communications Objectives	 Raise awareness among drivers and motorcyclists of best practices when sharing the roads. Raise awareness among motorcyclists of the rider protection law that requires a certified helmet be worn at all times and of the consequences of impaired riding.
Target	Primary: Alberta drivers 18+
Audience(s)	 Secondary: Motorcyclists 16+, skew male w/ varying levels of education on safety and compliance requirements
Key Messages	For motorcycle operators:
	 Stay out of blind spots! Make sure other drivers see you.
	 Be alert at intersections. Make eye contact with other drivers/riders before making your move.
	 Protect yourself with the right gear and an approved motorcycle helmet.
	 When it comes to other drivers, your speed can be easily misjudged.
	 Ride defensively and make every effort to enhance your visibility.
	 Be aware of what is going on behind you to avoid deadly rear end collisions.
	 Showing off and speeding do not pay off.
	 Sharing the road is one of the keys to having other road users respect you as a motorcyclist.
	For drivers of other vehicles:

6	Share the road – look twice for motorcyclists at intersections or when changing lanes.
0	Never underestimate the speed of a motorcycle. Their size makes their speed deceptive.

7.2 Bicycles

According to the *Alberta Traffic Collision Statistics 2012*, there were 519 casualty collisions involving bicycles. Compared to operators of all vehicles in casualty collisions, bicyclists were more likely to fail to yield the right of way at an uncontrolled intersection or to disobey a traffic signal.

Communications Objectives	 Raise awareness among drivers and bicyclists of best practices when sharing the roads. Raise awareness among biggelists of ride constanting the roads. 	
	 Naise awareness among bicyclists of rider protection requirements, including helmet use, and of mandatory legislation requiring all cyclists under 18 to wear a helmet. 	
Target Audiences	Primary: Alberta drivers 18+	
	 Secondary: Bicyclists 16+ with varying levels of education on safety and compliance requirements 	
Key Messages	For bicyclists:	
	 Take a second look. You are sharing the road. 	
	 Stay out of blind spots! Make sure other drivers see you. 	
	 Be alert at intersections. Make eye contact with other drivers/riders before making your move. 	
	 Protect yourself with an approved bicycle helmet. 	
	 Ride defensively and make every effort to enhance your visibility. 	
	 Sharing the road is one of the keys to having other road users respect you as a cyclist. 	

7.3 Pedestrians

From 2008 to 2012, on average each year in Alberta, almost 40 pedestrians were killed and almost 1,180 were injured. Alcohol is often a factor in serious pedestrian collisions. An average of over 45% of pedestrians in fatal crashes and 13% in injury crashes had consumed alcohol prior to the collision.

Communications Objectives	 Raise awareness of the need to "share the road" with other users, intersection safety precautions, pedestrian and driver accountability and collision prime time (rush hour). Promote pedestrian responsibility and safety tips with a focus on all pedestrians.
Target Audiences	 Primary: Alberta drivers 18+; 18-29 heavy male skew (dangers of walking impaired)

	 Secondary : pedestrians skew 20-24 years as well as elderly 65+ and young children; 30-55, male skew (dangers of walking impaired)
Key Messages	 Make eye contact to see and be seen. For drivers: Always be prepared to slow down or stop, looking ahead and abiding by speed limits. Use caution when approaching intersections and crosswalks. You will be fined \$575 and given four demerits when you fail to yield to a pedestrian. For pedestrians: Abide by traffic signs and signals. They are in place to protect your safety. Understand and practice crosswalk and intersection safety: -For crosswalks without traffic lights, stop and use arm signals to let drivers know you wish to cross the road. -Avoid crossing unless you are at corners or crosswalks, preferably with traffic lights. Ensure you are visible to other road users by wearing bright, light coloured clothing or reflective strips.
	 Seek assistance and alternative transport if you are impaired.

7.4 Off-Highway Vehicles/All--Terrain Vehicles

The off-highway vehicle (OHV) category includes motor vehicles designed for off-highway travel such as quads, trikes, motocross bikes, snowmobiles, amphibious vehicles and off-road go-carts.

There were six fatalities and 130 injuries reported in 2012, based on two, three, four wheel and other recreational vehicles.

Communications	 Promote best practices for new and experienced OHV & ATV riders.
Objectives	 Raise awareness of: the importance of wearing helmets; applicable
	legislation; respect for other riders, private property and wildlife; prevention
	and consequences of impaired driving; the fact that young children don't
	have the strength, skills or judgement to operate OHVs or ATVs
Target Audiences	 Primary: adult Albertans 18+
	 Secondary: young riders 12-17+, skew male, on and off-road riders with
	varying levels of education on safety and compliance requirements
	Primary market: rural
	 Secondary markets: urban city & small urban
Key Messages	 Protect yourself. Wear protective gear including an approved helmet.
	 Doubling up on a single seated OHV impairs your riding and is dangerous.
	 There are rules by which to play that could save you your life and save you
	money:
	-Stay off the road.
	-Pay attention.
	-Be aware of people around you.
	-Drinking and riding don't mix.

8. MOTOR CARRIERS

Situation: The safety of motor carriers and other drivers with whom they share the road is dependent on a number of factors, including regular maintenance and inspection. Motor carriers are responsible and accountable for the safety and maintenance of their equipment.

To maintain and enhance the safety of commercial vehicles travelling on Alberta highways, the Government of Alberta has developed the mandatory Alberta Commercial Vehicle Inspection Program (CVIP).

From 2008 to 2012, there were 2,415 large trucks involved in casualty collisions in Alberta. There were 230 people killed and 2,914 people injured in these collisions. The deaths include 34 truck drivers, 12 of whom were killed in single vehicle rollovers.

Communications Objectives	 Increase awareness among road users of safety issues around commercial vehicles.
	 Re-educate commercial vehicle drivers about driving safety requirements and potential risks, such as driving impaired/fatigued.
Target Audiences	 Primary: Alberta drivers of passenger vehicles/road users, 18+; Alberta commercial vehicle drivers Secondary: inductry partners (AB Truck Sefects Accessibles)
Key Messages	For drivers of passenger vehicles:
Key Messages	 Stay out of blind spots! Stay far enough behind big trucks so that you can see both side mirrors on the truck. If you can't see the truck driver, he can't see you either!
	 Never cut in front of commercial vehicles.
	 Allow yourself extra time to pass a big rig.
	 Signal well in advance when planning to turn or change lanes.
	 If you are driving beside a truck, watch for turn signals as trucks require a wide turning radius.
	For drivers of commercial vehicles:
	 Pull over when feeling tired – it could save your life or someone else's.
	 Be alert to the actions of oncoming drivers and other drivers at intersections.
	 Complete proper pre- and post-trip inspections to ensure your vehicle is in good operating condition.
	• Ensure your vehicle is within the allowed weight limit to prevent damage to the infrastructure.
	 Signal well in advance when planning to turn or change lanes.
8.1 SCHOOL BUSES

School buses in Alberta transport over 300,000 students twice a day. The greatest danger to passengers is during loading and unloading procedures.

In 2012, 44 school buses were involved in casualty collisions. None of those collisions resulted in a fatality. The greatest incidence of collisions involving school buses result from other vehicles running into the back of the bus or striking children as they cross the road either heading for, or, exiting the bus.

Communications Objectives	 To increase traffic safety knowledge for young students. To promote awareness of school bus safety/rules and ensure the safety of children. To inform drivers of safety measures when sharing the road with school buses.
Target Audience	Primary: Alberta drivers of passenger vehicles, 16-65 years old
Key Messages	 Flashing red means stop – no matter which direction you are coming from. The penalty for passing a bus with flashing red lights is \$402 and six demerit points. Always watch for children crossing roads. Prepare to slow down and stop. Alternating flashing yellow or amber lights means a bus is slowing down to stop. Do the same.

9. HIGH-RISK AND MEDICALLY UNFIT DRIVERS

Situation: 'High-risk and medically unfit drivers' is a diverse category that includes high-risk and noncompliant drivers, as well as those who are medically at risk.

Each of these groups needs to be addressed individually. The current efforts are towards enhancing the monitoring of high-risk drivers in the areas of *ability* and *compliance*.

Communications	High-risk drivers:					
Objectives	 To raise awareness of potential consequences for the high-risk driver category. 					
	 Promote the implications of enforcement and legislation. Medically-at-risk drivers: 					
	 To raise awareness of medical issues that can impact safe driving. 					
	 Promote the process of anonymously reporting at-risk individuals. 					
	 Promote programs and services as they are developed. 					
Target Audiences	High-risk drivers:					
	 Primary: adult drivers 16-44, skew male, who have a tendency to drive 					
	heavily impaired or are otherwise at risk to themselves or others, and this					
	behaviour occurs on a repeat basis					
	 Secondary: influencers of high-risk drivers; friends 16-25 who may have a 					

	more effective impact in given scenarios as well as parents of young drivers				
	35+ who can educate their teens/tweens on safe driving basics				
	Medically-at-risk drivers:				
	 Primary: medically unfit drivers 16-65 who understand the impact of their condition on driving but are not emotionally prepared to take preventative action or are not aware/knowledgeable of a possible medical challenge that could negatively impact their driving 				
	 Secondary: influencers of medically unfit drivers 16-55, including friends, 				
	family members, physicians and other health professionals				
Key Messages	High-risk:				
	 Ask yourself if you are a road hazard. 				
	 Consequences are severe. 				
	 Your license is the first loss. Your life could be the second. 				
	 You will get caught. 				
	Medically-at-risk:				
	 There are many positive ways to maintain your lifestyle when you do not drive or restrict your driving. 				
	 If you or someone you know has a medical condition that puts their driving at risk, there are options. 				
	 Together we're responsible for safer roads. 				

10. AGING DRIVERS

Situation: From 2010 to 2012, drivers aged 65 and over accounted for 11.3% of licensed drivers in Alberta and 10.6% of drivers involved in fatal collisions, but represented 15.0% of fatally injured drivers.

Total driver casualties reported in 2012 for drivers 55-64 years of age included 20 deaths and 1,249 injuries. For drivers over 65 years of age, there were 31 deaths and 853 injuries. Urban and rural driver environments are very different and the impact on an aging driver can be distinctive.

Research on the extent of aging effects on driving ability in Alberta is ongoing and best practices from around the world are also being looked at for designing Alberta's aging driver road safety awareness and education programs.

Communications Objectives	 Raise awareness of medical issues and conditions that can affect safe driving. 			
	 As they are developed, promote programs and services to support the aging driver population. 			
Target Audiences	 Primary: influencers of aging drivers in Alberta, mainly 35+, including family members, doctors, pharmacists, optometrists and other medical professionals 			
	 Secondary: aging drivers, 65+ in Alberta 			
	 Markets: all (with special consideration given to rural areas, as there are 			
	fewer transportation options for the elderly)			
Key Messages	Influencers:			

 Together we share the responsibility to keep our aging drivers safe.
 If someone you know is under certain limitations, help them in the right direction.
 If you are unsure of how to approach someone you know who is an aging driver, we can help with suggestions and tips.
• People can report drivers anonymously to Alberta Transportation. Aging Drivers:
 There are many positive ways to maintain your lifestyle without driving or with more limited driving.

11. STREET SAFE YOUTH EDUCATION PROGRAM

Situation: The Street Safe Youth Education Program teaches children from kindergarten to grade six about traffic safety. The application of the concept of life-long learning, as it relates to traffic safety in the province, complements components of the school curriculum.

Communications Objectives	 To engage children and educators on the topic of traffic safety. To inspire new interest in the program for both children and educators. To encourage educators to examine traffic safety as a priority in children's learning.
Target Audiences	 Primary: Alberta teachers/educators (parents should also be engaged) Secondary: Alberta students from kindergarten to grade three
Key Messages	 Wear your safety gear when you go skateboarding. Put on your helmet before you go inline skating. Always look for danger when crossing the street. No helmet! No bike! Make sure you always ride the school bus safely – follow the bus safety rules.

12. NEW CANADIAN DRIVERS

Situation: The immediate priority is to identify the specific groups that would benefit from information related to driver licensing, training, testing and programs in the province and develop related educational materials.

Communications Objectives	 To ensure new Canadians have the information they need to drive safely in Alberta.
Target Audiences	 Drivers new to Canada, age 14+
Key Messages	 New drivers must meet all requirements to obtain an operator's license in Alberta.
	 The Government of Alberta works to ensure necessary supports are available for new Canadian drivers.

Evaluation

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This communications strategy and all communications tactics related to the established road safety priorities in the TSP receive ongoing measurement and evaluation. Numerous methods of evaluation are used, including:

- Agency reports on campaign activity
- Recall/awareness and impact on motivation tracking
- Media tracking/monitoring
- Input from traffic safety program evaluations
- Online surveys
- Creative assessment/focus testing for communications/marketing materials
- Web site visits
- Contest entries
- Community mobilization efforts/success
- Collision data
- Input from stakeholders (ie. enforcement)

Communications and education are just two components of the overall TSP strategy. Combined with legislation, engineering, enforcement and community mobilization, the key elements all work together to help ensure long-term behaviour change and a reduction in the number of casualties resulting from traffic collisions in Alberta. Communications and education will be included in the overall evaluation of the TSP.

Appendix 1 - Traffic Safety Communications Resources

There are a number of valuable resources related to traffic safety in Alberta that guide traffic safety communications work carried out by the Government of Alberta, led by the OTS, and the following key contributors:

- The Alberta TSP Subject Matter Expert group on Communications, with representation from Alberta government ministries and traffic safety stakeholders.
- Community Mobilization Regional Traffic Safety Coordinators.
- Other key TSP partners including the Office of Traffic Safety (OTS) committees on topics such as enforcement, engineering, research, industries and communities.
- Communications staff within Alberta Transportation, with support from outside resources including an advertising agency selected through an open competition.

The following plans are all available for viewing on Alberta Transportation's web site at:

http://www.transportation.alberta.ca/3112.htm and at www.saferoads.alberta.ca

- Alberta Traffic Safety Plan 2015
 <u>http://www.transportation.alberta.ca/Content/docType48/Production/TSP2015.pdf</u>
- Aboriginal Traffic Safety Strategy <u>http://www.saferoads.com/pdf/Aboriginal-Traffic-Safety-</u> <u>Strategy-2010.pdf</u>
- Annual Communications Resource Toolkit <u>http://www.saferoads.com/pdf/Communications-</u> <u>Resource-Toolkit-2013.pdf</u>
- 2013 Alberta Traffic Safety Plan Calendar
 <u>http://www.transportation.alberta.ca/Content/docType48/Production/2013%20Alberta%20Traffic</u>
 <u>%20Safety%20Plan%20Calendar.pdf</u>

Copies of the following resources are also available through the Office of Traffic Safety:

- 2010-2011 Office of Traffic Safety Communications Action Plan
- Community Mobilization Strategy

Appendix 2 – OTS Partnerships and Stakeholders

The Office of Traffic Safety works with approximately 35 traffic safety groups including injury prevention organizations, enforcement agencies, the trucking and insurance industries, impaired driving groups, school bus organizations, health representatives, special interest groups and other provincial government departments.

While each stakeholder has its own objectives related to traffic safety, together, they are working to achieve a maximum impact by targeting resources toward a sustained, all-inclusive traffic safety program.

The stakeholders are coordinated through subject matter expert committees for which leadership is provided by the Office of Traffic Safety. Under the Traffic Safety Plan, stakeholders and government work together in a coordinated, consolidated effort to achieve the objectives outlined in the plan.

The OTS works with injury prevention and enforcement agencies, the trucking and insurance industries, impaired driving groups, school bus organizations, health representatives and provincial government departments.

Generating a higher level of individual interest in traffic safety creates an opportunity for community groups to play an active role in developing and delivering local safety programs.

Appendix 3 – Communications Action Plan Template

A Communications Action Plan is developed each year based on the overall communications budget and the traffic safety plan calendar. The most recent Communications Action Plan can be found at: http://www.transportation.alberta.ca/3112.htm

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Strategy/Approach	Target	Tactics	Timing	Budget	Evaluation

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Automated Traffic Enforcement Technology Guidelines

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Province of Alberta

(September 2014) Revised



Automated Traffic Enforcement Technology Guidelines **Province of Alberta**

A. PREAMBLE

Automated traffic enforcement technology is an important tool to enhance traffic safety. These guidelines are designed to ensure fairness and consistency in the use of automated traffic enforcement technology across Alberta. Devices falling under this program include speed and intersection safety technologies.

These guidelines apply to all municipalities who are currently using automated traffic enforcement technology or are planning to use this technology.

Albertans value the safety and security of their communities. They expect that drivers who endanger the lives and well-being of others will be detected and charged. They want to know their children will be safe when they cross the road to school. Road construction workers need safe working conditions, commuters want to drive to and from work in safety and police officers need protection when conducting traffic enforcement.

Automated traffic enforcement technology is one tool that can be used to enforce traffic laws and should only be operated with the support of the local police service. Police services in Alberta not only have the primary responsibility for traffic safety enforcement but also have the expertise to determine where automated traffic enforcement technology can best be deployed to compliment existing traffic safety initiatives. Automated traffic enforcement technology programs under the direction of police will ensure compliance with existing standards and consistent enforcement practices geared towards traffic safety.

Recognizing each community has different policing needs and concerns, Albertans expect automated traffic enforcement technology to be used fairly and with consistency throughout the province.

Automated traffic enforcement technology is predicated on a municipality-by-municipality basis and its use will be restricted within their respective municipal boundaries and not on provincial highways Public advisories, standard and consistent use of signage and clear site selection criteria will promote the appropriate application of these tools. Presently, communities that are policed by the RCMP under a municipal policing contract or have their own police service can use automated traffic enforcement technology within their municipal boundaries. Automated traffic enforcement will not be in effect on provincial highways.

Automated traffic enforcement technology, combined with other speed enforcement methods, education and awareness can help reduce the number and severity of collisions on our roads.

These guidelines include a requirement for ongoing evaluation to measure the effectiveness of automated traffic enforcement technology on lowering speeds, reducing collisions and other relevant information related to traffic safety.

B. PRINCIPLES - USE OF AUTOMATED TRAFFIC ENFORCEMENT TECHNOLOGY

Traffic Safety criteria must be used to determine where automated traffic technology will be used. These criteria include, but are not restricted to, high-risk, high frequency, high-collision and high pedestrian volume locations.

- High-risk locations are those where the safety of citizens or police officers would be at risk through conventional enforcement methods.
- High-frequency locations are those where data indicates motorists are ignoring or breaking traffic laws on an ongoing basis.
- High-collision locations are those where data indicates a greater frequency of property damage, injury or fatal collisions.
- High-pedestrian volume locations are those where data indicates a high volume of pedestrian traffic.

It is also essential that automated traffic enforcement technology programs be used in conjunction with existing conventional enforcement and not used as a replacement for officer contact.

Unless approved by the Government of Alberta on a case-by-case basis, the use of automated enforcement is limited to intersection and speed related offences.

C. GUIDELINES

1. Organization

Presently, communities policed by the RCMP under a municipal policing contract or with their own police service have the ability to use automated traffic enforcement technology within their municipal boundaries. In those locations an Automated Traffic Enforcement Program can be established:

- Within a police service
- As a department or unit within a municipality
- As a contracted service to either of the above

Regardless of which option is selected or in place, responsibility for the operation of the Automated Traffic Enforcement Program shall rest with the police service of jurisdiction, which will provide direction in the following areas by:

- Ensuring enforcement is conducted in accordance with local Traffic Safety Plans
- Directing at which sites automated traffic enforcement technology is to be used, and
- Setting periods of operation and duration of enforcement

2. Site Selection Criteria

Automated traffic enforcement technology sites will not be selected randomly.

One or more of the following must exist before automated traffic enforcement technology is used at a specific site.

- 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, other areas with high pedestrian volumes.
- High-speed or multi-lane roadways;
- School and play-ground zones or areas;
- Construction zones; or
- Areas where the public or a community has expressed concerns related to speeding.

The use of automated traffic technology in speed transition zones must be justified and reasonable, based on the site selection criteria. Automated traffic technology should not be used in transition zones, when a driver is approaching a higher/lower speed zone and is within sight of a higher/lower posted speed sign, unless there are well-documented safety concerns that would justify its use.

3. Operational Requirements for Automated Traffic Enforcement Technology

A. Outside of intersections, Automated Traffic Enforcement Technology must have a human operator on site – unless approved by the Government of Alberta for areas of special safety needs or for other exceptional circumstances.

In cases where automated technology is not mounted on a vehicle and is set up away from the vehicle for safety or practical purposes, the human operator must still be positioned in close proximity to the equipment.

- B. Each automated enforcement location must have a corresponding 'Site Assessment' document issued by the police service of jurisdiction showing why the location was selected and how it relates to traffic safety.
 - This document must be refreshed every three (3) years for speed locations and every five (5) years for intersection locations.
- C. The maximum time between when an offence is detected and a ticket is placed in the mail for service should not normally exceed 21 working days.

4. Operational Considerations for Intersection Safety Devices

Collisions involving pedestrians and vehicles in intersections are a leading cause of injury-related death and disability among Alberta road users. Intersections on urban streets, where the speed limit is 60 km/hr or less, are particularly dangerous. 47% of all people killed and 57% of those seriously injured in intersection crashes were injured or killed at an intersection on urban streets. (Road Safety Vision 2010)

Intersection Safety Devices will record evidence related to both speed and red light infractions in an effort to encourage safe driving habits through increased awareness and enforcement. 10 00 00 <u>5 0 14 141000 5 50</u>00

Intersection Safety Devices that record evidence relating to speed may only be used at intersections where there is automated technology capable of conducting red light enforcement.

It is anticipated that some offenders will proceed through a red light in excess of the posted speed limit. Drivers who proceed through a red light in excess of the posted speed limit create significant risk of death or serious injury to the public. In these situations, additional charges may be pursued. Additional charges should only occur after consultation with the Crown Prosecutor's Office on the specific offense(s) detected or alternately, at the Crown's direction on all situations of this nature.

Note: Red/yellow light timing at intersections monitored by an Intersection Safety Device must be established by a qualified engineer or other qualified professional according to accepted National and/or International technical and professional specifications.

5. Public Awareness

A key element to the success of any enforcement practice, including the use of automated traffic enforcement technology, is the implementation of a strong public awareness campaign. The following criteria shall be met before automated traffic enforcement technology is used.

A. Signage

- Permanent signs shall be posted on primary access roads entering municipalities that use automated traffic enforcement technology, alerting the public that automated traffic enforcement technology is used as a speed and red light enforcement tool in the municipality.
- Freeways, major thoroughfares or other roads that are monitored regularly by automated traffic enforcement technology shall have permanent signs along the route, in both directions, advising that speed is monitored by automated traffic enforcement technology.

- Intersections where automated traffic technology is used to monitor speed and red light infractions shall have signs posted in advance of the intersection, from all directions, to advise drivers that an intersection safety device may be in operation.
- Intersections where portable automated traffic technology is used instead of an Intersection Safety Device (ISD) to monitor speed and/or red light infractions shall have signs posted in advance of the intersection, from all directions, to advise drivers the equipment may be in operation.
- B. New Automated Traffic Enforcement Program Requirements

Any new photo enforcement or ISD enforcement

- Shall advertise in the local media for a period of three months prior to enforcement taking place.
- Prior to full implementation, shall conduct a four-week familiarization period that would see the equipment in regular use but only issue 'warning notices' to motorists.

New Technology:

- All significantly new technology should be reviewed and accepted by Alberta Justice and Solicitor General before being implemented for use within a municipality.
- In today's evolving technology environment the term 'significantly' is difficult to define. Instead these guidelines will list accepted technology not requiring further review.
- A non-exhaustive list of currently accepted technology:
 - o Radar
 - o Laser
 - o LIDAR
 - Time over distance speed measuring devices using imbedded road loops.

- Road loops triggered at time intervals to detect red light violations.
- Video camera equipment designed to record vehicles traveling through red lights at intersections.
- Additionally, technology related to camera/computer/software used to record offence information once it has been detected by the primary technology will not be reviewed.

C. Public Awareness

 Existing automated traffic enforcement technology sites must be advertised on a monthly basis by notifying the local media and posting on an established web site, where possible.

6. Testing For Intersection Safety Devices

Intersection Safety Devices shall be tested at minimum every 30 days by a tester appointed under the *Traffic Safety Act*. A tester of an intersection safety device will not be considered for appointment under the *Traffic Safety Act* until he/she provides to the appropriate Alberta Transportation employee suitable documentation from the device manufacturer demonstrating that the tester is competent in the inspection and testing of the intersection safety device.

7. Monitoring

Each enforcement agency shall collect data on the use of automated traffic enforcement technology. The data will be collected monthly on each site and reported quarterly to Alberta Justice and Solicitor General.

At a minimum, the data collection shall provide information as outlined in Appendix 'A'.

All traffic enforcement technology data generated by Automated Traffic Enforcement will be retained by the enforcement agency for a minimum of ten (10) years.

8. Peace Officers engaged in Automated Traffic Enforcement

- Peace Officer Appointments allowing the use of Automated Traffic Enforcement Technology may contain, as a condition of that appointment, a clause requiring compliance with Provincial Automated Traffic Enforcement Guidelines and Provincial Automated Traffic Enforcement Training Guidelines.
- The Public Security Division, at the direction of the Minister of Justice and Solicitor General, may conduct audits to ensure compliance with these guidelines.

These guidelines will come into effect and force on September 30, 2014.



H.F.A

MEDICINE HAT POLICE SERVICE

TRAFFIC UNIT

TRAFFIC PLAN 2015-2016

Executive Summary

Every year injury motor vehicle collisions take a toll on people in Medicine Hat. These collisions have great personal, community and societal implications to our community as a whole. The development of the 2015-2016 Traffic Safety plan is based on the review of the 2014 community survey; CROMS collision statistics and through consultation with other stakeholders and partners. The execution of the Traffic safety plan will be done by the traffic safety unit in partnership with the MHPS patrol section and completed through a balance of following three intelligence led components:

- 1. High Visibility Enforcement.
- 2. Driver Education
- 3. Automated Traffic Enforcement.

The Medicine Hat Police Service is committed to reducing these numbers and improving traffic safety within our city. This document highlights strategies the Medicine Hat Police service is going to address specific traffic safety issues.

- 1. Impaired driving
- 2. Speed related collisions
- 3. Distracted driving
- 4. Occupant restraint usage
- 5. Aggressive driving behaviours

The Medicine Hat Police Service will make Medicine Hat's roadways safer by providing:

- 1. Leadership and coordination of traffic safety initiatives
- 2. Education of the public and roadway users
- 3. High visibility enforcement of Traffic laws
- 4. Use of Automated traffic Enforcement
- 5. Research and evaluation of statistical data gathered

Vision: Medicine Hat has some of the safest roads in Alberta

Mission: Reducing fatalities, injuries and saving lives on Medicine Hat's roadways

Goal: Achieve a decrease in fatalities and decrease the average number of road users seriously injured during 2015 - 2016 compared with the average figures during 2012 – 2014.

The following is a summary of specific targets the Medicine Hat Police Service Traffic Safety Plan intends to target:

• A 95 percent rate of seat belt usage and proper use of appropriate use of child restraints by all motor vehicle occupants.

- A decrease in number of fatalities involving unbelted occupants.
- A decrease in the number of fatalities involving drinking drivers.
- Maintain no increase in fatal and major injuries collisions in our school patrol areas.
- Maintain an acceptable ratio of officer-initiated / automated summonses.
- Maintain a Selective Traffic Enforcement Program (STEP) specifically educating the public and target offenders with a new emphasis each month.
- Conduct a minimum of 5 Impaired Driving, MADD Checkstops throughout each year.
- Conduct a minimum of 2 Enhanced Alberta Checkstop Program Joint Forces Operation
- **Conduct a minimum of 6 Child Restraint Clinics** in conjunction with the Palliser Health Authority and the South Eastern Safety Alliance.
- Maintain participation in the Party Program in cooperation with the Medicine Hat Regional Hospital.

Introduction

The City of Medicine Hat is a thriving city of approximately 61,180 residents according to the 2012 municipal census. It encompasses more than 500 kilometres of paved roadways and over 92 kilometres of hiking and biking trails. The Trans-Canada Highway traverses the city from east to west and the Number 3 highway terminates into the west side of the city, while Highway 41A terminates into the east side of the city.

The City of Medicine Hat currently employs 114 sworn Police Officers, 9 Community Peace Officers (bylaw) and 9 Community Peace Officers (Auxiliary.) Duties of these officers range from enforcement of Criminal Code offences to Provincial Acts and Municipal Bylaws.

Medicine Hat Police Service - Traffic Safety Unit Profile

The Medicine Hat Police Service – Traffic Unit consists of 5 constables who are supervised by one sergeant. The constables work two shifts; days and afternoons. The shifts are described as: dayshift (0700hrs. to 1700hrs.) and afternoon shift (1300hrs. to 2300hrs.).

The Sergeant is responsible for overseeing and providing strategic direction and focus to the traffic unit of the Service. They shall ensure that road safety strategies are carried out including enforcement and education initiatives. This position will also ensure that the policies and procedures of the Service, as they relate to the traffic unit, are current, relevant and being adhered to. The Sergeant works dayshifts Monday to Friday from 0800hrs. to 1600hrs.

Background

Collision Statistics

Fatalities	2	0	2	2
Injury	165	210	163	320
Non-Injury	1806	1462	1299	760
Hit & Run	507	481	379	515
Total	2480	2153	1843	1628

A review CROMS data over the past two years, on an hourly basis, reveals that the most active time for collisions to occur is between the hours of 12:00 p.m. and 8:00 p.m. while the most active time for collisions involving the use of alcohol is between the hours of midnight and 3:00 a.m.

The peak reporting days has been consistently been Monday through Saturday, with reporting dropping significantly on Sunday. Interestingly, from Sundays to Monday's collision reporting is doubled.

Part of the mission of the traffic unit is to increase safety by proactive patrolling of school zones. The current hours of both patrols and the traffic unit, allow both to have a concentrated effort during the high traffic times at the beginning of a school day and at the end. Along with high visibility traffic enforcement, the automated traffic enforcement will augment during the rest of the school day.

Collision Reporting Centre

The Collision Reporting Centre opened in April 2013, and has shown to be a vital part of the Medicine Hat Police Service. The CRC dealt with 1640 collision in 2013, leaving the Medicine Hat Police Service responsible for injury/fatality related collisions. This has allowed members to commit more effort towards high visibility enforcement.

Fatalities

A review of the Motor Vehicle Statistics for the City of Medicine Hat during the period of 2012 – 2013 revealed the following:

- There were a total of 4 deaths on the roadways within Medicine Hat.
- One of these deaths involved a small child falling out of a vehicle
- One of these deaths was that of a pedestrian in a crosswalk.
- One of these deaths was a pedestrian on the Highway #1

 One of the decedents had consumed alcohol in such a quantity that his ability to operate a motor vehicle was impaired by alcohol and cocaine. Speed was also a factor in his death.

Injury

There were a total of 483 injury collisions from January 1, 2012 – December 31 2013. When the consumption of alcohol combined with speed as mitigating factors, the seriousness of the collision increased. In those instances where occupants were not wearing occupant restraints or wearing them improperly, injury was more prevalent.

Leadership and Coordination

Collaboration amongst all our "Traffic Safety Partners" within the city of Medicine Hat and the Province of Alberta is important in any success that this Traffic safety plan can provide.

Some of the Identifiable partners and stakeholders in this Traffic Safety Plan are:

- The Medicine Hat Police Service including its Bylaw Enforcement Section and Specialized Traffic Enforcement Unit
- Alberta Health Services Traffic Safety Coordinator
- South Eastern Alberta Safety Alliance Society (SEASAS)
- South Eastern Alberta Traffic Safety Coalition (SEATS)
- Alberta Health Services
- Mothers Against Drunk Driving (MADD)
- Alberta Centre for Injury Control and Research (ACICR)
- The Alberta Motor Association (AMA)
- Alberta Motor Transport Association (AMTA)
- Safety City
- Alberta Justice and Attorney General
- The City of Medicine Hat
- Canadian Pacific Railway Police
- Royal Canadian Mounted Police (RCMP)
- Alberta Sheriffs

The Medicine Hat Police Service will continue to build strong relationships amongst stakeholders, providing education, enforcement and strong engineering principles to improve road safety. We will engage all road users, both pedestrian and vehicular in an effort to find and implement solutions for hazardous situations on our roadways. This will be done in a coordinated approach to maximize effectiveness and distribution of resources.

The Medicine Hat Police Service, Traffic Unit shall maintain a membership in the South Eastern Alberta Safety Alliance Society, South Eastern Alberta Traffic Safety Coalition

and the Alberta Motor Transport Association. As well, shall maintain a liaison role with Mothers Against Drunk Drivers (MADD). These memberships will enable the Medicine Hat Police Service to provide coordinated responses to traffic safety issues within the community in a timely manner.

Education

Education is a vital component of the Medicine Hat City Police Service "Traffic Safety Plan." Current programs being offered by the Service provide an excellent base from which to provide future educational opportunities to our young, senior and more ethnically diverse audiences.

Identifiable audience groups include:

- Aging drivers and users of the road
- New, young drivers
- School aged children
- Parents and care givers of children
- The drinking public (age 18+)
- New immigrants to our community

Through working with our stakeholders within the community we will maintain our "PARTY" Program with youth, the AMA School Patrol Program and many other lectures to groups within the community. The Police Service will continue to publicize and promote its STEP Program (Selective Traffic Enforcement Program) by posting on the Medicine Hat Police Web site, news releases to the local media and through social media. The Police Service will continue to work with SEASAS providing educational Child Restraint Clinics at least six (6) times per year.

High Visibility Traffic Enforcement

Responsibilities

The sworn members of the Medicine Hat Police Service Personnel, particularly those dedicated to the Traffic Unit, shall have an expanded emphasis on violation enforcement of Alberta Traffic Safety Act, its regulations and the Traffic Bylaws of the City of Medicine Hat. This expanded emphasis will help ensure compliance with existing legislation and provide a general deterrence for drivers and other users of the road who might choose to ignore traffic safety laws.

The Community Peace Officers of the Medicine Hat Police Service Municipal Bylaw Enforcement Section provide enforcement of the Traffic Safety Act, its Regulations and Bylaws of the City of Medicine Hat, providing a general deterrence for drivers and other users of the road who might choose to ignore traffic safety laws.

Automated Traffic Enforcement

While the sworn members of the Medicine Hat Police Service do their best to deal with speed related enforcement, it can be a never ending cycle in certain areas of Medicine Hat. For the last 15 years the Medicine Hat Police Service has deployed Automated Traffic Enforcement, also known as Photo Radar.

Automated Traffic Enforcement uses a specific area that has high volume of speed related incidents, and attempts to deter speed by setting up and being visible either with the automated box or vehicle.

As per the 2014 public survey 80% of people surveyed said that automated traffic enforcement affects the way they drive, and 36% believe it is making the roads safer.

Impaired Driving Research and Evaluation

A review was conducted using the Medicine Hat Police Service Records Management System. As a result, it was determined that the peak period of reporting of impaired drivers was between 12:00 a.m. and 4:00 a.m. with the peak reporting being done on Thursdays to Sunday.

At present, the traffic unit members account for about 11 impaired driving apprehensions from 2012-2013. In most instances, the traffic members are qualified technicians, and qualified Drug Recognition Experts.

Intelligence Led

Law enforcement has recognized the value of intelligence driven policing initiatives. The Crime Analyst for the police service uses Crime Mapping to determine were police need to distribute man power to assist with crimes and traffic safety. The crime analyst will use information captured on the Medicine Hat Police Service Record Management System (RMS), the Collision Reporting Centre (CROMS), and monthly unit reports to create the crime mapping.

Operational deployment is based on data related to criminal incidents, traffic collisions, or other incidents causing social harm. The saturation of high crime / collision locations has played a dual role in fighting crime and reducing crashes.

The continued use of crime mapping will create purpose driven traffic enforcement duties. This undertaking will have an impact on the already over-burdened Crime Analyst. The crime mapping should result in more strategic deployment of traffic members and patrol members who undertake their traffic related duties during their shift.

The Traffic Safety Unit also deploys members to areas of the city that the public deems in-need of traffic enforcement. These come in as public complaints, and allow the public to identify area's that may be in need of attention. The Traffic Safety Unit will set up the speed spy to find out the average speeds, and then deploy photo radar, or High Visibility Enforcement to educate the drivers in the area.

Prepared by: Cst. Marc Seiller #330



Medicine Hat Police Commission Policies and Procedures Chapter C



- i. receive complaints against police officers from the public and refer them to the Chief of Police under section 43(1),
- ii. provide liaison between the commission or policing committee and the chief, and
- iii. perform the duties assigned by the commission or policing committee in regard to public complaints.

7. Photo Radar

- 1. Statement:
 - a. Photo Radar shall be used as an enforcement, education and research tool. It is endorsed by the Medicine Hat Police Commission as a tool to increase public safety and reduce speeding and speed related collisions.
- 2. Definitions:
 - a. Photo Radar Devices utilizing radar to measure vehicle speed together with a remote camera to record the offender's vehicle license number as well as the date and time of offence.
 - b. High-risk Area Locations with a history of community concerns or collisions; or have a documented record of speeding; or have been evaluated in speed management studies in conjunction with road engineering considerations and is deemed high risk.
 - c. Speed Transition Zones Speed zones that drop abruptly in increment and require adjustment time for the driver to meet the new speed.
- 3. Operators:
 - a. Members operating Photo Radar will be certified in the use of Photo Radar devices as approved by the Police Service.
- 4. General:
 - a. Photo Radar shall be deployed subject to road and weather conditions.
 - b. The Medicine Hat Police Commission Policy requires the Medicine Hat Police Service to develop policy to cover the following deployment issues. Deployment locations recognized by the Medicine Hat Police Commission are:
 - i. Playground and School Zones shall be high priority deployment locations.
 - ii. High-risk areas shall be priority deployment areas.
 - iii. Areas which are unsafe to conduct conventional speed enforcement and traffic stop and narrow road that may congest traffic.
 - iv. Special events.
 - c. Special locations such as:



Medicine Hat Police Commission Policies and Procedures Chapter C



- i. Bridges,
- ii. Over/Underpasses, Construction zones (long and short term),
- iii. Changes in a speed zone where public safety is a concern,
- d. Transition Zones Deployment in a speed transition zone must be justified based on the following criteria:
 - i. At, or near, multi residence senior citizen complexes.
 - ii. Photo-radar shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns.
 - iii. Signs shall be erected on all major roadways leading into the City of Medicine Hat in an effort to educate the public to the presence of Photo-Radar.



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1. Definitions

- 1. Laser: Device utilizing infrared light pulses to measure vehicle speed.
- 2. Radar: Device utilizing the "Doppler Principle" to measure vehicle speeds.
- 3. Photo Radar: Devices utilizing radar to measure vehicle speed together with a remote camera to record the offender's vehicle license number as well as the date and time of offence.
- 4. S.T.E.P.: Selective Traffic Enforcement Program utilized by the Service to educate drivers by targeting problem areas and enforcement.
- 5. High Risk Area: Locations with a history of community concerns or collisions; or have a documented record of speeding; or have been evaluated in speed management studies in conjunction with road engineering considerations and is deemed high risk.
- 6. Speed Transition Zones: Speed zones that drop abruptly in increment and require adjustment time for the driver to meet the new speed.
- 7. Time Transition Zones: The period of time after a school or playground zone comes into effect and the period of time prior to a school or playground zone ending.
- 8. C.O.P.S: Computerized Offence Processing System.
- 9. Covert Vehicle: A vehicle utilized by the Service and having no traditional police markings.
- 10. Unmarked Police Vehicle: Any Service vehicle, other than a covert vehicle having no traditional police markings including lights or siren.

2. Traffic Sgt.

- 1. Supervises the use of radar, laser, and photo radar within the Service.
- 2. Recommends radar deployment locations.
- 3. Ensures that radar-tuning devices are maintained on an annual basis.
- 4. Supervises the coordination of the S.T.E.P.
- 5. Administers all radar, laser and photo radar citizen complaints.



3. S.T.E.P. Coordinator

- 1. Supervises the Selective Traffic Enforcement Program ensuring the program is meeting the needs of the community.
- 2. Liaise with S.T.E.P. sponsors.

4. Radar Operators

- 1. Tune the equipment on a daily basis, before and after deployment ensuring they document the results.
- 2. Selects deployment locations in consultation with the Traffic Sgt.
- 3. Responsible for the safety of members and public at deployment sites.
- 4. Remains with radar, laser and photo radar during deployment
- 5. Responsible for giving court testimony in relation to radar, laser and photo radar operations.
- 6. Members operating radar, laser and photo radar must be certified in the use of devices approved by the Service.

5. Radar

- 1. Radar units and tuning devices are assigned to each marked patrol and traffic vehicles and will not be moved from car to car.
- 2. Radar shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns.

6. Laser

- 1. Members shall ensure all laser units are recharged and the unit is returned to safe storage at shift end
- 2. Members involved in laser speed enforcement outside of their unit will wear a reflective traffic vest.
- 3. Laser shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns.

7. Photo Radar

- 1. The photo radar unit will adhere to the current automated traffic enforcement guidelines as set out by the department of the solicitor General and Public Security.¹
- 2. The Photo Radar Supervisor shall approve daily locations for photo-radar use.
- 3. A list containing a minimum of four photo radar locations to be enforced daily shall be released to the media.
- 4. Photo radar shall be deployed, subject to road/weather conditions.

Part 8 Chapter B Radar – Laser / Photo Radar



Medicine Hat Police Service

2015

- 5. Deployment locations recognized by the Service are:
 - a. Playground and school zones shall be high priority deployment locations.
 - b. High-risk areas shall be priority deployment areas.
 - c. Photo radar shall not be operated in "speed transition zones" unless in response to demonstrated safety concerns, excluding school and playground zones.
- 6. Members shall be aware of and take into consideration the use of photo radar during "time transition periods".

8. Signage

1. Signs shall be erected on all major roadways leading into the city in an effort to educate the public to the presence of photo radar.



Justice and Solicitor General

Public Security Division 10th Floor, John E. Brownlee Building 10365 97 Street Edmonton, AB T5J 3W7

May 22, 2014

Our File: A2014-003

Sergeant Fishley Automated Traffic Enforcement Unit Medicine Hat Police Service 884-2 Street SE Medicine Hat, AB T1A 8H2

Dear Sgt Fishley:

Re: Review of Medicine Hat Police Service Automated Traffic Enforcement Program

On March 11, 2014 a review of the Peace Officer Automated Traffic Enforcement Program for the Medicine Hat Police Service was conducted by Public Security Division. Subsequently, a formal report including findings and recommendations was forwarded to assist your agency ensuring that operations are conducted within the scope of the *Peace Officer Act*, the *Peace Officer (Ministerial) Regulation*, the *Peace Officer Regulation*, and the Provincial Guidelines for the use of Automated Traffic Enforcement.

The following recommendation was identified in the report.

1. Ensure mandatory training for Automated Traffic Enforcement Technology Operators is delivered by trainers designated by Public Security Division

Please be advised we can confirm receipt of applications for Instructor Designation for Mr. Dale Manley and Mr. Raymond Scott and that those Designations have been issued by our office.

The Medicine Hat Police Service is now in full compliance with the *Peace Officer Act*, the *Peace Officer (Ministerial) Regulation*, the *Peace Officer Regulation* and the Provincial Guidelines for the use of Automated Traffic Enforcement.

Thank you for your cooperation.

Sincerely,

Scan Bonneteau Director Law Enforcement Standards and Audits

cc: Chief Andy McGrogan, Medicine Hat Police Service