



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard  
April 28, 2021

## Executive Summary

The City of Calgary is exploring developing a Penalties Appeal Board for minor infractions including parking and transit tickets. This would replace the current process of hearing appeals for these infractions in Provincial Court. This approach can provide public access to justice in a fashion that is faster, cost efficient and more flexible.

Engagement objectives for this project are:

- Better understand customer experiences and recommendations for an improved customer experience
- Explore opportunities for operational improvement
- Better understand alternative resolution opportunities
- Better understand resources/supports needed for implementation

While regulatory expectations are primary inputs into decision-making, there was still opportunity for those responsible for implementation to better understand the impacts of future decisions on users and other stakeholders. Calgarians, targeted external stakeholders and City employees were invited to provide input online from Thursday, March 18, 2021 to Wednesday, March 31, 2021. There were 1329 visitors to [www.engage.calgary.ca/penaltyappeals](http://www.engage.calgary.ca/penaltyappeals) with 315 of those contributing input into this project.

When it comes to improving the customer experience, we heard:

- Recommendations for a system that acknowledges personal circumstances, including time;
- Recommendations for a process that is fair and transparent;
- Opportunities to improve operations; and,
- Opportunities to improve customer service experience through empathy and neutrality.

Scaled fines, payment schedules and community service were some of the alternative resolution opportunities that were identified.

We heard that it is important that the processes for interacting with The City should be inclusive of those with lower comfort levels. City employees suggested training and governance will help manage the transition and targeted stakeholders suggested that easier disclosure of records and more flexible appearance schedules are aspects we should pursue.

In addition to the wide range of communication tactics used to inform stakeholders of the engagement, particular effort was made to hear the voice of people less likely to participate in engagement by reaching out to a large network of trusted programs, agencies and services.



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## Project overview

We are exploring developing a Penalties Appeal Board for minor infractions including parking and transit tickets. This would replace the current process of hearing appeals for these infractions in Provincial Court.

The Penalties Appeal Board could improve customer service by providing a dispute process that is faster, more efficient and more convenient than the current provincial court-based system.

This is an opportunity for us to explore how it can improve customer service and achieve better outcomes for you while supporting community safety by freeing up court capacity for more serious charges.

There are 2 possible ways to tell your story if you get a ticket:

1. A review with the enforcement unit that issued your ticket.
2. If you disagree with the enforcement unit's decision then you can go to an adjudicator on appeal to the Penalties Appeal Board.

## Engagement overview

Engagement at The City of Calgary is *"Purposeful dialogue between The City and citizens and stakeholders to gather information to influence decision making."*

Your input, and the input of other citizens and stakeholders, helps us understand people's perspectives, opinions, and concerns. Public engagement is about considering the input, ideas and perspectives of people who are interested or impacted by decisions, before decisions are made.

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There were 1329 visitors to [www.engage.calgary.ca/penaltyappeals](https://www.engage.calgary.ca/penaltyappeals) with 315 of those contributing input into this project.

To see the engagement principles used in shaping and executing the engagement process see [Appendix A](#).

## Who participated

There were three (3) main stakeholder groups that were invited to participate in engagement. These were:

- Public – Calgarians who are interested, impacted by any potential decisions regarding the Administrative Penalties System Program.
- City employees – City of Calgary staff who are currently working in this field or with any of the stakeholder groups, including Civic Partners, Calgary Parking Authority and Calgary Police Services.
- Targeted stakeholders – Professionals working in this field and are external to The City of Calgary, including legal representatives, provincial government, registries, etc.



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## How we communicated about the project

- Facebook targeted ads (City of Calgary)
- LinkedIn targeted ads (City of Calgary)
- Twitter targeted sponsored posts (City of Calgary)
- Calgary Parking Authority network (email to internal lists)
- Calgary Parking Authority social media accounts
- Calgary Transit social media sharing of City of Calgary posts
- Calgary Transit customer advisory group inviting participation in online engagement
- Calgary Transit call centre/customer service
- Calgary Transit website update with invite to engagement participation
- Email to 350+ community organizations
- Information package sent to Intergovernmental and Corporate Strategy to share with Provincial partner organizations (Ministry of Justice, Ministry of Service)
- Information package sent to members of Council and their staff to share with constituents
- Information package sent to project team members to share with their internal teams (Calgary Transit/Calgary Parking Authority etc.)

## What we asked

Your input will lend valuable information as we explore the development of an Administrative Penalty System (APS) for Calgary, of which the Penalties Appeal Board is a key function.

Engagement objectives for this project are:

- Better understand customer experiences and recommendations for an improved customer experience
- Explore opportunities for operational improvement
- Better understand alternative resolution opportunities
- Better understand resources/supports needed for implementation

## What we heard

The following is an overview of what we heard in engagement.

Program principles ranked in order of importance are:

1. Maintaining the public's trust
2. Accessible for all citizens
3. Delivery of citizen-centered services
4. Proportionality and efficiency of operations



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## 5. Safe and secure workplace and information

When it comes to improving the customer experience, we heard:

- Recommendations for a system that acknowledges personal circumstances, including time
- Recommendations for a process that is fair and transparent
- Opportunities to improve operations
- Opportunities to improve customer service experience

A range of alternative measures were shared, including scaled fines, payment schedules, community service, etc.

Majority of you that responded indicated that you and the people you know or work with are mostly comfortable with each of the approaches listed with the exception of commuting to a City facility during work hours. Additionally, some of you also shared the importance of processes that accommodate those with lower comfort levels with these approaches.

City employees noted potential impacts implementation will have to resourcing and suggested training and governance will help manage the transition.

Targeted stakeholders suggested the human-element is an important feature to maintain and suggested that easier disclosure of records and more flexible appearance schedules are positive aspects to pursue.

- For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.
- For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.

## Next steps

Your input was reviewed, themed and summarized in this What we Heard report.

On May 18, 2021, the Priorities and Finance Committee recommended that Council defer the development of an Administrative Penalties Bylaw, and other related and necessary bylaw amendments, for presentation at public hearing no later than Q2 2022. This was passed at Council on May 31, 2021. Your input is being preserved for use when the project resumes.



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## Summary of Input

The following section is divided by what we asked. Different questions were asked of different stakeholders based on each of your experiences. The questions are separated and then those of you that responded to the question are listed within each of these sections.

- Section one (1) – Program principles
- Section two (2) – Customer experiences and suggestions
- Section three (3) – Exploring new approaches
- Section four (4) – Understanding implications from those working in the field

### Section one (1)

The program has five (5) principles that will guide how it functions. This first section outlines what we heard from you regarding how important these are and the values you hold for this program.

#### Public, City employees and targeted stakeholders

You were asked to rank the program's five (5) principles in order of importance. The following is what we heard in order of most to least important. In addition to asking you to rank the program's principles in order of importance, we wanted to better understand why you ranked these in this order. Rationales for the ranking are included in the table below. Something to note is that despite the ranking, some of you acknowledged that the principles are interconnected.

Table 1

Choice (in order of most to least importance)	Principles	Rationale
First (1 <sup>st</sup> )	Maintaining the public's trust	Reasons that were given for selecting 'maintaining the public's trust' as most important were the desire for a fair, transparent, efficient process that values equity. It suggests the process should remain impartial and respectful of the unique circumstances that people face.
Second (2 <sup>nd</sup> )	Accessible for all citizens	The primary reason for selecting 'accessible for all citizens' as the second most important principle was the acknowledgement that at its very core, The City's purpose is to make life better [for Calgarians] and a service that is accessible for all will help accomplish this. It suggests that there is an added responsibility to support people who are living with vulnerabilities or additional challenges.



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Third (3 <sup>rd</sup> )	Delivery of citizen-centered services	When it comes to selecting 'delivery of citizen-centered services' as third most important, the reasons provided mirrored 'accessible for all citizens' in that it acknowledges The City's role to serve Calgarians.
Fourth (4 <sup>th</sup> )	Proportionality and efficiency of operations	The rationale for selecting 'proportionality and efficiency of operations' builds on the other principles and speaks directly to improving the process so that it is simple, accessible, and fair. It stresses the importance of maximizing the resources needed to operate the program.
Fifth (5 <sup>th</sup> )	Safe and secure workplace and information	When it comes to 'safe and secure workplace and information', it was noted that if the system does not address the other principles, it could result in people feeling discouraged from using transit which could then negatively impact their safety. It also spoke to the value of taking measures to protect Calgarians personal information.

To see each of these broken down further, please refer to Chart 1 below. These include responses from all of you that participated in this engagement.

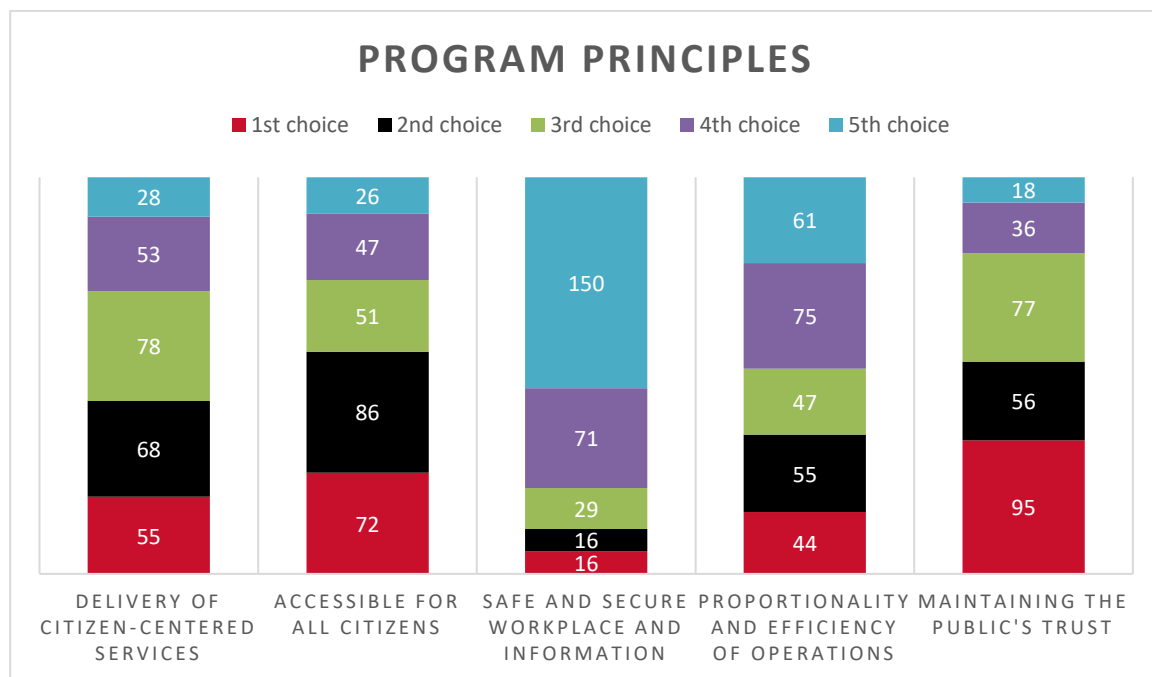


Chart 1



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## Section two (2)

This section focuses on learning more about your expectations for a positive customer experience and explores your ideas for alternative measures.

### Public and targeted stakeholders

**Have you or someone you know ever requested the Calgary Parking Authority or Calgary Transit review a ticket that they issued?**

- If no, what, if any, expectations do you have of the City in regards to the customer experience when requesting a review of a parking or transit ticket?
- If yes, what, if anything would you recommend be changed so that we can improve the experience? If you have received a ticket but never requested a review, what made you decide not to pursue a review of the ticket?

Table 2

	Theme	Detailed explanation and supporting examples
NO	Recommend a system that acknowledges personal circumstances, including time	This theme focuses on personal circumstances and largely focuses on frustration with the time required to get a ticket reviewed. It suggests that this requires sacrifices, including time away from work and family. It also suggests that the system needs to better respond to situations such as people with low-income and those who require an advocate.
	Recommend a process that is fair and transparency	This theme speaks to expectations that the process be fair and transparent. It highlights that people want to better understand the reason for the ticket and want an experience where they feel heard.
YES	Opportunity to improve operations	This theme addresses concerns regarding the process for reviewing a ticket that has been issued. It suggests that changes could be made to the operating hours, including adding evening and weekend options. It highlights that scheduling could be improved to reduce wait times and that an online appeal process would improve the experience. This theme also raises an opportunity for alternative measures, including flexible pay options.
	Opportunity to improve customer service experience	This theme focuses on a desire for a more professional customer experience that is grounded in respect and empathy. It suggests neutrality and separating the person from the behaviour is important and better responds to individual circumstances.



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## Public

**If you, or someone you know, could not afford to pay for the ticket, what alternative measures would you recommend?**

While few of you suggested that alternative measures should not be used or that the program should remain with the province, for those of you that offered alternative measures, these included:

- Community service
- Payment schedule
- Education, including attending a workshop
- Alternative measures that contribute to building skills
- Sliding scale relative to the person's income
- Depending on personal circumstances, waive the fee
- Forgiveness for first offense
- Offer a grace period
- Fair entry program for parking
- Partial payment of ticket rather than whole
- Lower fine amounts overall

## Section three (3)

In this section you shared your comfort levels with different approaches for interacting with this program as well as what resources you currently make use of, including myID and travel options.

## Public and targeted stakeholders

**We want to understand which approaches will work best for our customers. If you, or someone you know, has been issued a Calgary Transit or Calgary Parking Authority ticket, and would like to appeal it, how comfortable would you be:**





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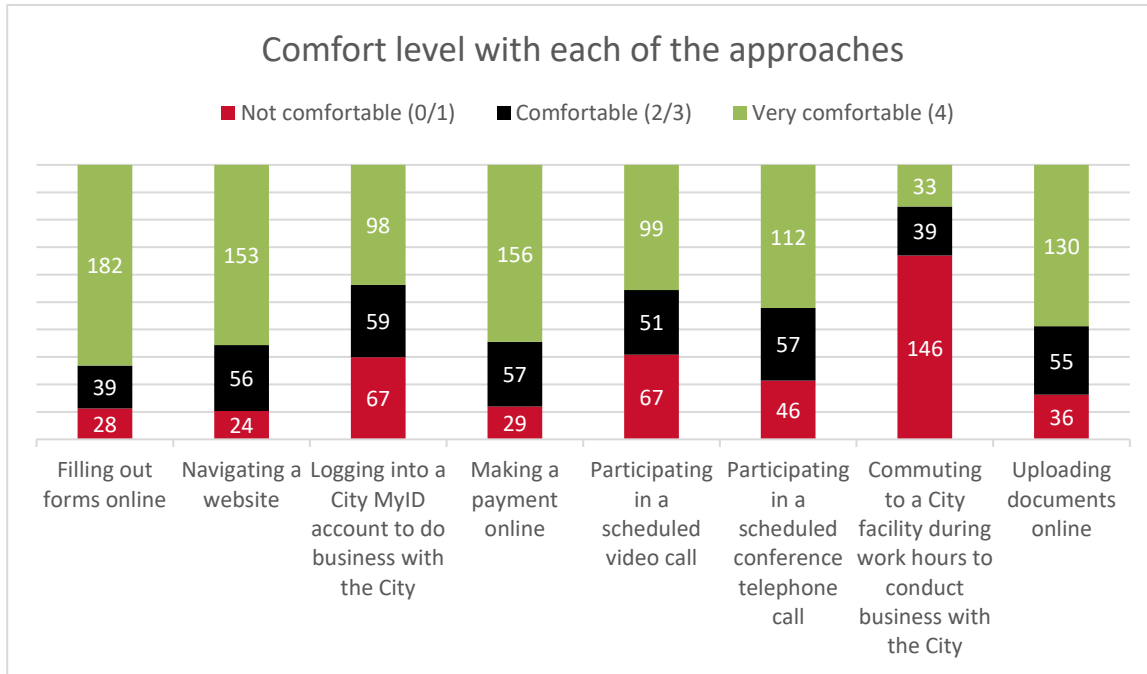


Chart 2

## Do you have a my ID account?

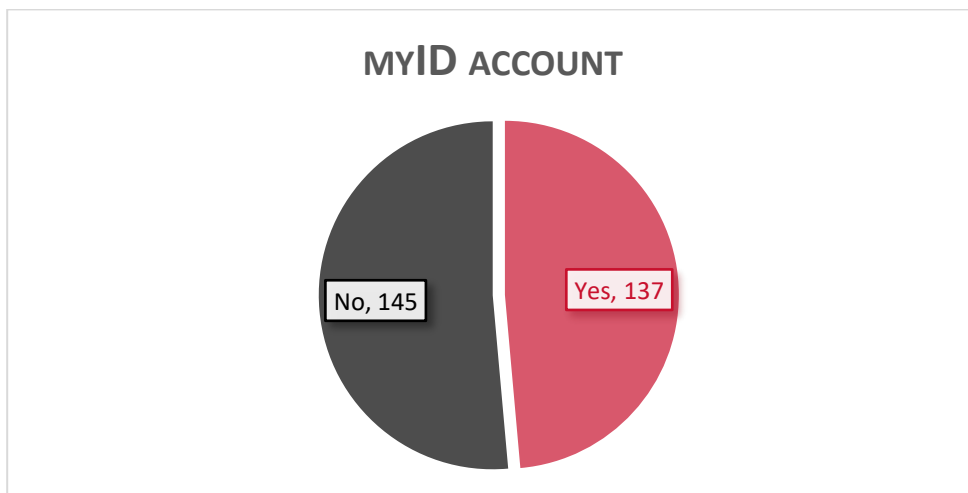


Chart 3

## Which method of travel do you use most frequently?

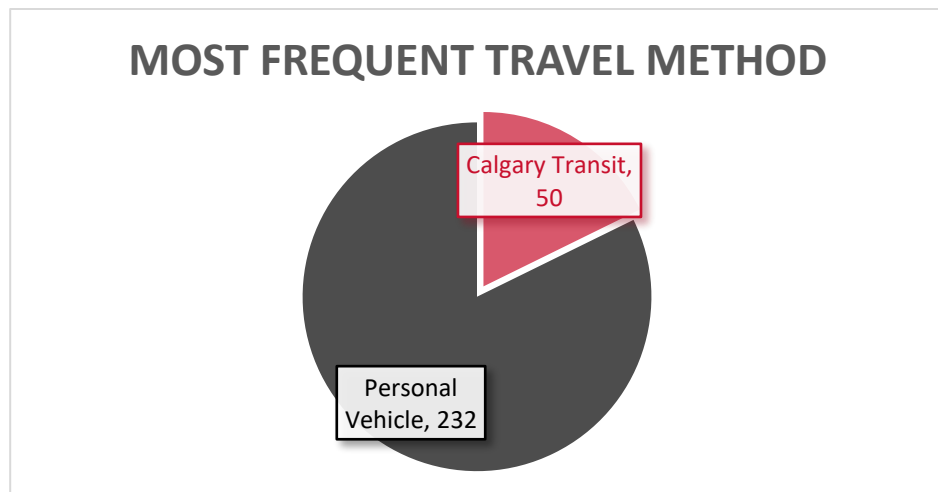


Chart 4

## Section four (4)

### City of Calgary employees

The following questions were asked of City employees only. Each question is followed up with a summary of what we heard from you.

**Based on your observations and/or interactions with how the penalty appeal system worked in provincial court, what, if anything, would you change about the appeal process?**

- Be transparent by reducing technical legal language in documents and using more plain language so people can understand what is expected of them.
- Improve efficiencies by:
  - speeding up the process and reducing wait times
  - ensuring minimal impacts to a person's work schedule
  - establishing an online process
  - offering a tribunal system

**What impacts do you anticipate the development of a Municipal Administrative Penalty System and Penalty Appeal Board will have on your work?**

While a tribunal is acknowledged as a better alternative, an impact that was identified is that this approach will require additional resources to manage the additional cases which are expected with a more user-friendly system. Alternatively, there was thought that it would reduce the amount of time that you are required to spend at court.



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## **Thinking about your job duties and experiences, what resources would you require to successfully transition to the Administrative Penalty System at The City of Calgary?**

While there are still unknowns, resources that you identified as being helpful to manage the transition are training, policies and procedures, and time to implement.

### **Targeted Stakeholders**

The following questions were asked of targeted stakeholders. Each question is followed up with a summary of what we heard from you.

## **We want to understand which approaches will work best for our customers. Based on your experiences with ticket decision appeals, which penalty appeal processes do you think customers are most likely to prefer?**

Based on your previous experiences with the system, a process that would likely be preferred includes maintaining the option for direct human contact. You also suggested that working with community partners like the library, Calgary Legal Guidance, etc. would be a valuable asset.

## **If you have defended an appellant (as a lawyer or legal counsel) what, if anything, would you change about the appeal process?**

If remaining with provincial government, a suggestion you raised to use this system as a training opportunity for judges as it offers a similar experience without the pressure of high criminal activity. If the system were transitioned to municipal government, you raised a suggestion regarding easier disclosure of City records. To accommodate members of the public, you also shared a more flexible schedule for first and subsequent appearances would be valuable.

## **If someone you defended could not afford to pay for the ticket, what alternative measures would you recommend?**

Similar to the public, your alternative measure suggestions included:

- community service
- education
- payment schedules
- diversion away from a fine-based enforcement system for those without the means to pay



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## Verbatim Comments

Verbatim comments presented here include all feedback, suggestions, comments and messages that were collected online from the public through the engagement described in this report. Input from targeted stakeholders and City employees is not included due to participation levels and privacy. All input from all stakeholders has been reviewed and provided to the project team to be considered in decision making for the project.

Any personal identifying information has been removed from the verbatim comments presented here. Comments or portions of comments that contain profanity, or that are not in compliance with the [City's Respectful Workplace Policy](#) or [Online Tool Moderation Practice](#), have also been removed from participant submissions.

Wherever possible the remainder of the submissions remains. No other edits to the feedback have been made, and the verbatim comments are as received. As a result, some of the content in this verbatim record may still be considered offensive or distasteful to some readers.

**The program has 5 principles that will guide how it functions. Help us understand how important these principles are to you by ranking them in order of most important to least important. Tell us about why you ranked the principles the way you did.**

- I have seen how the current system works, and doesn't work.
- If you're going to enforce parking with signs at least make it accessible for people that bought houses so they could park in front of their own house.
- This is a "for profit" portion of the City's operation and I believe they can fairly compete against "private industry" but The City is held to a higher standard.
- Accessibility is key to the success of this project
- Should be objective not biased in city favour
- This should be operated by Alberta Justice
- Many concerns have been raised, particularly in the U.S., about how "virtual" (remote) courtrooms disenfranchise those with limited funds, technology, or ability. I am in strong support of this initiative so long as it improves access and inclusion for more Calgarians.
- Many of our marginalized citizens are failed by systems, how they operate, disproportionately fined, or outcomes have a disproportionate affect on their lives.
- I do not have faith in the impartiality of a City of Calgary appeal process.
- Have no comment on this one
- If something is accessible to someone with a disability, it will be accessible for everyone.
- The city needs to focus on Lauren operations costs while also streamlining the provincial court system



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- The most important part of this program to me is being able to better serve vulnerable Calgarians who are often most negatively affected by administrative fines. I hope that this system allows for better access and more equitable treatment of those who are unable to properly address their violations due to mental health, addictions, and poverty.
- Court is not Citizen oriented. Also the wait times are so crazy that if you have court you basically have to take a whole day off work, losing more money in the end.
- AS a citizen, I expect you to deliver services in a way that work for citizens, and is cost, time and resource efficient for both citizens and the staff. By doing those things in a accessible, fair, and transparent way, you will build trust and support from citizens.
- System must be value for money
- They're all really important! But if the system isn't accessible, then what are you doing? The new system needs to account especially people who have scarce resources, whether it be time, money, childcare, etc.
- I think the city should have a fair, open and transparent easy to access process to review administrative penalties that is easy for everyone to access, including marginalized citizens
- Public trust in the judicial system must always rank above other considerations. Without it, society becomes divided.
- Citizens and equality first, the rest is done to support those.
- I think a lot of public trust has been lost recently. This means it needs to be too priority.
- Small accused infractions are currently too resource intensive to challenge.
- I don't understand why this program is being created. Will it generate revenue for the city? If not, leave it to the province. Protesting tickets should not be more convenient for people - everyone should follow the rules set out, and there's no reason to burden all taxpayers more to make it easier for a few rule-breakers to get out of paying a fine for something they did wrong.
- Efficiency saves dollars.
- Current processes impede citizens from fair outcomes
- Every life matters so accessibility should be available for all citizens.
- because this shouldn't be done ONLY to save the city money because the province has pressured the city to get this stuff out of traffic court. how do we know these volunteer adjudicators will be fair? or will they deny every appeal?
- Right now to go to the court house you wait ages in line to see someone. It is not very efficient, you are treated like a number, and it could be more accessible.
- Nobody cares about your information, just about the goods and services at the finish line.
- Because I don't trust the racism and misogyny evident in the law enforcement agencies including transit enforcement who interprets their data to suit themselves. Ie Subskta station used to have heavy ticket checking presence but it turns out that more tickets there was because enforcement was multiple degrees higher than other stations. Not because more people on average didn't pay.



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- As a person in a wheelchair, I am concerned first for trusting the CPS is mindful to the sometimes marginalized needs I face towards accessibility. This leads into my sense of security & safety in the community as a person & the way I operate with my belongings/vehicle.
- I want to trust that a minor infraction will be dealt with easily and efficiently but fairly so that is most important and it needs to be citizen centered because you are actually listening to me. That's most important. Accessibility is also important - I hope I can do this without traveling to another location for minor issues. It's really hard to rank these.
- No
- There are many Calgarians vulnerable to/experiencing poverty that rely heavily on Calgary transit and don't have other means of transportation. The array of people that fall into this broad category already face more barriers in life than most, our transit system should be in their interest.
- It's hard to provide feedback on this since there are no further clarification of each principle really stands for.
- Fairness, privacy and accessibility are my primary issues
- People should always be the first priority and the true measure of a society is how it treats its most vulnerable
- It needs to be run efficiently otherwise I could turn into another inefficient city service using more tax payer money to cover admin costs than saving tax money in the long term
- Trust is of the upmost importance and will be a significant factor for most Calgarians, me for one! Proper and efficient DELIVERY OF SERVICE, is what provides accountability and product. All citizens who work have a right to safety and security at work. This is vital to the working process and success of employees. The last two are needed for accessibility. And lastly #5 also adds accountability which should include a fair process of administration of services.
- Trust, access and remembering that the city is here to serve its citizens are primary aspects of all services, programs and interactions.
- Public trust is needed to ensure the public believes what city Hall says. Safety on Calgary transit has been lacking these past couple years and needs to be better enforcement during the night
- I agree with any policy that gives cities in Alberta more jurisdiction than the province.
- I think you are mocking us. Get your principles into layman terms.  
It's quite opaque to me what those things mean and how are they related to parking tickets.  
So, stop obfuscating and fogging up the matter.
- All 5 are important, but I prioritize the human element of any equation.
- While it could be more time efficient and take the burden off provincial courts, you're shifting the burden to city taxpayers. You'd need to have an appeal process in place as what you're proposing is essentially a 'kangaroo' court. How many tickets are actually disputed to warrant the usual city exorbitant cost to set this up? How many tickets would end up in provincial court after this process increasing cost and time. My rankings are irrelevant.
- No added bureaucracy

- Few people trust our government, with good reason. I've worked with marginalized people in Calgary for decades. They have always been shut out. It has become more widespread. Language shuts out others. So does the medium. You have already set the parameters. You limit the space for response. Even the name of the proposed group is unapproachable.  
We need more direct democracy. We have the technology. Now we need the political will.
- Creating a service must centre around the people who use it. Understanding that first means devising strategies which are efficient to them.
- Less tickets
- At the heart of public service, is to make things easier for citizens. That does not mean stopping fines for infractions. It means making it easier for the public to pay for infractions voluntarily, or have them deducted from wages. Explore paying for infractions with PayPal etc.
- Whatever changes you make to this program, you need to be transparent and keep it simple. All citizens should be able to either submit an online form (request a review) or opt for ticket and parking payment at a physical business (bank, AMA) in all quadrants of the city.
- I find this City has lost its way in keeping its citizens as top priority
- There must be no bias and fair adjudication process for all, especially taking into consideration personal circumstances and ability to pay without incurring financial hardship.
- Trust is foremost. If the adjudicator is like some bylaw officers or police, there would be minimal trust. Although they know the rules, they have their biases. Accessibility also means time of day. If you have to take time off work to challenge an illegitimate ticket, it is more cost effective to just pay.
- I need to know that the government is not just fining me tickets for no reason and trying to grab money from me, which you are. You do not care about the public; you like money so you'll unfairly fine tickets for parking 2 cm from the curb more or less, or for parking which is ridiculous and stupid and you have done a horrible job in keeping people's trust.
- The City should not be in charge of this. Efficiency is one thing but the body doing the fining should not handle the appeals. Should be govt oversight
- Making anything accessible for all is very difficult. Most of the time, people of privilege have better access due to knowledge of the process and ability to schedule time to participate
- Services should serve marginalized citizens first and foremost
- It is important for the process to be efficient to provide better service than the current process via provincial courts. Trust is very important, if you lose the trust of the public they may demand it go back to provincial courts system for a fair process.
- It needs to be FOR the people.
- No one trusts anything this city's leaders and bureaucrats do. You blow money needlessly and this will just be another disaster.
- In order to understand citizen's challenges first rather than simply imposing.
- My #1 was picked because I think that if this is done, there should be sufficient resourcing behind it in order to make the process efficient and prevent headaches for citizens. No waiting in line for 2 hours like at the courthouse for a traffic ticket please.





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#2 is mostly for the same reason as #1, but also is related to #3, in that the public should have full confidence in the program to provide a fair and unbiased review

- Need to be a fair system without city employees making decisions otherwise it is partial decision in favor of the city.
- It won't be helpful or efficient if its not accessible to everyone  
It wont be useful if its not efficient  
It won't work if people don't trust  
Citizens should be centred  
I don't know what safe and secure workplace and information means
- Right now if you need to fight a ticket you have to have the availability to take time off work. To be able to pay to park downtown in a high priced parking structure, because street parking is a risk. The public's trust has been risked in every sense of the word by Nenshi's administration and the CPA is an extension of this service even though separate. Has to be efficient and proportional to be trusted by citizens if it is going to work!
- Streamline the entire system
- the current system isn't an efficient use of resources but there needs to be a dispute process that is impartial and fact based. I'm curious if this would actually reduce costs overall.
- I find the current system extremely unfriendly and punitive to people who drive. Paid parking is ridiculously expensive and disuades usage. The permit parking system is difficult to use or navigate. Enforcement is expensive- cars, drivers, cameras, technology.  
Residents lose privacy and freedoms by having to justify exceptional situations such as service providers or social gatherings. Visitors are afraid to visit. Regulations can be confusing. The online system often doesn't work.
- Word salad principles to justify your jobs?
- I'm on board for anything that frees up the courts time and saves the taxpayers' money.
- People need to trust what are you doing. Everyone deserves a chance to voice their concerns, without having to pay to appeal and it's accessible for all, means online and offline.
- Having a system that is accessible to all citizens is important to me because I have many people in my life that require places to be easily accessible by transit and have mobility issues and disabilities.
- A citizen centred approach is the first step which will result in trust of the process. Safety and accessibility are givens.
- It it's going to cost more to tax payers it should not be done. Our taxes are high enough.
- Quit corruption. Bylaw officers will lie on their tickets to make quota.
- The current system is very time consuming and is not customer focused. Past history is not taken into consideration
- A system will work only if it is geared toward the needs of those it is intended to serve. I encourage engaging various groups to ensure that the needs of all Calgarians are met, especially people living in or vulnerable to poverty for whom tickets have greater impact. Further, also consider the needs of





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those with literacy and language challenges, as well as those who lack access to technology or have few technological skills.

- Trust is the key element. Any appeal body must be respected in order for participants to respect their decision.
- I think the most important thing is to work collaboratively with citizens to address their concerns and resolve issues in a fair, reasonably affordable, and transparent manner.
- There is a lack of respect for the issuing authorities of these infractions. If you are pulled over by a cop having a bad day and get a ticket with false information, it's a painful reminder that certain authorities believe themselves to be above the law. Also you need to witness to validate the situation. A cop does not.
- Accessibility. Court times do not work for public servants like teachers. It costs teachers money to take time off for such a small offence like a parking ticket.
- I applied my own sense of priority from my own experiences of dealing with the existing system.
- They are all important and need to be pretty much ranked equally
- I believe the current transit, parking and driving violations system are simply profit oriented. The system appears to be in place to create revenue for the system that operates the penalty regulatory body. Current appeals processes are significantly impersonal, robotic and do not in any way reflect citizen oriented customer service. Telephone lines are operated autonomously, the websites are vague, and uninformative. In synthesis, there is no reason for public trust to exist at this point.
- The current appeal process is ineffective and takes a lot of time away from provincial court matters.
- Equity... Weaponizing a person's inequity against them does not build a community
- The city departments exist to deliver service to all citizens. While efficiency of doing so is important for cost containment, customer experience is very important.
- Not everyone can afford the time/distance required to go to provincial court as is
- Accessibility is the most important. The people most likely to be unable to shoulder the financial burden of a penalty are those least likely to access a service for appeal.
- This needs to make sense from a cost perspective. We already spend too much and receive too little by way of services.
- Accessibility for all  
Citizens is crucial. Courts have legal aid etc
- It's a service to the public so it definitely has to be accessible to all.
- "Maintaining the public's trust" is shady. If you have to have a principle about maintaining trust, it suggests that the endeavour is not trustworthy.  
Appeals should be fair and reasonable. The idea of fining someone \$200 because they can't afford a \$3 transit fare is absurd.
- Accessibility above all.
- The parking system heavily favours the enforcement agents making it almost impossible to not pay illegitimate tickets. For example I recently had a contractor permit to park 2 additional vehicles in front of my house for renovations. I was issued tickets when I had paid for a week of parking but was



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ticketed within the week. As the city issues these and CPA enforces there was no way to fight this without going to court which is not possible with my job.

- Accessibility is #1. I live in Lethbridge, and have on occasion recieved tickets in Calgary. Its frustrating that the process to appeal your ticket costs more than the ticket, so even if you absolutely know a ticket has been issued in error it costs more to appeal in person (travel + lost wages). Also the time/locations make it virtually impossible for probably most people. A simple electronic review is awesome.
- Get trust and services correct before opening things to please everybody
- All services should be for the greates amount of citizens and should be about the citizens.
- You have no business trying to create a kangaroo court.
- Having an appeal board rather than going through court would be more effective in dealing with municipal matters. It would make my penalties feel more like a contribution and not as punished.
- [removed]
- Ease of would be a priority. Fair and prompt service is key.
- Let's get efficient!
- People come first
- Taking time away from work can be nearly impossible- If the process was truly accessible, it'd allow citizens to participate from home, during non-traditional hours. There also needs to be understanding of why people may have gotten the ticket- Were they without money to pay for parking or transit? Or were they hoping to cheat the system? it could be an entry point for low-income programs.
- Right now the processes is actual BS. There needs to be a process that focuses only on appeals.
- Hard to rank without understanding the objectives and the intent behind each principle.
- I don't want to have to take a day off work to appeal a traffic ticket. You are losing money in order to get some money back.
- I believe it is the role of the government to provide universal and compassionate access over everything else.
- Trust is most important with the City. Without trust, engagement lacks. I only put the information as 5 because I could not tie any. (I would have tied trust and accessibility.)
- Any tribunal or hearing process must have proportionality and maintaining the Public's Trust as the most important principles.
- There's no point in implementing an inefficient system. There's already one in place. So I would be in support of streamlining the process for citizens in a way that effectively used resources available to resolve disputes and appeals.
- During the pandemic many services became less accessible, courts are among them. People feel they have no one to talk to, nowhere to turn, all is not personal and virtual. This is why restoring the trust and providing citizen-centered services are the two most important principles for me.
- It was a guess. There needs to be more detail in what is involved with each item.
- You need to recognise that fees are unpopular



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- Because that ranking aligns with my values and belief about what City government should strive towards
- This program is intended to lift the burden of provincial courts and expedite the process of addressing minor infractions. In order for this to work, citizens need to feel that they are being heard and their needs are being met. This program must also provide faster turnaround times than the court system currently offers or it will feel like a worse option to citizens.
- i think the citizens of calgary deserve the best service
- I think that the legal system has become too expensive and too cumbersome. I think that a simpler system that did not require lawyers would be more accessible for the average citizen.
- To speed up the process and be fair with Calgary knowledge of the circumstances involved.
- I think the most important goal for any public service, including penalties appeal, is easy access for everyone. If you have to spend 15 hours to dispute a \$100 ticket that you believe was a mistake, that's obviously not a useful system. If there are disparate outcomes due to inaccessibility for some groups (e.g. if a well-off person knows how to dispute a ticket in 20 minutes but a low-income person would need three hours) that's also not just.
- If it is not efficient then all the rest won't matter
- The order fits within my moral compass.
- The problem with the current parking ticketing system is that the permits and rules are implemented by the same body enforcing and collecting payments for infractions, profiting from making the appeal process as lengthy and impractical as possible and the admission of guilt and payment as simple as possible. The current parking authority should be held accountable for predatory behaviour such as use of photo Enforcement vehicles, lack of positive public relations, poor services and accessibility
- Accessing the court house and long waits is not easy for all classes of people.
- I believe citizens having knowledge, transparency and being able to trust the government officials are the most important things.
- Accessibility is #1. Without accessibility it's useless. Efficiency is always a priority. Citizen centres is important...this is about your citizens. Without public trust you have nothing. Without a safe, secure workplace and information you should not be in business.
- The services should be quick, efficient, & without any delay. Better to resolve all issues through online instead people wasting people time by forcing them to come to courts.
- Accessibility is absolutely key for everyone to be able to get around the city. Many of us, especially in this current financial situation, cannot afford our own vehicles. Having transit affordable and accessible helps keep everyone employed, busy, socialized and happy. It is also a much Greener option than personal single passenger vehicles everywhere
- Being able to trust the system in place is by far the most vital, citizen centered and efficiency should follow close behind.
- Being fair is more important than being fast
- These tickets have to be more fair ...sneaky spots and wayyyyyy to expensive. Lots of us can't get jobs!



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- Transit Fares should be proportional to the distance travelled. The city is long overdue to create fare zones. This could help fare evasion and increase short trip riders
- A guess
- Safety should always be #1. Accessibility shouldn't even be a question, services should always be 100% accessible to ALL citizens.
- If it does not work to maintain public trust, it will be another system designed to keep marginalized populations down.
- The first ranked priority encompasses some of the others too - including trust, accessibility.
- A safe work environment is the start to employees caring
- Getting the job done efficiently and made accessible for all participants is the most important. Maybe I'm naive but I don't see how many safety issues could arise to make it a higher priority.
- Trust is paramount. Then it should be proportional and accessible. I don't own a laptop, not much I can do these days without that technology.
- Efficiency and cost effectiveness need to be key. Not bloated city service departments. Any appeal unit needs to be independent. Otherwise it's the fox guarding the hen house.
- Maintaining safe and secure workplace is the number one because how would they be able to provide any of the other things wrote the city if it's not safe for them to work
- Because the City needs to regain trust.
- Because citizen centered should be the guiding principle.
- The citizens pay for the streets to be maintained already they should not get parking tickets
- Regular people need to access and understand the system. Too often it is geared for lawyers only.
- Lost my faith already
- People first
- All of these are important, but equity to access should be top of mind to ensure no one faces discrimination in trying to access these services when needed.
- Does not matter where you are on income all citizens should have access.
- It should be easily accessible for everyone while maintaining safety and health within the system my only main real concern is that people get the transport they need while being able to get from point a to point b safely
- Trust is number 1, efficiency and time is also key as a user. Access to all citizens, the last 5% will always be the hardest to reach. Majority is good all is hard to attain.
- First and foremost, all manner of principles should focus on the people - that means availability to the public, and maintaining trust is crucial. In these trying times, we are dealing with social issues including safety in the workplace - again this is crucial. Citizen centered services will likely help the major minority groups.  
Frankly none of these should be ranked - all should be top priority.
- When it comes to city services they should be as efficient as to not waste money or time



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- There is no accurate way to balance "efficiency" aka budget against people without reducing your citizens to a line item on a ledger. Stop affording them equal weight and lead with a citizen-based focus.
- Maintaining trust must be at the core. It needs to be visible as a fair system.
- N/A
- This is about credibility and determination if these cases affect bipocs and marginalized individuals disproportionately.
- A system that works for all in our diverse society is of paramount importance - particularly those felt unseen or biased by current systems.
- I think that anything ticket related should be geared toward the public and maintaining public trust are crucial because if the system doesn't work for the people it's throwing money at something that is only benefiting the city and not its people, the outcome should be for the people not for governments to take advantage of people.
- The current practise is more of a deterrent
- Public service is just that Public service and anyone working in the service should have the Public best interest in as the first place for a policy.
- Services need to be provided in the most cost-efficient manner and in a way that doesn't increase bureaucracy/delay to service.
- Safety always first the rest equally important
- 2-4 iss just how I feel as for number 1. Being someone who's been treated unfair by courts and lawenforment and public organizations I feel to make this work you need to keep the public's trust
- The municipality that receives revenue from ticketing is being held accountable for appeals. This seems at minimum a dangerous setup compared to a judicial review. The trust and care that would need to be on this, and not just short term but very long term to protect from abuse, is outstandingly high.
- [removed]
- To make it easier and less administratively difficult for citizens.
- All systems and work places should be efficient and safe as a priority. Treating citizens with respect in a punitive system is the only acceptable principle in public service.
- Being efficient makes things quicker
- No change should be put in place unless it's in the best interests of citizens and any changes should treat all citizens equitably
- Citizen centred service should be the main objective of any city service.
- They're all important to me, why does one have to be rank 5, they're all rank 1 and just do them all
- System needs to be easy to understand. The process accomodates unresolved credible disputes.
- Doing it right will get the City to number five- gaining and maintaining public trust.
- A penal system regardless of what level of government administers it must maintain the public trust above all else.



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- It should be cost effective to not put a burden on the taxpayer, and it should not create barriers for those who need it the most
- 1. Proportionality and Efficiency of Operations - Job procedures, work rules are in place and identified time or duration of job processes are provided.
- 2. Safe and Secure Workplace - Signage, Identified protocols,
- 3. Maintaining Public Trust - No preferential treatment, zero tolerance for breach of ethics
- 4. Delivery of Citizen Services - Professional and Honest. Treating each person with respect.
- 5. Accessible for all Citizens - no preferential treatment. Everyone has a right to be heard
- Just don't hire more people and spend more money. You have all the resource to perform your services.
- Accessibility is the most important thing, you will gain trust from the public by delivering on the other 4
- I think it's obvious the government needs to build re-build trust with the people this year.
- Spending of city's funds in a responsible manner
- It should remain an independent judicial authority. Not your proposed kangaroo court.
- I believe that Calgary City Council is led by an administration that needs to validate its salaries ... we pay too much and receive too little
- Would rather stand before an impartial judge a board is not trustworthy
- I feel that Citizens should trust their municipal government. The last past 8 years trust has been broken. All people need to access services in a safe manner. Work places need to be safe for the employee and employer with clear understanding of the rules and regulations
- Public trust is more important for policy and city should make sure , public is aware and comfortable with policies
- If the city do not provide services to all citizens. Then privitized the transportation system. So that the salary of the councils and the mayor will be lessen per month.
- I care for what's best for the community as a whole.
- I am a [personal information removed] social worker and I believe an important thing for people who are low income/need an appeal process for minor crime/petty infractions is accessibility - making the process easy to access and understand with little paperwork. Everything should be citizen-centered and safe and secure.
- Because workplace standards have been a joke for the last 3 years.
- A system that does not allow anything to successfully be appealed means people will only lose trust in the system and not interact with it.
- I care about facts. I care about efficiency, I do not care what the faux conservative oil pigs in this city think. I do think you should be harder on these dopey anti maskers. The Calgary transit authority is harder on ticket offenders than the police are on the maskless douche bags in this city.
- maintaining an open transparent system is important and has to be usable by everyone.
- Going to court for a parking ticket is a waste of everyone's time & resources





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- A citizen must not be subject to checks by an organization outside its control. I do not agree with this program.
- I don't trust the city to do this.
- I am hoping that this process will also review the administrative penalties imposed to make sure they are appropriate to the infraction. Penalties shouldn't be imposed as a key source of revenue generation. Also, please review strict liability offences and remove the issuing of warrants for these offences. There is no need to introduce individuals into the criminal justice system for violations related to transit.
- Efficiency of operations and spending wisely is more important than someone not buying a transit ticket but wanting to reduce a ticket. Except in cases where there is a true need for clarity on the infraction, people should need to just pay the fine without wasting everyone's money getting a reduction.
- Maintaining the trust of the public should be paramount for any government action or office
- I just believe anything related to the city should begin and end with the citizen
- Why would we trust the local government they have not listened to us.
- Some of the bus stops are located in places where there is heavy traffic flow and in the winter the citizen can end up walking alongside the heavy traffic to get to the sidewalk that exists. Clearing bus stops and the sidewalks and curbs that lead to them will help a lot. Drivers should be placed on the same routes so they do not get lost and go on the wrong path which happens rarely but even rarely can become a problem if the drivers are constantly changing routes.
- The government works for the people. There should be immediate transparent answers and if you've been selected by the people, you need to be trusted.
- I believe that everything should prioritize in that fashion for the fact we want everyone to be safe. Safe at work, on the way to and from work, and at home.
- As a citizen of the NE, I do see city services may not be provided equally across the city. This needs to change, if anything, with higher population densities in some newer neighbourhoods, some of the rules that exist elsewhere in the city may not be applicable. Furthermore, many of the small rules tend to get broken a little more with little to no penalties applied.
- Well it was a tough decision but accessibility has to be #1, and public trust was an easy follow up. Beyond the first two I picked based on what was most important to me.
- As a disabled person my biggest barriers are inaccessibility, both physical (ie needing to make an appearance in person) or cognitive (having difficulty understanding information and requirements written online). I am also hard of hearing.
- I'm not even sure what some of these headlines mean "delivery of citizen centered services" what is that? "Safe and secure workplace and information" ?? how would that apply "proportionality and efficiency of operations" ? who's to say? a court.. maybe.
- CPA has no accountability to the people. They freely write tickets in split second moments using cameras instead of a coherent, critical thinking human. CPA makes the appeal process absolutely impossible and simply steals tax paying dollars for illogical parking violations. (I.e. parking 4.98m



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from a fire hydrant instead of 5m. Do you expect me to carry a meter stick everywhere I go?) CPA is corrupt and does not benefit the people.

- I believe people have equal access and that is not an issue. Running things efficiently with belief it is fair.
- Any public service must be focused on citizens and delivering services efficiently and effectively.
- The city is so untrustworthy the last five years or so in how they spend taxpayers money. So many unnecessary projects. This is just another useless project to look like you are doing your job. We are in a budget free fall, and do not need to spend more money on stupid committees
- Fair and efficient system is necessary to allow respect for the new system

**Have you or someone you know ever requested the Calgary Parking Authority or Calgary Transit review a ticket that they issued? If yes, what, if anything would you recommend be changed so that we can improve the experience? If you have received a ticket but never requested a review, what made you decide not to pursue a review of the ticket?**

- The whole process takes too long, having to wait for your hearing date then having to take time off work just to attend.  
The new system should be accessible on evenings and weekends.
- I was in the spot for less than 5 minutes (walk from car to pay station and back) and got a tkt during this period. I had proof I had parked on another parking lot and my tkt was then cancelled.
- Major problems were hours of availability, need to appear in person, and long lines. But it was impartial and accessible.
- Again the system in place is fine
- I think in fractions can be based on cumulative basis i.e. if someone hasn't had a ticket and ask amount of time they should be able to just waive the ticket depending on the severity
- I will just mirror my comments above that changes need to consider vulnerable Calgarians and how they interact with these systems.
- Timely, avoid having to make several trips
- The way they deal with people and also wait times.
- Adding same comment as above as I'm not sure if I requested a review or disputed a ticket...I submitted a review request on behalf of my mom. She was very nervous about the process and was stressed at having to prove she wasn't even in Calgary when the ticket was issued (she lives an hour out of the city). In practice, I found the process quite easy, but I am also more acquainted with these types of processes as a civil servant.
- The process is slow and intimidating in a court setting
- The line up at Provincial Court was unacceptable. It would be great if there was more than one location to go to in order to dispute a ticket. Or have more staff over the busy times such as the lunch hour.





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- They really need to listen to you and not put you on the spot like you have committed a violent offence if it's just a parking ticket or something minor.
- No idea
- Flexible, comprehensible, easily able to appeal. Again, if someone is clearly low socio-economic status, please just waive the ticket. Don't create more barriers for them and clog up the system by making them go through numerous steps merely for not paying a \$5 or so transit pass.
- I didn't dispute it at court because it was my fault and plus I don't have time. It seems easier to just pay the amount when it's obviously my fault.
- Transparent process with better trained personnel
- Mistakes get made. Courts are there to fix the mistakes
- Deciding not to fight a parking ticket or some other city bylaw or provincial law, was because I didn't want to pay twice by taking time off from work. Maybe you need night court again?
- The system works as it is.
- Nothing. Keep it as is.
- Provincial court should not be used for traffic tickets and quite a few other things. Its a waste of time and expertise. A Traffic Council or similar is a good idea...with simple, approachable rules of engagement. A bylaw officer could guide a panel of volunteer citizens...it should reduce expenses and time spent. It should yet be in the provincial court building...a nightmare to be avoided.
- Only time I have actually gotten a good outcome was having to take it to court when the judge agreed that the parking authority done [removed]
- Have the individual representing the city be knowledgeable and not misrepresent information to the court
- I find no empathy from the City
- Make it more efficient
- See above comment
- How about CPA do their jobs properly and you wouldn't have so many bogus tickets.
- It was a wrong ticket and it was canceled later. Parking authority cars circle around areas clicking pictures without checking the details.
- Lower fine with time to pay. Much better than administrative review from the city.
- See 2a
- I have received more than one unfair ticket due to system errors that I reported and because courts are overbooked I refuse to pay for parking. Take time off work and go down to potentially have judge uphold ticket. Plus no way to prove the system failed and I refuse to be called a liar in open court all because I couldn't get a screen capture of the system confirming parking session and then the system refusing to record my successful parking registration! I've had this happen 2 or 3 times.
- The machines are not user friendly at all, they do not take debit cards or cash.



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- Have a drop in appeals process, give warnings, reduce fines, scrap or simplify the system so people don't have to go to court.
- Use online system for appeal without costing a fee.
- I have recieved a ticket and opted to just pay it instead of having it reviewed because I could not take the time off from work to be able to sit in the courthouse all day to dispute it.
- It takes 60 seconds to give a ticket and tried to dispute it and was harassed and given false information.
- Circumstances that led to the infraction is not considered
- The courts were closed so I was forced to just pay the ticket or I wouldn't be allowed to have my car registered again that year.
- I have in the past paid several tickets that should have been disputed but the cost of paying was much less expensive that taking the time to travel, park and attend court.
- Wait times, communication, unbiased violation reviews and better customer service are some of the most essential areas for improvement. I have disputed tickets for myself and family members who are afraid of the coldness and disregard from many of the current employees that oversee ticket reviews. Several employees I have met come across as very judgemental in their tone and demeanour. Violation reviews should be completed by an external body; free of bias or inclination to favour the system.
- See above.
- Being able to do it online
- Yeah, provide disclosure in a timely manner, and stop spending thousands of dollars to collect small fines.
- The Justice that I had was very nice and offered me a payment plan for my infraction, which I really appreciated. I think this should continue, as not everyone can pay the full amount at once.
- again @ 1 time, we could see a fair outcome 2 our side of being 🍷.
- See above answer. Same applies
- Having a whole bunch of people appeal their tickets on the same day makes the wait very long and frustrating.
- I would not change anything. My preference is to use the current Provincial Court system should any discussions with CPA and/or CT do not result in agreeable solution.
- The same as previous. Waiting time is long, during the pandemic there is no court, people need to write letters. Not accessible to most of the people.
- Online zoom court
- make it as annoying as possible so only people that feel truly mistakenly ticketed will persue it
- The only CPA building is downtown with no free parking, has low accessibility due to restricted hours, most people working a 9-5 have to take a day off work to get information. Cues are notoriously long, employees are working in a hostile environment due to the fact that they in most situations they have no incentives to help the public, it's the opposite. The system is designed to



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make you pay fines regardless of weather the penalty is proportional/deserved. This is a conflict of interest.

- I haven't need to review a ticket in Calgary but did in other towns
- I found them excellent to deal with and they reversed a ticket I should not have gotten.
- More understanding of circumstances.
- The reviewer didn't explain anything. They didn't address my concern. Infact they closed the case & referred me to take it in court. I have instead choose to pay, waste of my money. If I would have given an option to talk to someone or explain my case then outcome would have been different.
- Explicit reasons why a ticket was issued. My landlord received one ticket that was completely vague and not understandable as to why she received it. Only through a lot of phonecalls did she recive a conveluted answer about "safety regulations for a vehicle"
- Teleconferencing has made life more accessible. This could be an option to increase speed of delivery.
- Parked in a no parking area with a sign that is hidden by branches from a tree.
- Too long
- Easier to make an appeal. Needs to take less time. Not have to physically go to city hall.
- Its completely backwards. Guilty until proven innocent. I dont park downtown anymore or even go downtown because I know I have to take pictures of my own car in different angles just in case a parking authority officer tries anything sneaky.
- Long time ago. I think I recall it being related to poor signage.
- Nothing
- Take into account mitigating circumstances.
- We already pay the city services through our taxes and fines are just another corrupt money grab
- Waste of time.
- Some individuals may have to take time off of work - unpaid - to manage these situations. Perhaps there could be something online people can participate in (a course/lecture) that can be completed within a certain time?
- Have some leeway. You can't shoot a ticket at someone if they are a few mins late.
- My concerns were dismissed and not addressed.
- More compassion for offenders. Show empathy to those in difficult situations, and leniency/flexibility in terms of payment of fines.
- I was ticketed 3 times downtown before, however the experience of disputing was easy and the tickets (except 1) was thrown out.
- Actually act when the request is issued and not a month later. There is no way the department is that busy. If it is subcontract to private companies.



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- I made a phone call to try to understand a ticket and the hassle of the appeals process prevented me from  
Making an appeal. I ended up paying what I thought was a very unfair ticket.
- The review process should provide more information on why the ticket was issued.
- The people when I went in were aggressive and rude, they didn't care to look at it, just had to pay the fine
- Dispute was handled professionally.
- I was given a ticket for parking between two signs that were half a block apart indicating it was for people with disabilities. No indication of the need for such a large zone on a downtown residential street. No one ever contacted me when I asked a review of that signage. Start by making proper signage. Be responsive when someone calls.
- just find a place with a parking spot, and maybe you can have hearing using a video conference software so nobody is losing hours to do that.
- Easier assessability. NOT DOWNTOWN.
- it was fine ... I called the number, explained my situation and the ticket was canceled ... took 5 minutes
- I got a ticket for a place I had never been.
- Would like a faster response it should not take weeks
- Make it so that Parking Authorities are easily accessible and less wait times for a response
- Payment for tickets will be in online. And there is an option to asks for discount if there is a valid reasons.
- Accessibility is huge. If I'm at fault, fine. But if I am not at fault and I had to pay out of pocket to convince someone I am innocent by taking the day off work, that feels more like extortion.
- I emailed CPA and they dealt with the issue. I had put in wrong licence plate. It was easy and helpful
- There should be less discrepancy for reviewing a ticket. Unless there was an error such as incorrect name, there should be no review of tickets. Why issue tickets just to then have to spend taxpayers money reducing the ticket.
- Yes if a ticket results in a tow there should be a way to dispute the ticket right away before having to pay to have it removed from the impound.
- I was given a parking ticket for mis typing my licence plate in the kiosk, once they saw I was the registered person for that plate and had my receipt of transactions, it was dismissed.
- Citizens do not have legal knowledge, so providing them some one to listen to them
- Would be nice to hear back from the authorities at all. It will help to have the ticket issuing person involved too (either by phone or online) Also, when paying online, id like to see no additional fees.
- Plain language on the website
- I've received 2 tickets in front of my own house for parking in a controlled zone.. they should have been struck down because I live here. the zone was a public service to us residents.. we asked for it.. and now we are penalized by it.



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- I was able to do everything online or by calling which is a good service without having to go in.
- CPA has no business patrolling outside of the inner city/downtown. I received a ticket from a CPA camera when I opened the hood of my car for wiper fluid. I was parked in front of my OWN house & my hood was open for
- Handled well.
- I have family members that make stupid decisions and park badly, and don't want to pay for it.

**Have you or someone you know ever requested the Calgary Parking Authority or Calgary Transit review a ticket that they issued? If no, what, if any, expectations do you have of the City in regards to the customer experience when requesting a review of a parking or transit ticket?**

- My husband will be disputing his ticket, I expect them to look at his proof that he was not parked in the wrong as we have the same parking down the block yet we got tickets & signs and they don't.
- I decided not to take my ticket to provincial court because I have a busy job and don't have the time. But I was tempted to do so in order to point out how disproportionate it is that I would have to take a \$40 ticket to provincial court or pay even though I had done nothing wrong. This is definitely concerning, especially for those that are not as fortunate as I am.
- To be treated fairly and have the city properly justify the ticket
- I don't have time or can I afford to miss work to go.
- The only reason I have ever heard of anyone going to court to protest a ticket is that they are fairly certain that the officer who issued it will not show up, and thus it will be dismissed. It is a run around the system for people who have time to waste and don't feel that they are beholden to the rules of society that the rest of us abide by (or pay up when we violate).
- I don't have the time to dispute, I work for myself and a day off to go to court would cost me far too much
- None, the city with their power lawyers will always win
- Useless to do that given the initial experience
- The issue of my accessible needs in parking have come up in past with the CPA before. The few times they have, a quick phone call or email appeal has dismissed the issue. This is the 1st ticket I've received from a CPS officer (ever) & the appeal process & subsequent coming court date has been extremely stressful! Training officers to recognize things such as wheelchair lifts in vehicles, etc., as well as tagging vehicles to particular needs so as not to give undo tickets that need appeal.
- Getting to court would be challenging and intimidating and the cost to travel and park unnecessarily
- If I have to take time off work to dispute a ticket there should be an efficient process. It is not worth it to have to spend 1+ hrs disputing a ticket. There should also be options to dispute outside of business hours on evenings and weekends.
- That it be simple
- Fast fair an impartial with some leniency to those who dedicate the time to fight them.
- I expect common sense, and a true feeling that parking tickets are not a cash cow.



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- The time and effort required to dispute a ticket, combined with wage losses for the time off work, generally tips the scales towards not challenging the ticket.
- I can't imagine why you would dispute a ticket if payment wasn't made?
- I didn't dispute a ticket because I chose not to pay and took the risk (ran into a store).
- Video online capability. Extensive time for everyone to appear, costs the plaintiff, the judge and city too much as it is for a 100\$, 200\$+++ ticket.
- It didn't make financial sense to pay to get to court (parking, transit, taxi, ...) to contest an illegitimate ticket. There is always the possibility the dispute would be denied, even with factual proof. If you consider my time, cost, and potential of no success, it just didn't make sense. So Joe Public just has to pay, with the current system.
- no one has the time nor willingness to go there and sit at court, people are busy and you need to do a better job getting your shit together and stop trying to be money hungry and have a more efficient system to do appeals, maybe like online court appearances. you need to actually have a system that works and doesn't just tell you to go to court, because you know the majority of people won't and you just want money.
- Should be quick and efficient
- I expect you would have to spend half a day in court waiting for your turn. Many people will go to make excuses for their infraction and very few will have evidence to properly contest the ticket
- I would feel the process is fair and heard by a judge who listens to both sides and provides a fair solution for both.
- I would expect to have a judge hear my case.
- I would expect it to be a lengthy and inconvenient process, not worth the \$40 parking ticket. I value my time more so would not contest in court. Should it be a higher fine in the hundreds of dollars, I may contest if I believe the citation is unjust.
- I would like expect court to listen to the reason and dismiss the ticket if warranted or reduce by 50% if unwarranted. If someone goes to the trouble of going downtown to fight a fine, don't waste time arguing and adjust it down. Most of the time, people fighting tickets just can't afford to pay them.
- No worth the time involved. I believe it's made purposely difficult to maintain fines as part of the city income/budget
- I did not dispute due to time constraints and over all just a hassle.
- Prompt, efficient, affordable, unbiased service accessible to anyone who wants to access it
- The price of missing hours of work without pay. you always show up on day one to get another court date. it's a waste of about a full day's work. penalized for seeking justice.
- I never have because I have been told that the parking tickets will never be removed and that there are little to no reasons a contest would be supported and the ticket dropped.
- They know the system and can play it to their advantage... We know little and will be crushed
- I hope to file a charter challenge
- Quick but efficient





# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- I did not want to spend the time and effort to go to court as it seemed to be a frivolous way to spend the court's time and my time. Although the ticket seemed to be unjust it was not worth pursuing reversal of it especially with escalation of the costs if I did not pay the ticket immediately. Also the ticket was delayed in the mail (over Christmas) and I was already paying higher than the minimum fine for my tickets.
- But I have had multiple friends and colleagues get tickets while travelling and have little recourse to appeal because the proximity is too far.
- Fair and impartial. No bureaucracy
- All tickets I received were my fault and seemed fair.
- Knowing that it would cost me lot more to go to the courts.
- No chance of a judicial review.
- If the dispute is reasonable, then it should be withdrawn
- Same answer as above
- Clear language and expectations. Options for multiple means of accessing a hearing and an understanding that some people may need an advocate.
- That it is easy to set up, flexible enough that one can make it work with one's work and family schedule, and that you are heard, with curtesy and in a non-intimidating setting
- Same as above. I'd want to feel heard.
- I expect to be given the time to be heard. I was at fault so a review was not needed.
- I didn't pursue a review because I knew I was in the wrong.
- It should be a simple and easy process with access at various hours of the day
- Due to mental health, it was easier to to have some debt for our ticket, rather than going to court, where we would have felt very intimidated; though we did have ground to get the ticket overturned.
- I didn't know I could request a review of the ticket, at all.
- I honestly didn't understand how to go to court and get a ticket. The cops hand writing was so messy I couldn't read it.
- Submit brief claim electronically, provide evidence, someone reviews statements and decides.
- Can't be bothered felt like we wouldn't even win or even be heard
- Meter expired, it was legitimate ticket.
- I expect to be treated decently without any prejudice.
- To speak to someone and have their ticket reviewed with compassion and understanding
- I would expect prompt service and a fair review based on the facts.
- Seems like a waste of time
- No, I don't think parking officers are as lenient as transit. When I first took the train I had tickets but had no idea I had to stamp them. Transit officials are really great to deal with and they always talk you through things that you perhaps misread or weren't aware of
- I've never received a parking ticket but I will say that the terrible access to downtown and parking keeps me from going there more frequently.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Not worth time off work when uncertain how long the review would take. I expected a discouraging outcome to the review as it would be slanted to parking authority not my exasperation of signage and crew activity.
- I did get a ticket and just paid because I have no time to appeal
- Open transparent process and a willingness to listen
- Customer service in application to the review of a penalty is to be curious and professional while examining the facts presented.
- Lower parking prices and quit stealing the public's money.
- Clear instructions for how to proceed and plain language explanations
- practice empathy and understanding to show issuing tickets aren't just a money grab. Bylaw officers have an extreme chip on shoulder and a power complex. They aren't really respected, especially after this year.
- City don't have enough measure to stop illegal parking . It very rare somebody get parking ticket . Because city don't care about street parking . Street parking is big issue but city don't have any plan to resolve issue.
- I don't drive, so I can't speak to personal experience, but I do think it should be accessible online and over the phone, quick and easy.
- a minimum of shaming
- That are claims be taken seriously and within a reasonable time.
- Humility, efficiency
- all information be available in a timely and accurate manner.
- It seemed like a waste of everyone's time. Maybe it should be done via video conference now that everyone is used to that.
- Time and hassle.
- When I get a ticket, I pay.
- If there is a clear violation of the rules there should be no review happening at all.  
The person that received the ticket should be taught what they did wrong at the time the ticket was issued.
- I request fair play. Just as any other ticket given.
- I didn't know this was an option
- Full disclosure of all documents and records
- If you follow the rules, you don't get tickets, hence no need to appeal
- NA

**If you, or someone you know, could not afford to pay for the ticket, what alternative measures would you recommend?**

- Fine option, working off your fine doing community service.





# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- What are we supposed to do? It's a pandemic, everyone is struggling. It's not fair to be ticketed right now.
- Community service .... cleaning parks/public spaces or working at the drop in center
- Small payment schedule
- Do community work. Cleanup litter work time in a soup kitchen for homeless etc
- Yes
- Volunteer service, attending workshop on financial management, attend workshop on career search, counselling
- elimination of the fine where warranted (e.g. living in poverty or homelessness), provide alternatives that could actually change a life circumstance (e.g. skill building), being realistic to their life situation/limitations
- Pay in instalments, community service.
- COURT ONLY
- Make them accountable with volunteer work of x amount of hours, I know for a fact that this does not occur as it should
- if their reason for the ticket is something that can not be avoided, wave the fee. If the person is definitely at fault, have a payment plan.
- Someone should be able to perform community service volunteer hours to pay for the ticket
- Our Clinic negotiated directly with City Prosecutors to find solutions (which I realize is not a common solution). Otherwise we usually went down the path of the Fine Option Program which has its own problems for vulnerable individuals.
- Payment should be priority if unable , installment plan, community service
- Go back to court and ask for extension which would take another day away from you.
- Clean up in spring
- payment plans that are truly manageable, consider throwing out charges if first offences and/or compassionate reasons
- I think there should be at least an online system to allow a ticket to be disputed, with the onus on the transit or parking authority to give evidence that it is justified.
- Payment plans or diversion programs
- Service. Sliding scale.
- I just leave it until my registration so I have time to save up the money.
- Payment schedule over several months.
- If it is a first offense, a sliding scale (relative to income) or immediate forgiveness of fine might be appropriate. For a second offense: quit driving. Drive (and use transit) responsibly, or not at all.
- Maybe instalment plan?
- Public service
- Community service work.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Call 311 and talk to the enforcement division for parking etc. Or borrow money from someone like me.
- I don't know, it would be great if the City looked into this to provide options for people living in poverty - people who are the most affected by these things. Or if the city took people's situations into consideration.
- Maybe stop charging so much for transit fare or street parking and people would be able to afford it. Money grabbers
- Waive it. Stop contributing to poverty of people living in the edge
- Community service alternative
- Community service
- This is not an issue for me at this time - it is about accessible needs being recognized. However, maybe payment plans can help those who cannot pay.
- Subsidized support or other restrictions on their license based on warnings
- Community Service if able
- There are not enough good options in this city for people in such situations, so, unfortunately my recommendations would be limited. I would recommend looking into getting a low-income reduced fare transit pass (but there are barriers to this)
- the option to make multiple payments or allowing a grace period - for example, for the first offense would be forgiven.
- Forgive the debt on first offence, time to pay on second community service possibilities
- Free transit for all
- All parking and transit tickets should be purchasable through an app. For parking if you pay once for the app and your time runs out before moving the vehicle you should automatically be charged for another parking pass. You should not be charged a fine.
- I do not know
- How about some type of community service work. Glve people a choice, pay or work it off!
- Payment plans
- Working it off , which is a great thing for some.
- Jail time
- Demerits.
- Parking ticket for parking too close to a stop sign is petty. No alternative measure. Let it go unless really egregious.
- Volunteer work
- The problem is fines (punitive) measures unfairly affect low-income individuals, and don't actually solve the problem. I don't have an alternative suggestion, though.
- Every situation is different.
- No added bureaucracy. Keep as is.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Excellent question. Our current process penalizes the poor disproportionately. Community service should be an option. Not just picking up litter. A wide array of services are needed...snow shoveling for seniors and disabled in the winter.
- Can we have a fair entry program for parking too?
- Community service, instalments to pay in parts , option to pay by credit card ( not remember if is possible)
- [removed]
- Community service, mustard seed, women's shelter, SPCA
- Partial payment of ticket
- Installment payments
- Reasonable payment plan, or cancel ticket if not employed.
- maybe have a better appeal system to be able to accomodate the need of its citizens, and put better rules in places, more free parking, more BIGGER SIGNS SO THAT PEOPLE DONT HAVE TO PAY
- Service work
- Online education on traffic rules, community service at a time and place convenient for the offender
- Unknown
- Community service hours. A grace period of 90 days to allow time to make payment. Volunteer hour program.
- Forgiveness, reduction in amount, time to pay, or a combination of these.
- Community service.
- Riding transit and getting caught without a ticket used to be \$25, the city raised it as a deterrent. We used to issue warrants now that doesn't happen. Now you want recommendations for those who can't pay. Why not just lower the penalty again?
- Reasonable prices and not money making techniques. People of calgary have already lost so much during Covid-19.
- Go to court and ask for a reduction in the fine and/or time to pay
- Payment plan or volunteer hours
- Community service. Sliding cost based on ability to pay. IE a ferrari owner should pay way more than a broken down civic
- If the person did not deserve the ticket they should not be forced to pay the ticket - as in my cases. The system confirmed my sessions, I'm on AISH. I should not have been forced to pay the fines, only the time I was parked for!.
- Can't get blood from a stone.
- Community service.
- Payment plans, add fine to registration fees, reduce fines.
- Ticket forgiveness
- Volunteer hours? Many people who can't afford tickets need to use transit to work. Maybe give one free "get out of jail" pass per year?



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Add it to their personal income tax bill. Once they are working and paying taxes, the CRA can collect it for the city.
- Volunteering
- It should be income based, people with more income should be charged more and people with less income should be charged less.. should be proportionate to income
- I would recommend working out a system where the person could be giving the option to make smaller payments over more time.
- Develop some sort of online process as a first line of appeal, and a secondary line with an in person appointment
- Community service.
- Community service( volunteer hours)
- Community service based on the skills and talents of the person; e.g., cleaning up City property (for those with few skills) or painting an electric installation box (for those with such a skill)
- Volunteer service.
- i paid on my credit card. min payments while i was working min hours. for a ticket that was issued while i had a valid payment receipt.
- Community service or proof of income ticket forgiveness.
- very few options come to mind but it would be wonderful if we could facilitate a community service program with existing resources that would cost very little. It wouldn't be a matter of recouping the fine amount but act as a deterrence.
- I think work to pay the fine off. Pick garbage along streets or in parks. Or in winter other things could be found
- This is entirely dependent on the severity of the violation. However, in regards to parking violations, there is no need (other than for profit) to charge a person \$50 - \$100 for not paying for a parking space. This is unreasonable in most cases.
- Dropping the tickets. Especially for low income/homeless individuals. Why add insult to injury when someone doesn't have the money to cover their basic needs?
- Give them a living wage and see if that changes their use of the system
- Someone who can't afford a parking ticket probably has enough stress in their lives. Just give them a warning. If it's happening constantly, that person probably needs to be referred to some services to assist them with other issues.
- Volunteer
- I think the fine needs to be proportional to the offenses. Our parking fees are outrageously high.
- For them to appeal through provincial courts
- Community service is under utilized.
- Community service
- borrow money to pay it.
- community service i.e. pick up trash etc at minimum wage.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Reduce the tickets or offer education courses like the UK does
- Alternatives like work off the penalty
- You don't care about the homeless that can't pay tickets. Your cops just keep giving them new appearance notices for the same tickets. Then those same people get a criminal charge for missing court for the tickets because they were at liberty on an AN.
- Payment plan, community service credits
- If after a fair and easy appeal process, If the fine is valid, then it should be collected just as with anyone else. Financial ability should not be a determining factor.
- Take the appropriate steps to pay ahead of time
- @ least reduce the amount & give them time 2 pay! AND I MEAN THE POOR. [personal information removed]
- Instalments, or request a later date to pay.
- I didn't realize there were options
- Community service
- Payment plans or volunteer hours for re-payment.
- In this times. 100\$ parking ticket is unreal. 1st time offenders it should be 25\$.
- Community volunteer activity
- Work it off
- Either a proportional fee to their income or a compassionate release from charges
- Contact the City for alternate payment or options.
- I would recommend that alternative measures include payment plans be utilized to pay the ticket.
- Community service hours, helping our city in an alternative approach to pay off the fine.
- Affordability is matter of priorities. There should be consequences for someone who is guilty. When you pay your fine instead of buying your beer, that is fine. The fine can be paid in few payments maybe.
- n/a
- Community service
- Installments?
- I don't know... maybe community service of some kind? Volunteering?
- part of the appeal can be that - again not easily - AND they would in some way have to prove it - be on low income support with documentation
- Some form of community service
- GoFundMe or community help?
- Find out how much a person could pay over time. If you can afford to drive then you can afford to pay.
- Community service seems like a fair alternative.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- MAKE THE TICKETS PROPORTIONAL TO INDIVIDUALS CAPABILITY! A fine that goes unnoticed by some could mean not being able to eat for someone else, you can't penalize people in economic crisis due to a global pandemic with economic penalties. Pay what you can.
- Not sure
- Don't break the law.
- A payment schedule.
- We have no other choices.
- Support system
- Ticket forgiveness or worst case, an hour of community service (MAX)
- Depending on the circumstances community outreach or payment plans, assistance programs could be offered depending on the underlying reason for the infraction
- Community service
- Fight it
- community service - service for transit or Parking depending on the tickets.
- I have none
- Unsure! We couldn't afford it, but we had to put it on credit.
- I work and volunteer with the homeless population and the only things available are our agencies giving bus tickets or waiting for a heavily inundated already DOAP team. If someone can't afford a ticket, they also can't afford other modes of transport...
- Payments over a period of time
- A donation program, I know transit tickets aren't much but I would be willing to donate a portion of canned goods or extra dog food I have to get the ticket off
- Community service hours. 4 hours minimum, 4 hours for every 100\$ increment.
- Volunteering? Ps. Question 4 scale is messed up. When I select not comfortable, it says no answer after I hit the next button. So please know I have answered them as "not comfortable" not "no answer"
- Poverty should not be an excuse for abusing parking, transit fares. However, people should be directed to where to find assistance getting a low cost transit ticket etc. repeat offences shouldn't be tolerated.
- Unfortunately would have to let it go to collections
- Community service, if ticket is over a certain thousand amount automatic tow.
- Payment plan or work it off
- Community service at standard rate of pay until the fine is worked off.
- Not pay it if they try and steal your car do what it takes to get it back
- Community service within 30 days of sentence.
- Community service?
- To make smaller payments over a period of time to make it more affordable
- Time to pay or community service



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Speak to the authority issuing the ticket
- Call the city and see the option
- Volunteer time.
- A way to make them pay it back but with something that would improve the city
- Payment plan or community service option
- Why do we need a fine for low level traffic tickets. Everything is becoming a cash cow. Have an online course on safety or something to be done in a set amount of time to avoid a fine. As well don't charge me 15\$ to pay my fine online?
- Not give tickets for parking
- Base ticket prices off of people's income. Low income families pay lower fines relative to their wage - higher income families pay higher fines. Works in Europe.
- Community service or low interest pay back
- **NOT INCARCERATION. IT'S A HUMAN RIGHTS VIOLATION TO PROSECUTE POVERTY.**  
Suggest: choice of payment terms with varied interest, alternative measures programs.
- Community service
- In regards to transit, they can walk instead of getting on. Parking tickets, then they shouldn't park where they can't afford.
- Consideration of context of infraction and the economic/social situation of the individual.
- Due date flexibility to accommodate offenders, or suggested volunteer work with an organization of meaning to them.
- community service.
- Public service. Picking up garbage God knows there is enough of it around the city. More garbage cans please. Every bus stop should have a garbage can and emptied weekly, the city guys are driving around anyways.
- Appear at court and respectfully state your case. If you're guilty, offer to perform community service.
- A reduction plus time to pay or just throw out completely.
- Community service. Example if you can't pay you pay it off by cleaning bus stops or platforms. Not just wiping things down but cleaning the rocks around garbage that sort of thing.
- Tickets should scale to salary so everyone can afford it and it isn't just a tax on the poor. Rich people can pay for the inconvenience.
- Creating a payment plan where people have a year from the day the ticket was issued that enables people to pay as much as they can towards it over the span of 12 months until it is paid off.
- No
- Free
- Community service to work it off.
- If they can't afford the ticket strictly follow the rules or don't drive. If they're unfairly ticketed they would have to fight the ticket. Insurances costs become a factor too.





# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

- Reductions for the tickets. Maybe even volunteer hours should be included to reduce fines more. Not everyone can afford large fines and to pay within a certain time frame.
- Cheaper tickets, cheaper parking. if people can't pay for parking how do you expect them to pay for tickets
- Community Services
- An income based fee system, perhaps. Waiving entirely for low income depending on how many tickets the person has had.. if the first, consider that. Or do they have an ongoing issue?
- When it comes to parking and transit there is a great deal of labor opportunities to cleaning facilities.
- Lower parking prices and quit stealing the public's money.
- payment plans
- I would research if alternatives are available, and what are the alternatives available.
- one: issue less tickets. they are not a cash revenue for the city. second in case of a ticket, a monthly payment.
- Community service
- Community service or volunteering
- Community service.
- pick up trash, rake, mow on city property
- Be able to either work or volunteer hours.
- Community service
- An instalment plan could work for some, or community service.
- I think have Alberta Works help pay fines
- Go to court ask for review
- There are level of compassions not so much pushing of asking payments to avoid complicit. Because the frontliners workers are at stakes. You people who are working in the office have a good salary compare to them.
- Move out of province.
- Maybe Review of history. Reduced cost. Simple no fee Payment plan or delayed payment.
- Community Service
- Volunteering or community service to pay off the ticket.
- Forgiveness and referrals to supports for supplemental/sustainable income.
- Fine options maybe picking up garbage on deerfoot,bingo senior home hospital maybe help with cleaning graffiti downtown ro or senior home
- none
- That the cost of the ticket be reduced to within an acceptable term of one's income. Those who are financially well off, will never truly feel the sting that a violation ticket is supposed to have as they can easily just pay it.
- Payment plan, consideration.



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard  
April 28, 2021

- instalments or means tested , to some people paying a ticket is the difference between eating or paying a ticket.
- Community Service like cleaning up the river banks or a park.
- Don't know that there are alternatives?
- Community service
- Not relevant to parking tickets. If I can afford a car and insurance costs, surely I can afford a ticket. If not, I should sell the car. Transit tickets are also cheap and there are programs in place for low income. Don't buy a ticket, pay a fine.
- Payment plans or community service
- Differed payment plan or working it off for the city
- Community services. Like being a babysitter or dog walker. Or shopping for seniors. Planning a outside event for children
- Community service. Collecting garbage in parking areas etc.
- Community service hours
- Recommend financial aid on anyone who the previous year claimed to make Less than \$20,000
- Community service..... there is always garbage to clean up, or helping thoes in need.
- Have 1 pardon per year. Donate anything you can to a charity of my choice instead of paying the full amount of the ticket
- Public service option?
- Tickets proportional to income in the first place! Options for community service or online (or in-person) courses/workshops to help regulate driving behaviours, park better, and education on signage etc to prevent future tickets
- Community service at equal to the pay of the average city council member.
- Paying on a monthly basis one what one can afford or some minimum until ticket is paid for. Currently there is nothing like that.
- Community Service picking up trash and litterFull disclosure of all documents and records
- Volunteer for the community. Pick up trash. Donate at the shelter.
- Payment plan
- Demerits
- Don't get the ticket in the first place
- NA

Contacting the City, 211



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021



# Administrative Penalties System Program

Stakeholder Report Back: What we Heard

April 28, 2021

## Appendix A

At the City of Calgary engagement means, purposeful dialogue between The City and stakeholders to gather information to influence decision making. Engagement is:

- **Citizen-centric** focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Accountable** upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Inclusive** making best efforts to reach, involve and hear from those who are impacted directly or indirectly;
- **Committed** allocating sufficient time and resources for effective engagement of citizens and stakeholders;
- **Responsive** acknowledging citizen and stakeholder concerns;
- **Transparent** providing clear and complete information around decision processes, procedures and constraints.

The City's commitment to transparent and inclusive engagement processes is outlined in the *engage!* Policy (CS009).