



A safe and secure journey for everyone

The City of Calgary Public Transit Safety Strategy

ICS: UNRESTRICTED

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Land acknowledgement

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Indigenous peoples have their own names that have been in use long before Scottish settlers named this place Calgary. In the Blackfoot language, they call this place, Moh-kins-tsis. The Îlethka Nakoda Wicastabi First Nations refer to the Calgary area as Wicispa Oyade and the people of the Tsuut'ina nation call this area Guts-ists-I. The Métis call the Calgary area Otos-kwunee.



Our commitment

A safe, clean, reliable and convenient transit system is the backbone of mobility in any city.

Calgary Transit moves customers to every quadrant of our city every day: to work, to school, to spend time with friends, to appointments and to places of worship.

We know Calgarians want and deserve the very best – and safest – experience whether riding our LRT, buses or shuttle vehicles. We’ve heard a very clear message from our customers, residents, visitors, Council and employees that there is work to do to increase feelings of safety when taking transit – and we take your concerns seriously.

We are a big city with big city problems that are showing up on our transit system, as well as in other public spaces. Mental health and addiction struggles, homelessness, social disorder, affordable housing shortages and crime have touched every large North American city in increasing volume. While we are not alone in dealing with these impacts, we are resolute in our commitment to bring solutions and all our creative thinking to the table.

Working with our public safety partners, this strategy will help us meet these challenges with a compassionate connection to resources for those who need our help, and enforcement for those who break our laws.

We have already made significant investments and improvements to the safety, security and environmental design of our system. Our Public Transit Safety Strategy will move us even further forward by identifying a series of necessary investments to support us in building a safer, people-focused approach for our future.

Making our transit network a safer place to ride is a shared responsibility between government partners, law enforcement, social sector agencies and riders. By working together, we can make the transit system as safe as possible, and a transportation mode of choice.



Katie Black
General Manager,
Community Services



Iain Bushell
Director,
Emergency
Management &
Community Safety



Sharon Fleming
Director,
Calgary Transit



Doug Morgan
General Manager,
Operational Services

Statement from the Chief Constable

The Calgary Police Service is a committed partner in addressing transit public safety. Our collective effectiveness in public safety depends upon the integration of efforts across many city departments. As safety in our community is our number one priority, a safe transit system is an obvious subset and integral component of that. As your police service, the CPS is dedicated to ensuring that we maximize our efforts and make transit a safe space for all.

Mark Neufeld
Chief Constable,
Calgary Police Service



**CALGARY
POLICE
SERVICE**

Executive summary

Calgarians are expressing apprehension about riding transit. Addressing social disorder on public transit is a high priority for The City of Calgary. To have a vibrant city, we need a safe, efficient and welcoming transit system that people want to use. Safety on public transit has become an international issue. Canadians in major cities are experiencing increased violent crime and visible social disorder on and around transit systems.

The Calgary Public Transit Safety Strategy outlines The City of Calgary's recommendations for achieving that goal. It proposes short-term actions that will provide immediate results. It also provides a long-term road map for achieving a safety model that improves the perception of safety, decreases the number of incidents on the system and defines optimal response times.

In developing this strategy, a review of Calgary's public transit safety system was completed, which assessed the current state model within the transportation and response systems. Research, best practice reviews and engagement also helped to shape our understanding of the issues. The goal was to identify strengths and weaknesses, and opportunities for improvements and potential risks that would inform the strategy.

The strategy framework brings together experts across disciplines to collaboratively address safety concerns. Delivery of this multi-disciplinary model will address harm, social disorder and community safety, and provide

a secure environment on and around the transit system. It connects and coordinates services and systems, making the best use of available resources based on data-driven decisions.

This people-first approach prioritizes the well-being, comfort, and security of passengers and staff. It supports designing, implementing, and maintaining transit systems with primary focus on the needs and experiences of the people who use them.

The 2023 Canadian Urban Transit Association (CUTA) offers recommendations for developing an integrated service model to address harm, social disorder, community safety, and reassurance of safety on and around the transit system. Utilizing these recommendations, Administration has improved on its compassionate focussed service model, allowing deployment of appropriate City resources to respond to safety incidents, prioritize staff safety, and build partnerships with community organizations.

The following framework is a result of comprehensive jurisdictional scans and broad engagement. By acknowledging the need for systematic change, identifying the appropriate resources and skills required for success, and committing to actions within the strategy, Calgarians will experience an improvement in transit safety.



Integrated response



Connecting to community resources



Staff well-being



System modernization



Station infrastructure

Introduction

Research indicates that many Canadians feel less safe today than before the COVID-19 pandemic. Cities across Canada are experiencing visible social disorder and increasing crime rates on the streets.

A national survey conducted by the Angus Reid Institute in September 2022 found that three out of five Canadians (60 per cent) believe crime has increased in their communities in recent years.

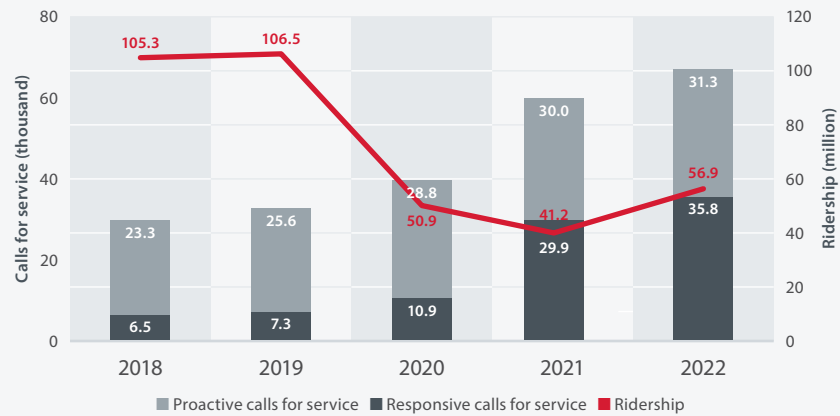
Calgary has not escaped this national trend and its impacts are being felt on our transit system. According to Calgary Police Service (CPS), crime and calls at Light Rail Transit (LRT) stations started to show considerable increases in the volume and severity of violence in the fourth quarter of 2021. There were 1179 total crime occurrences in 2022 compared to 807 in 2021, which is a 46 per cent increase.

Understandably, this is a source of concern for Calgarians and many are feeling less safe in our public spaces, including the transit system. Eight-in-ten (81 per cent) Calgarians believe their concern for personal safety is or would be a consideration when deciding whether to take public transit. Nearly as many (78 per cent) agree riding on a bus feels or would feel safer than riding on an LRT because of their proximity to the driver.

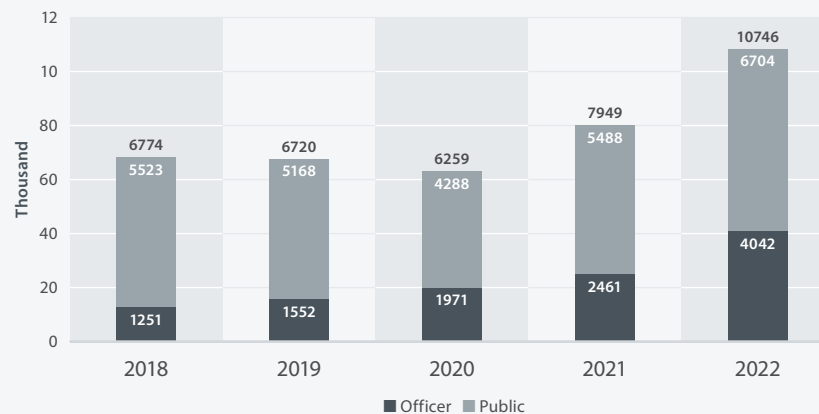
Other Canadian municipalities are also experiencing increasing social disorder on their transit systems. The *Toronto Transit Commission (TTC)* has seen a rise in offences against customers and employees attributed to societal challenges such as homelessness, mental health challenges, substance use and random acts of violence. Edmonton has reported high levels of drug poisoning, visible open drug use, a doubling of the number of homeless people and an increase in the number of people with apparent mental health challenges. These are complex societal issues that are being felt across North America, causing disorder in all public spaces, including transit systems.

The fact that Calgary is not alone does not take away the concern for riders, residents or for all of us working to make the system safer. This strategy outlines our intentions for collaboratively working in response to the societal challenges that are impacting Calgarians.

Total Transit ridership and Peace Officer calls for service



Calgary Police Service total calls for service on LRTs and LRT property



Eight-in-ten (81 per cent) Calgarians believe their concern for personal safety is or would be a consideration when deciding whether to take public transit.

Background

While it is true that incidents of crime and calls for service at LRT stations started to increase in volume and severity during the pandemic, the broader societal and economic issues that led us to this situation began many years before COVID-19 disrupted our lives.

One of Calgary Transit’s customer commitments is to ensure customers feel secure and safe while using the system. A secure and safe public transit system provides a vital lifeline for fostering community interaction and cohesion. It can cultivate a transportation network that brings people from different backgrounds together, nurturing social connections and a sense of belonging. Moreover, public transit has the potential to transform neighbourhoods, fostering vibrancy by reducing dependency on private cars, and creating pedestrian-friendly streets and dynamic public spaces.

Mental health and addictions

The stress of uncertainty and change during the COVID-19 pandemic impacted the mental health of many Calgarians. Some Calgarians turned to drugs such as cocaine, heroin, ecstasy and methamphetamine. Over the past 10-years years, the potential for harm from drug use has been made worse by a street drug supply that is often contaminated with synthetic opioids like fentanyl.

In 2018, the negative impacts of drug use were becoming more visible in the downtown area and on the transit system. Increasingly, it was impacting people living and working in the city and causing deep concern. It was this year that the number of tickets that were written for fare evasion decreased. The focus shifted to social disorder and/behaviour issues and the implementation of non-enforcement strategies to assist those in need.

In response to growing concerns on the transit system, a pilot project was launched in 2018. The Transit Community Outreach Team (COT) is a partnership between Calgary Transit and the Calgary Alpha House where peace officers and the Human Centred Engagement Liaison Partnership (HELP) Team (formerly the DOAP Team) work in pairs, to provide compassionate access to social supports. The officers and outreach worker teams conduct welfare checks, advocate for clients, and connect them with a variety of social support, including accessing shelter, detox treatment and healthcare.

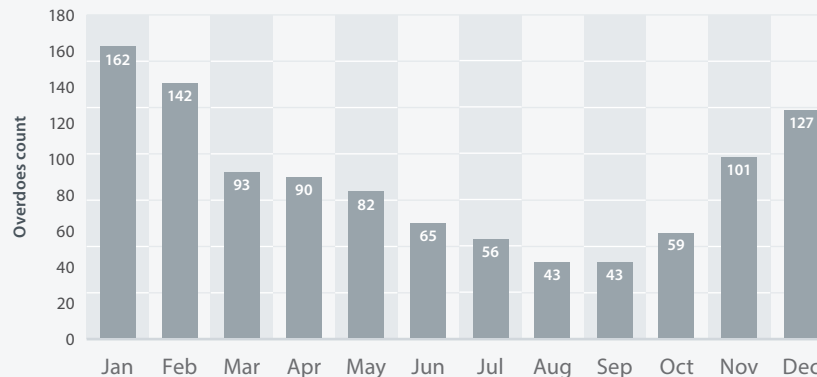
ICS: UNRESTRICTED

Transit peace officers are vital in maintaining the safety and security of all Calgary Transit customers and its infrastructure. They are the point of contact for riders, providing information and reassurance. Officers respond to all crimes and disorder on transit property.

The economic downturn

Leading into 2020, Calgary was still recovering from the most recent significant economic downturn, occurring from 2014-2016. The downturn had ripple effects on various sectors, impacting unemployment rates and affordability within the city. Calgarians of various socioeconomic backgrounds were impacted; those from marginalized populations and those experiencing previous vulnerabilities suffered greatly. The average monthly number of Alberta households on income support almost doubled during this time (from approximately 33,500 in 2014 to 60,900 in 2019).

Peace officer responses to overdoses at LRT stations in 2022



The COVID-19 pandemic

Public health measures introduced during the COVID-19 pandemic led to a dramatic reduction in transit ridership. In April 2020, working-from-home mandates were announced and non-essential businesses were closed. Low ridership and the closure of many other facilities around the city made transit stations a magnet for large gatherings, social disorder and vandalism. This issue was compounded by the release of non-violent inmates from Alberta’s remand centres and prisons to reduce congestion during the pandemic. *By June 2020, Alberta’s prison population was down by 35 per cent.*



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The City of Calgary’s response

In 2022, as we welcomed back riders that were returning to their place of work coming out of pandemic restrictions, it became clear that transit safety had become an issue. Not only for riders but for the homeless who were using transit for shelter. At the beginning of that year, several LRT stations had to be locked overnight to prevent large gatherings of people experiencing homelessness.

Addressing transit safety is a high priority of City Council and Administration. With the help of the budget growth package approved by Council in July 2022, The City took action to increase transit safety initiatives.

Over the past year, The City has taken many actions to improve safety, including the following:

- Increased Transit peace officers by 25 per cent.
- Increased patrols from four to seven nights a week with support from paid duty Calgary Police Service officers from four to seven nights a week.
- Prioritization by Calgary Police Service on proactive policing across Ctrain station locations on 21 occasions.
- Implementation by Calgary Police Service of 16 covert and overt operations, ranging from one week to multiple months, focused on reducing crime and disorder on and around transit locations.
- Increased the number of community outreach teams from three to four.
- Committed Calgary Police Service resources to overt and covert operations with sixteen ranging in duration from one week to multiple months.
- Hired 31 corporate security guards to patrol LRT stations.
- Launched the Calgary Transit ambassador program to increase staff visibility and customer support.
- Introduced 24/7 coverage for station cleaning with additional porters and night cleaners.
- Improved lighting and infrastructure at LRT stations.
- Improved coordination and supports for people sheltering in LRT stations during extreme cold. Transit buses staffed with peace officers and Alpha outreach workers provided over 900 transports to the Calgary Drop-In Centre and Calgary Alpha House.

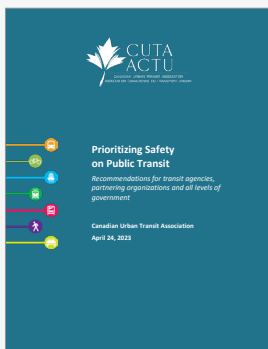
Guiding documents

Calgary Public Transit Safety Strategy was informed by long-term municipal strategies, guidelines, recommendations and frameworks from the following strategic documents.

Canadian Urban Transportation Association

Prioritizing safety on public transit:

Recommendations for transit agencies, partnering organizations and all levels of government



Within the 2023 Canadian Urban Transit Association (CUTA) report are recommendations for partnering agencies that provide guidance on accountability and shared responsibility; recognizing there is not one solution nor sole resource available and equipped to address the critical issues on and around transit. CUTA's transit safety recommendations were developed through a national task force with representation of Canada's largest transit agencies including Calgary Transit.

The Strategy aligns with the recommendations within the CUTA report and will work closely with peers and partners to establish shared responsibility, and accountability.

Through a collaborative approach to problem solving the Strategy aims to provide a holistic response that addresses areas of accountability within the appropriate jurisdiction.

2023 CUTA focus areas



Customer and staff safety

- Transit safety plans
- Resourcing
- Communications and technology
- Infrastructure

Substance use

- Substance use
- Connection to the opioid crisis

Housing and supports

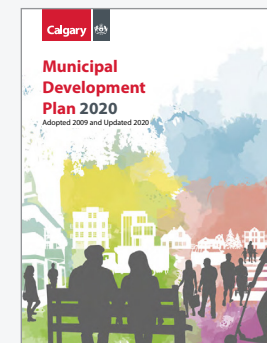
- Use of transit for shelter space
- Connecting the housing crisis

Mental health

- Conduct and safety on transit
- Partnership models with service providers

The City of Calgary

Municipal Development Plan 2020



The Municipal Development plan is the vision for how Calgary grows and develops over the next 60 years. It works together with the Calgary Transportation Plan to provide multiple transportation options so all Calgarians – whether travelling by car, bike, transit or foot – are able to travel safely and conveniently.



2023 Council's Refined Strategic Direction

Top three priorities:

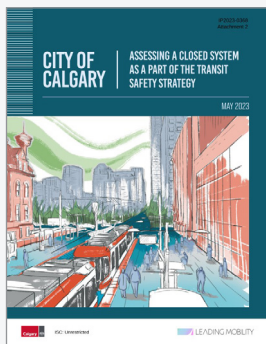
- transit
- downtown revitalization
- land use and local area planning

Four result areas:

- public safety
- climate
- modernizing government
- social equity

The City of Calgary

Assessing a Closed System as Part of the Transit Safety Strategy



The 2023 Closed System Report assesses the feasibility of improving transit safety through a closed system. The report addresses the broad social issues impacting cities across the country resulting in emerging strategies to address the complex safety issues.

The completed study determined that there is no correlation between the provision of fare gates and increased transit safety on existing systems with fare gates.

Based on the technical assessment and partner engagement, focusing on an enhanced staff model and associated infrastructure is advisable to improve transit safety across the LRT system. This approach avoids the substantial risks and challenges related to closed system typologies and provides the most flexibility in resource management and staff deployment in responding to changing conditions on the LRT system.

**Leading Mobility (2023)
Assessing a Closed System as Part
of the Transit Safety Strategy**

The City of Calgary

RouteAhead: Calgary Transit's 30-year Strategic Plan



Transit is the backbone of Calgary's best future. Calgary Transit integrates movement and land use by creating an intuitive, safe, accessible and welcoming system that is convenient to use for Calgarians and visitors.



What we heard

Report from our Engage team

Calgarians top transit priorities

- frequency and safety for the next five years

Common themes

- social disorder around LRT Stations

Comments from people representing businesses and organizations showed concern for the accessibility and safety of their members and customers in going to and from their location.

RouteAhead

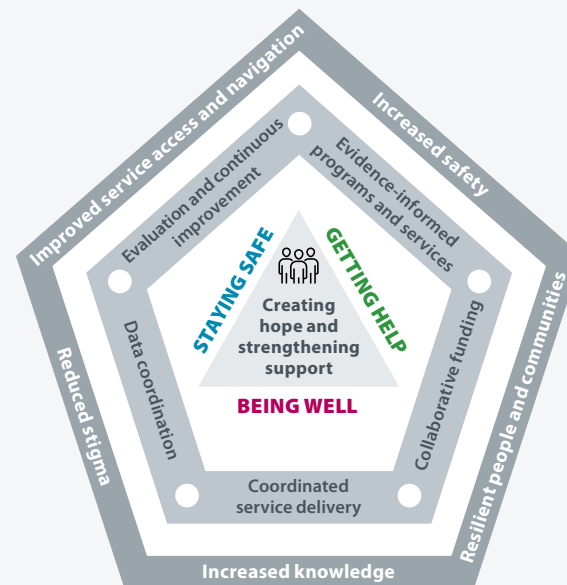
Calgary Mental Health and Addiction Strategy

A community of connections: Calgary Mental Health and Addiction Community Strategy and Action Plan 2021–2023



This strategy and action plan is about helping Calgarians to live well. We all need help and support at various times throughout our lives. While one in five Calgarians both young and old alike will experience a mental health issue or prolonged illness in their lifetime, five in five Calgarians can help make

life better. This strategy views health in a holistic way.



Vision for public transit safety

Vision

Every public transit rider experiences safety, confidence and peace of mind.

Mission statement

We will build a collaborative team of compassionate and skilled professionals who are committed to providing a reliable and safe means of travel. We will contribute toward a vibrant city, with a safer and more secure public transit system that enriches lives and enhances the well-being of our diverse and interconnected communities.

Core values

Safety and security

Our primary goal is to create a safe and secure transit environment that ensures the well-being of passengers and employees. This will be achieved by implementing additional safety protocols and preventative measures. We will also introduce improved infrastructure and faster response times. In taking a proactive approach, we will prevent safety incidents by identifying potential risks, analyzing trends and utilizing data-driven insights.

Integration and partnership

We recognize that safety requires the collective efforts of many. We will look for new ways to collaborate with Calgary Police Service, Corporate Security, Calgary Transit, Calgary Alpha House Society, the Calgary Drop-In Centre, Calgary Homeless Foundation, community organizations and passengers to develop comprehensive safety strategies, share information and foster a culture of shared responsibility.

Innovation and system modernization

We will leverage innovation and technology to enhance transit safety. By investing in surveillance systems, communication tools, data analytics and predictive modeling, we can proactively identify potential safety threats, optimize resource allocation and continuously improve our safety strategies.

Continuous improvement

We are committed to constant improvement. Regular evaluation of safety programs, incident analysis and passenger feedback will guide our efforts to refine our strategies, policies and procedures. We will adapt to emerging safety challenges and stay ahead of evolving security trends.

Transparency and accountability

We understand the value of transparency and will maintain open lines of communication with Calgarians. We will provide clear information about safety measures, updates and incidents, ensuring accountability for our actions and decisions. Transparency fosters trust and enables meaningful engagement with the communities we serve.

Community partnerships

We will maintain a robust community approach to support vulnerable people by providing compassion-based care, support and resources. Our staff will receive comprehensive training to give them the tools they need, enabling them to handle difficult situations compassionately and ensure the safety of all individuals involved.

Inclusive and accessible

We recognize that everyone's perception and reality of safety is different when riding transit based on their lived experiences. We will ensure that Transit is a welcoming place for all riders by identifying unique customer needs, prioritizing accessibility, and committing to an inclusive environment.

Transit safety will remain a top priority for all of us. We will continue to be collaborative in how we work with our partners. No single agency can solve this issue alone – together we will deliver effective strategies to deal with this complex problem and deploy our safety resources in an integrated and collaborative way.

Aaron Coon,
Chief, Public Transit Safety

Current state review and summary

In developing this strategy, a review of Calgary’s transit public safety system was completed, identifying and assessing the current state model within the transportation and response systems. The goal was to identify strengths and weaknesses, as well as opportunities for improvements and risks to success.

- Transit employees, multiple business units and external partners were engaged and their input was critical in shaping this strategy.
- Research and data are the foundation of any informed strategy. A comprehensive analysis was completed in the development of the Calgary Transit Public Safety Strategy.
- Trends and leading practices were examined. Subject matter experts were interviewed, and local and national emerging issues identified.
- We also looked to other municipalities to understand how they have been addressing these complex and far-reaching concerns.
- Our findings formed the basis for the strategy framework.

Women are more likely to use public transit and face increased and unique barriers to accessing public transit, mainly fears for their safety.

(Chowdhury and van Wee, 2020)


In addition to gender, factors such as race, age, and income contribute to a person’s access to and experience with public transit.

(Blumenberg, Brozen and Loukaitou-Sideris, 2018). WomanACT



We have heard from Calgarians and want you to know we are working hard to make transit in Calgary safer. This is a highly coordinated, multi-agency effort involving the Calgary Police Service, Transit Safety, Community Services, 911 and Calgary’s many community social service partners, stepping-up their collaborative efforts to increase safety for Calgarians.

David Duckworth,
Calgary’s City Manager




What we heard



What we did



The opportunity



The desired result

Professionals with different skills and disciplines need to work together to address safety concerns.

Review of current state service model that identifies the resources and skills required for integration and coordination between partners.

Establish an integrated model, partnering with Calgary Police Service, Corporate Security, Calgary Transit and the Community Outreach Team to provide the right service, to the right person at the right time.



Integrated response

- partnerships
- district model
- response time

Connect vulnerable people with the resources they need to thrive.

Review of community resources and partnerships to ensure connection and coordination with those experiencing vulnerabilities.

Collaborate with partner agencies to connect the appropriate resources to the individuals requiring them.



Connecting to community resources

- compassionate care and support

Ensure all transit staff including officers, are well-prepared to address the various safety concerns that arise on transit and at transit stations.

Review of employee training and wellness initiatives to ensure support and adequate tools are available.

Provide frontline staff with the training and tools that prioritize well-being and educate on a 'people first' response.



Staff well-being

- enhanced staff training and supports

Align communication systems for seamless data integration.

Review of current state communication systems to improve alignment in information sharing, call processing and responding.

Close current gaps in communication systems and leverage opportunities to modernize systems that improve data integration and unified response.



Systems modernization

- integrated communication and data sharing
- centralized dispatching

Work toward well-designed, well-maintained and clean transit stations that create positive experiences for people.

Review of best practices around station infrastructure and design to identify opportunities to create positive and welcoming environments that deter negative behaviours.

Develop a tool kit that allows us to identify and prioritize station improvement to improve safety and security on transit stations.



Station infrastructure

- improved environmental design

Current state of Calgary Transit safety responses



Transit Ambassadors

- Observe and report suspicious or criminal activity.
- Maintain visibility to increase feelings of safety for transit riders.

Corporate Security Guards

- Observe and report suspicious or criminal activity.
- Maintain visibility to increase feelings of safety for transit riders.
- Escort individuals that are engaged in negative activities off transit property.
- Administer Narcan in situations involving an drug poisoning.
- Check on the welfare of individuals sleeping or unconscious at transit centres.
- Support with scene control during emergency situations.

Community Outreach Team

- Provide support for vulnerable persons through connection to services and supports.
- Connections to services and supports for vulnerable persons.
- Administer Narcan in situations involving drug poisoning.
- Check on the welfare of individuals sleeping or unconscious at transit centres.

Transit Peace Officers

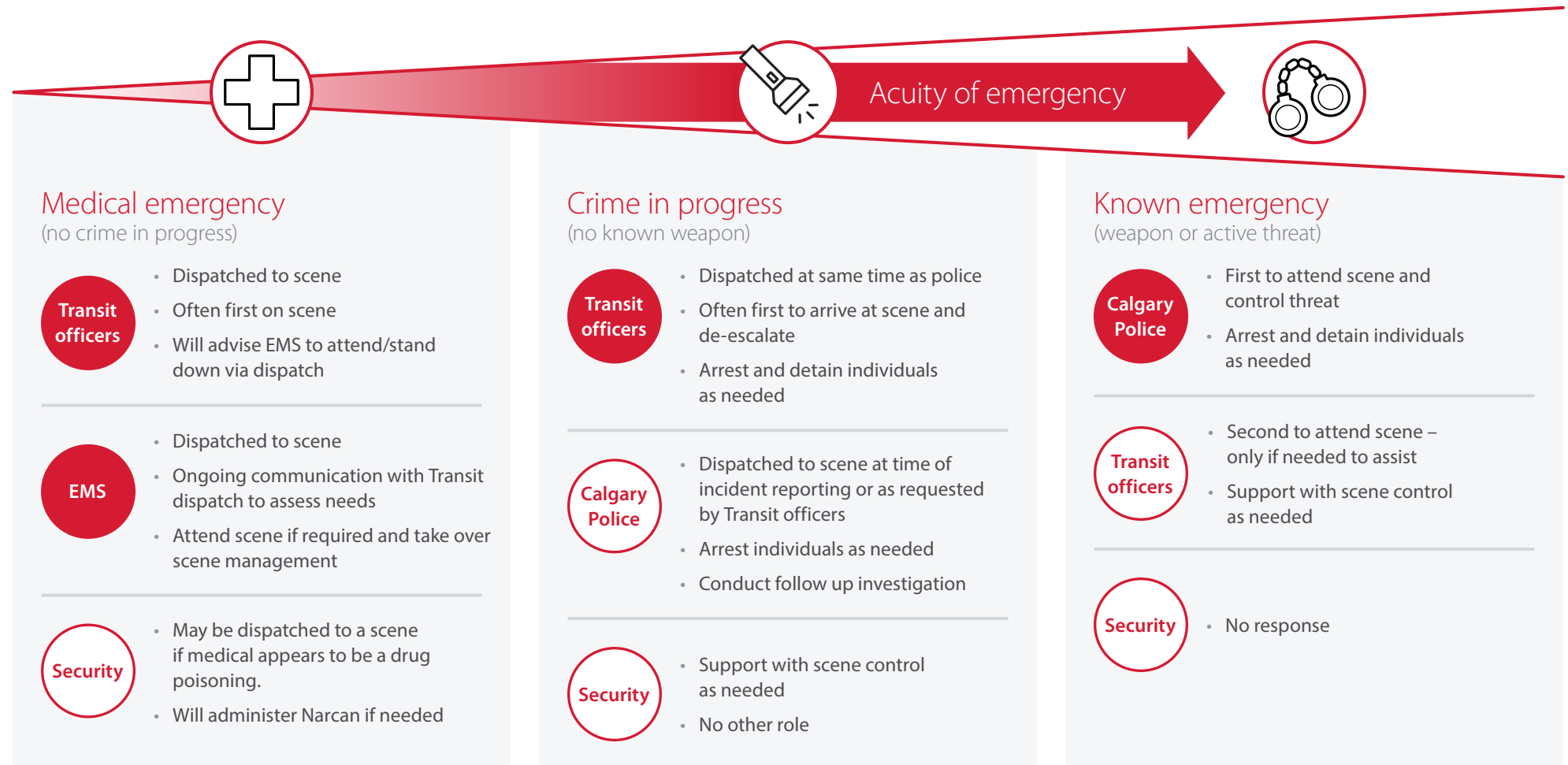
- Secure proactive patrols at transit stations to prevent crime and disorder.
- Responded to emergency situations at transit centres – unless there is a weapon known to be involved.
- Patrol fare evasion and summons enforcement.
- Arrest individuals for trespassing and breaching conditions.
- Investigate property crimes including, vandalism and graffiti.
- Administer Narcan in situations involving drug poisoning.
- Provide support in situations involving a medical emergency.

Calgary Police Service

- Provide proactive patrols at transit stations to prevent crime and disorder.
- Oversee covert operations to target specific crimes/issues and drug trafficking.
- Target interventions through specialized teams.
- Connect detained individuals to the Police and Crisis Team) or transport to hospital, jail or other.
- Response to emergency situations at or near transit centres.
- Investigations into crimes against persons.
- Provide support in situations involving a medical emergency.
- Administer Narcan in situations involving drug poisoning.
- Respond to criminal code offences (e.g., Controlled Drugs and Substances Act) and calls for service that involve weapons.
- Respond to calls for service related to disorder (i.e., disturbances, unwanted guests, mental health).

Current state of Calgary Transit safety emergency responses

Below visual identifies response, this does not include the proactive work and collective efforts across the system to prevent safety concerns from occurring.



A strategic framework for transit safety

The areas of focus

Measuring success

Reduction of crime and disorder on transit

Feelings of safety by transit users



Integrated response

Committed to an integrated model that deploys resources based on risk management and data-driven processes.

- Multi-disciplinary model
- Right service, right place at the right time



Connecting to community resources

Committed to leveraging the community supports that address the mental and physical needs of those seeking shelter on and around transit.

- Crisis Response Transformation (CS)
- Community Outreach Team members expansion
- Mental Health and Addiction Strategy Collaboration (CS)



Staff well-being

Committed to providing resources and supports that protect the physical, mental and psychological safety of staff.

- Safety training
- Well-being program
- Patrol toolbox



System modernization

Committed to addressing gaps and optimizing systems that will result in efficient and enhanced response.

- Coordinated communication
- Radio system integration
- Dispatch Improvement



Station infrastructure

Committed to improving and designing environments that encourage positive behaviours.

- Crime Prevention Through Environmental Design assessment
- Community activations and tactical interventions
- Community programming and ownership



Partnerships



Integrated response

An integrated model brings together a range of approaches and skills to actively address safety concerns on and around the transit system. Delivery of this multi-disciplinary model will address harm, social disorder, community safety, and reassurance of safety on and around the transit system. Our approach involves connecting and coordinating services and systems, making the best use of available resources based on data-driven decisions.

This people-first approach prioritizes the well-being, comfort, and security of passengers and staff above all else. It involves designing, implementing and maintaining transit systems with the primary focus on the needs and experiences of the people who use them.

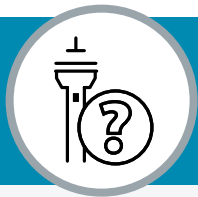
Measuring success

Response time to safety incidents

Crime and social disorder events and calls

Vulnerable persons using transit centres to shelter

Proactive officer-generated interactions



What this will mean for Calgarians

- Improving the overall effectiveness of safety measures.
- Increasing visibility of uniformed and non-uniformed staff on station platforms.
- Reducing incidents or concerns for safety for transit users and the broader community.
- Improving the coordination of subject matter experts in their response to public transit safety.
- Improving customer experiences and perception of safety on and around the transit system.
- Increasing support and shelter for vulnerable groups.
- Establish a new district model on transit by:
 - Creating response times for calls for service
 - Cultivating geographical ownership that establishes relationships within the community
 - Enabling Transit peace officers to integrate with Calgary Police Service on Transit.



What we will do

- Harness a wide range of resources and expertise within the community, such as law enforcement, community service/strategies providers, other orders of government, social service organizations and advocacy groups to foster a sense of shared responsibility.
- Engage the community and involve various partners: create a sense of ownership and collective commitment to creating a safe and secure transit environment. Regular communication, joint planning, and ongoing evaluation of strategies to ensure that the integrated model remains responsive to evolving safety challenges and allows for continuous improvement.

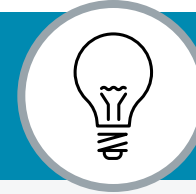
Public transit in a major city has been compared to the cardiovascular system in how critical they are to overall vitality and well-being. Similarly, public safety across all communities in Calgary is dependent upon the safety of the transit system. The Calgary Police Service is an essential partner in collaboration with Public Transit Safety in setting priorities and working to optimize our efforts and address the areas of greatest need. We will make Calgary safer by working together.

Chad Tawfik
Deputy Chief, Calgary Police Service



How we will do this

- Adopt and evolve a district deployment model that will distribute transit public safety resources across the city in a decentralized approach, identifying citizen needs that are community oriented, consistent and responsive. By balancing the distribution of resources across the system, we will ensure equitable coverage across the transit system.
- Advance the integrated model with Corporate Security, Calgary Police Service officers dedicated to safety on transit and surrounding areas, and the Community Outreach Team.
 - Develop a memorandum of understanding and standard operating procedures that provide role clarity and understanding of mandates.
 - Provide communication and training on the integrated model.
 - Coordinate a community and enforcement response system with high social, justice and health system users. See information-sharing in [System modernization](#).
- Establish reasonable crisis response times.
- Integrate technology and systems (see [System modernization](#).)
 - One City Record Management System
 - Computer Aided Dispatch (CAD)
 - PS100/911 Dispatch



Why we are taking this approach

We recognize that partnerships make us stronger, and stronger solutions are found in collaboration within a team. With shared resources and common outcomes, there is an opportunity to provide all riders with assurance of safety when riding transit, as well as the necessary supports for those experiencing mental health challenges, addictions and homelessness.



Security personnel and transit authorities should work closely with the police to provide protection. One study found that knowledge of enforcement can help women feel more safe while waiting at stops and terminals.

Chowdhury and van Wee, 2020)

More effective information sharing and coordination between police, transit agencies, and other stakeholders can also improve safety in transit systems. This coordination can be improved with connections made to community organizations, especially women's groups.

WomanACT

Canadian Urban Transit Association recommendations



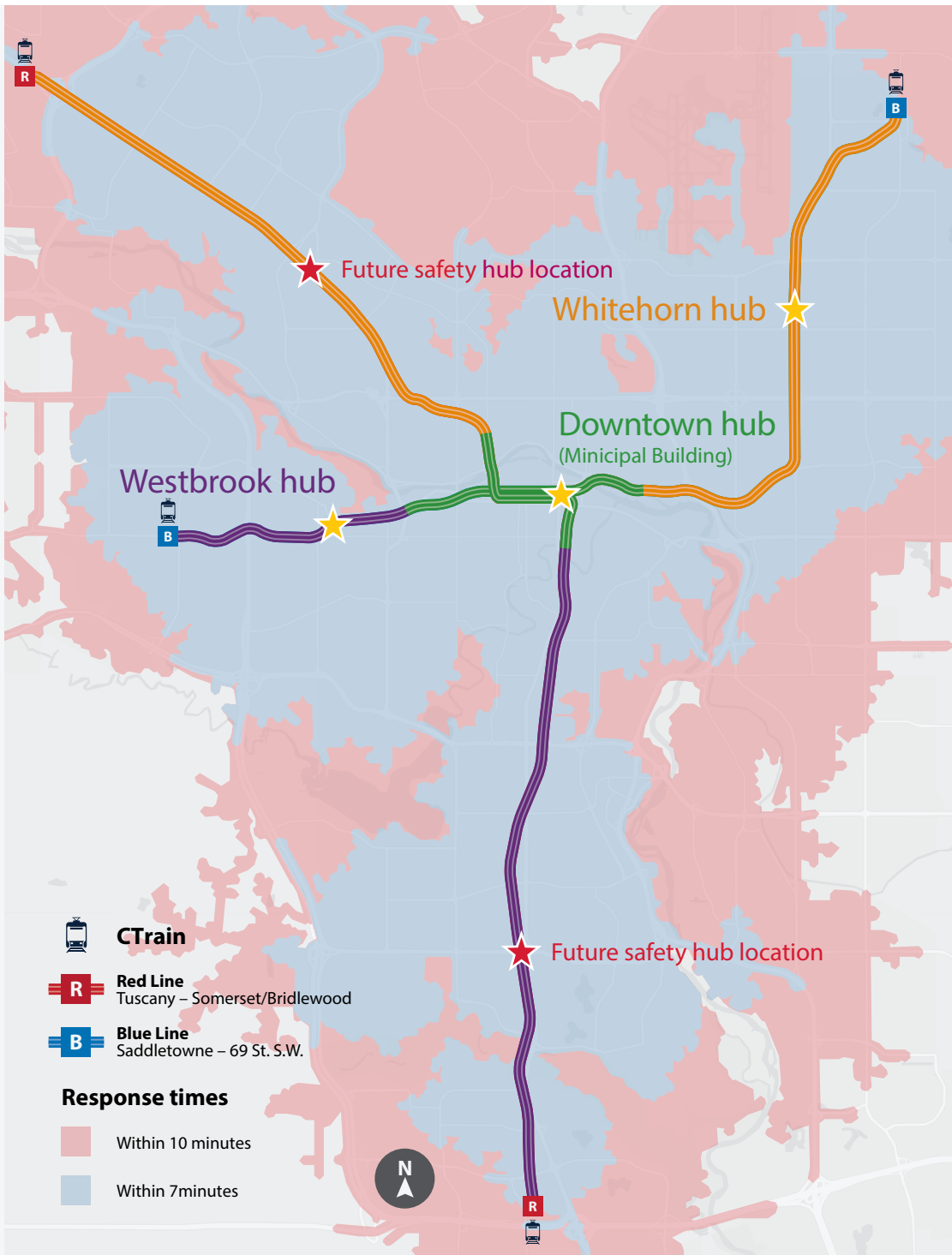
Integrated data reporting from the transit agencies, social service providers and emergency services to inform program design and evaluation. Ensure occurrence reports include demographic information such as age, gender and ethnicity to better understand safety concerns towards vulnerable transit users.



79 per cent of Calgarians feel that a uniformed officer should respond to the scene of a safety concern on a CTrain within ten minutes.

Overall, the strategy seems like a very meaningful and humane way of addressing safety.

Social Well-being Advisory Committee Member



Public Transit Safety district model

Where we are

The model has been focused on fare evasion enforcement, this has evolved to a response service model.



Where we are going

- Ensure equitable service across the transit system (including buses).
- Geographical ownership (building community relationships).
- Three hub locations:
 - Downtown
 - Westbrook
 - Whitehorn
- Time response model:
 - Goal 7 – 10 minute response time
- Staffing model (per district):
 - 61 Transit peace officers
 - 1 Inspector
 - 1 sergeant and 14 Transit peace officers (per shift)

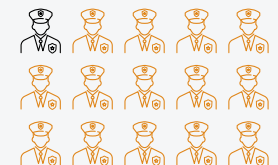
District 1 – Core



District 2 – South



District 3 – North



Visual illustrates TPS operational coverage in each district at any given time during a 24-hour period (20 per cent attrition not included) and deployment of peace officers based on a proposed 40-hour work week.



Connecting to community resources

Calgary Transit’s priority is getting people to where they need to be. For most Calgarians, this is a destination, whether for work, play, appointments or school. These conflicting uses—getting there and being there—are causing tension. This is addressed by connecting those experiencing vulnerabilities to the resources they need.

Measuring success

Engagement with community groups

Community activations

Community Outreach Team interactions



What this will mean for Calgarians

- Ensuring the transit system is used for its intended purpose – getting Calgarians where they need to be.
- Increased visibility of community supports and outreach teams on the transit system.



What we will do

- Work with community agencies to connect people experiencing vulnerabilities to resources and supports.
- Explore new approaches to prevention and intervention strategies with our community partners.
- Connect individuals to shelter during extreme weather conditions with specific attention to LRT stations being used as gathering spaces.

What does experiencing vulnerabilities mean?

The lack of a stable and affordable place to live contributes to the transit system being a place to rest or hang out, especially when weather makes being outdoors difficult. Add in struggles with mental health and addiction, which are amplified by the escalating drug poisoning crisis.

This can be disconcerting for others using the transit system, especially when high profile incidents occur. However, being homeless does not equal social disorder.

Our approach is to focus on behaviours not personal circumstances. To quote Calgary Police Chief Mark Neufeld, “There are no illegitimate users of transit, but there are illegitimate uses.”

Coordinated Community Extreme Weather Response – keeping safe in extreme cold

Outreach groups and Transit peace officers noted an increasing number of people gathering in LRT stations at the end of the North West Red Line. When asked why, these Calgarians said they did not feel safe traveling or remaining downtown during the day.

Five warming spaces were supported across the city with a total of 19,327 visits by more than 1,685 individuals.



Women’s Centre
700



Woods Homes
881



Journey Church
1,253



Salvation Army
3,403



Mustard Seed
13,090



With funding through the Extreme Weather Response, Journey Church opened its doors throughout the day, offering comfort and meals.



The Distress Centre provided on-site outreach services.



Between December 2022 to April 2023, Journey Church was visited over 1,200 times by 352 individuals.





How we will do this

- Collaborate with partners like the Calgary Police Service, Alberta Health Services, the Calgary Homeless Foundation and the homeless-serving sector.
- Advocate to all other orders of government to provide sustainable resourcing for initiatives that connect and coordinate resources to supports.
- Utilize the district model to deploy the Community Outreach Team throughout the transit system to engage vulnerable Calgarians.
- Ensure coordination among City funded programs to support community partners most effectively.
- Continue to develop the Coordinated Community Extreme Weather Response with the Calgary Homeless Foundation and community partners.



Why we are taking this approach

Perception of safety around transit is affected by broader societal issues like homelessness, mental health challenges, and addiction are affecting Calgary Transit riders, employees and the wider Calgary community. All orders of government must work collaboratively with community organizations to ensure the services and programs are available for Calgarians who need them. Our role as a convener and advocator for transit safety is to ensure the right resources are available at the right time.

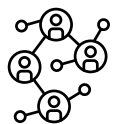
Community Outreach Team



The Community Outreach Team (COT) is a partnership between Transit peace officers and outreach team members from Calgary Alpha House to provide compassionate access to social supports.



This team provides welfare checks, advocacy for services and resources, as well as connects individuals with a variety of social supports, including accessing shelter, detox treatment and healthcare.



In 2022, COT had ~4,000 interactions, provided ~1,100 referrals to vulnerable Calgarians and connected ~35 individuals to housing.

A Community Outreach Team story

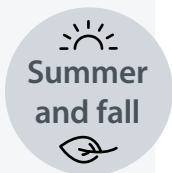
The Community Outreach Team has helped many people over the years, but Sergeant Aalders shares the story of a client that best explains why she loves her job.

“A few years ago, we were engaging with Richard, an elderly male who was a Vietnam war veteran. He was addicted to alcohol and ended up intoxicated on a train daily. Each time I spoke with Richard, he became emotional as he missed his family. He didn’t know where they were or if his brother was still alive.

“One day, Richard ended up in the hospital and we visited him two or three times per week. While he was in the hospital, Richard became sober and we could have a better conversation. He told me his son’s name and I asked

Richard if he wanted to get in touch with him. With his permission, I went on social media and sent a message to a person I thought might be Richard’s son. Immediately, I received a call back. I learned that the son had expected never to speak with his dad again. He believed he would only hear something once his father passed away. I had better news. His dad was alive and hoping to get in touch. Together with the hospital’s social worker, we helped the son travel from Manitoba to pick up his dad and take him home. Richard lived his last years with his brother, son and grandkids. Richard was no longer a daily call for service on transit, which is a great outcome, but I believe the best part of this story is that Richard was able to reconnect with his family,” says Aalders.

Calgary Homeless Foundation's Outreach Activation near transit stations



Multiple agency involvement includes:

- Safeworks – Alberta Health Services
- The Alex – Street Team
- Mustard Seed – Seed Reach
- Parachute for Pets
- Tsuut'ina Outreach
- Wood's Homes

Services provided:

- Housing assessments and application check-ins
- Referrals
- Wellness checks
- Identification information/applications
- Sexually Transmitted and Blood Borne Infections (STBBI) testing
- Harm reduction supplies

A Community Outreach Team story

It was a cold night in December when the Transit Community Outreach Team first met a young man sleeping rough on the train at the 69th St. LRT Station. He was still in high school and had been kicked out of his home on the evening of his 18th birthday.

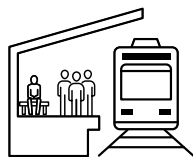
His autism made seeking help difficult – he was hesitant to go to a homeless shelter. Instead, he found himself sleeping in transit stations, desperate for a way to finish school and get his life on track. It was at that difficult time in his life that he met the Community Outreach Team.

Initially, the young man was highly distressed, but the team persisted, building his trust and finding him a winter jacket. They introduced him to the Mustard Seed, where

he could get food, showers and life skills training. The Community Outreach Team also worked closely with his school, teachers and guidance counsellors to ensure he had the educational and emotional support he needed.

Today, he's still in school and on track to graduate. And for the team, that's what makes it all worthwhile. They know they're helping people who might not reach out on their own and they take pride in meeting people where they are and providing ongoing support. It's all about connections, both with the people they help and with other organizations that can provide the resources and support they need. And for the COT team, there's nothing more rewarding than seeing someone succeed.

The emergency shelter shuttle – keeping safe in extreme cold at night



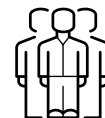
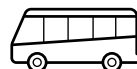
Congregating in LRT stations in the evenings and late night happens all year round, but the numbers increase significantly in the winter. Stations are not designed for gathering – there are no washrooms, drinkable water, or adequate heat and ventilation.

Canadian Urban Transit Association recommendations



Explore partnerships to create multidisciplinary teams for outreach to vulnerable individuals with a harm-reduction, community-safety and well-being approach. Outreach programs should focus on building relationships with vulnerable users to establish trust and more effectively deliver resources.

The emergency shelter shuttle is activated at -20°C and below, transporting Calgarians to emergency shelters between 9 p.m. and 3 a.m. In winter 2022/23, 925 transports were provided over 21 nights.



Each transit bus pairs a HELP Community Outreach Team worker and Transit peace officer, with a driver provided by Calgary Transit.

According to the 2022 Point-in-Time Count, there were 2,782 unhoused individuals in Calgary, of whom almost 30 per cent were unsheltered; living in encampments or by themselves outside; only 70 per cent were sheltered at emergency shelters, transitional housing and other publicly supported sites.

Point in Time Count –
Calgary Homeless Foundation



Staff well-being

To ensure frontline staff, including operators, station maintenance staff, cleaners, transit ambassadors and officers are well prepared to address safety concerns that arise on the transit system, it is vital to provide them with ongoing and comprehensive training.

This training should cover a wide range of topics, encompassing both strategic and tactical aspects. While working with protective services, organizations would ensure site-specific, practical training in de-escalating situations and conducting field hazard assessments. Further areas of focus could be trauma-responsive care, Indigenous reconciliation, anti-racism awareness, and equity, diversity and inclusion.

The ultimate objective is to safeguard the long-term mental health and physical well-being of staff members who may encounter challenging situations related to safety concerns among transit passengers. By adopting a strategic approach to staff training, we ensure a comprehensive and robust approach to transit safety, fostering a supportive and secure environment for everyone involved.

Measuring success

Safety training completion

Employee safety rating



What this will mean for Calgarians

- With staff members well-prepared and knowledgeable, they can provide better assistance and support, creating a more positive and enjoyable journey for passengers.



What we will do

- Provide front-line staff with training to recognize signs of passengers experiencing mental distress, and to respond appropriately and compassionately.
- Provide staff with the tools and support they need to prioritize their personal well-being, including implementing an informed approach to employee mental health support and ensuring they have access to resources and assistance when needed.
- Review the Transit Bylaw and consider proposing amendments to enhance the authorities granted to transit officers to help ensure their effectiveness in maintaining a safe and secure environment for passengers.

Canadian Urban Transit Association recommendations



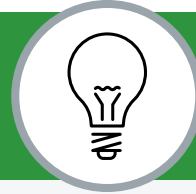
Explore opportunities to introduce de-escalation training for front-line transit staff (e.g. operators, customer service, station maintenance, cleaners, etc.).

ICS: UNRESTRICTED



How we will do this

- Mandate training for front-line staff to address passenger safety incidents while ensuring a lens of continuous improvement and peer-to-peer learning.
- Collaborate with experts, including anti-racism team, and gender equity, diversity and inclusion teams, Calgary-based Indigenous groups and Calgary Police Services to identify and address gaps in the current training curriculum.



Why we are taking this approach

- Front-line staff well-being is essential to ensure members can perform their duties effectively, provide quality service and handle challenging situations with empathy and professionalism.
- Creating a supportive work environment that encourages and values contribution and recognizes the challenges faced, fosters staff morale, job satisfaction and loyalty, leading to better retention rates.
- When staff members are in a good mental and physical state, they can provide the most effective assistance to individuals affected by drug addiction and homelessness.

Canadian Urban Transit Association recommendations



Ensure that staff are aware of current transit safety initiatives provided by the transit system and community service partners (e.g. mental health outreach workers). Ensure staff are up to date on standard operating procedures related to customer and staff safety.



Systems modernization

To achieve success in a collaborative delivery model, it's important to align communication systems for seamless data integration. Upgrading technology will prevent data from being isolated in separate locations and improve the sharing of information among key partners. By investing in modernizing systems, the integrated model will have the necessary technological capabilities to thrive and succeed.

Measuring success

Implementation of upgraded systems, on time, on budget

Call handling response time



What this will mean for Calgarians

- Reduced response time for calls for service.
- Right service, right place, right time (streamlined communication).
- Ongoing surveillance allows for resources to be proactively dispatched.



What we will do

- Provide customers and employees with technology and communication systems that improve call taking and dispatching.
- Invest in system upgrades that improve data collection, analysis and sharing that inform decisions and actions.
- Evaluate service delivery frameworks to ensure the right resources support communication systems that provide response and care:
 - 211
 - Call diversion
 - PS100/911 dispatch



How we will do this

- Work with Calgary 911 to establish a centralized dispatch desk for Transit peace officers and Corporate Security response teams.
- Create a response model for incidents on Calgary Transit. (911/PS100 dispatching).
- Streamline communication through placing peace officers, police officers and security guards on one radio channel for coordinated response.
- Advance Computer Aided Dispatch upgrade project; technology solution to assist in dispatching emergency services.
- Align technology to ensure integration of data and information sharing between partner agencies.
- Implement OneCity Record Management System project; one data system solution shared between City of Calgary agencies.
- Establish information and data sharing agreement (MOU) between Calgary Police Service and Emergency Management and Community Safety.



Why we are taking this approach

- Success within the integrated model requires alignment of communication systems that ensure data integration and information sharing. Upgrading technology systems will eliminate barriers to communication, providing access to information and unified response.
- Integration of systems will promote efficiency and collaboration by centralizing dispatch through Calgary 911, PS100, 311 and 211 service requests.

Canadian Urban Transit Association recommendations



Integrated data reporting from the transit agencies, social service providers and emergency services to inform program design and evaluation. Ensure occurrence reports include demographic information such as age, gender and ethnicity to better understand safety concerns towards vulnerable transit users.

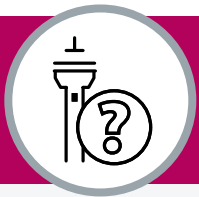


Station infrastructure

Well-designed, well-maintained and clean transit stations create positive experiences for people, which in turn contribute to positive social outcomes. To foster vibrant neighbourhoods and supportive passenger experiences, we are committed to continuous maintenance of and investment in transit stations. This will include advancing Crime Prevention Through Environmental Design (CPTED) standards, which involve improving landscaping, site access and incorporating architectural features that encourage positive behaviours, while deterring actions that may result in social disorder and personal insecurity.

Measuring success

- LRT station and bus stop cleanliness
- Station maintenance request turnaround time
- Community activations at stations



What this will mean for Calgarians

- Establish positive and welcoming environments.
- Provide cleaner stations.
- Engage the community in programming in transit stations.



What we will do

- Create and maintain environments in and around transit stations that encourage positive behaviours.
- Implement an ongoing LRT CPTED program that focuses on designing and adapting transit stations to reduce crime and improve safety and security.

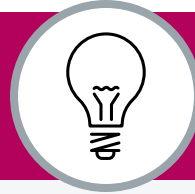
Crime prevention through environmental design





How we will do this

- Update recommendations from CPTED audits and implement feasible modifications for transit stations.
- Prioritize improvements to transit stations that have high levels of crime and reports of safety concerns.
- Engage nearby communities to cultivate a sense of transit station ownership and pride among passengers and neighbours by involving them in station area safety initiatives.
- Support programs that increase the vibrancy and activity in and around transit stations.
- Identify and address the specific needs of passengers.
- Assess safety of access routes to and from LRT stations.



Why we are taking this approach

- Proactive crime prevention through transit station design can deter criminal activities and enhance passenger and community safety.
- Engagement with nearby communities will foster a sense of ownership.
- Generated data from CPTED activities will inform future station design and programs to ensure a continuous improvement approach for transit facilities.
- Increased and long-term public transit ridership requires ongoing funding for attention to transit station design and maintenance.

Canadian Urban Transit Association recommendations



Conduct Crime Prevention Through Environmental Design (CPTED) reviews of transit stations, and facilities that are experiencing a heightened level of customer and employee safety concerns.

Canadian Urban Transit Association recommendations



Enhance station cleaning and explore introducing in-service cleaning during the day for areas with continuous cleanliness issues.

Conclusion

The City of Calgary Public Transit Safety Strategy outlines a framework for delivering a safe and welcoming transit system for everyone. It defines five critical focus areas and criteria to guide future actions and decision-making. The unifying themes throughout are collaboration and nimble mindedness.

In developing this strategy, we listened, learned and refined our plan to capture the diverse voices and lived experiences of people dependent on the transit system. As we move through future stages of implementation, we will stay engaged with partners, customers and employees to ensure that they continue to feel seen and heard.

We are at the beginning of a new journey. Adoption of this strategy will mark the first step towards achieving our vision for public transit safety.



Appendix A: Research and data

Research and data are the foundation of any informed strategy. A comprehensive analysis was completed in the development of the Calgary Public Transit Safety Strategy.

As we move forward, data and research analysis will continue to be integral in determining how best to identify opportunities, evaluate perceptions, enhance safety measures and reduce risks in the transit system.

Internal research

Citizen Perspective Survey Report – Safety Perceptions – September 2022 and May 2023

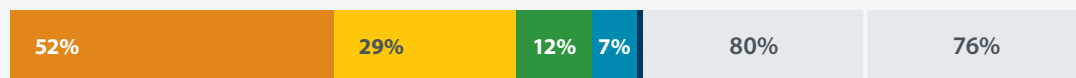
Spring 2022: 78 per cent of Calgarians feel safer during the day riding on Calgary Transit buses than riding on the LRT (**67 per cent**).

Spring 2023: 81 per cent of Calgarians agree that concern for their personal safety is or would be a consideration when deciding whether to take public transit. Nearly as many (**78 per cent**) agree riding on a bus feels or would feel safer than riding on an LRT because of closer proximity to the driver on a bus.

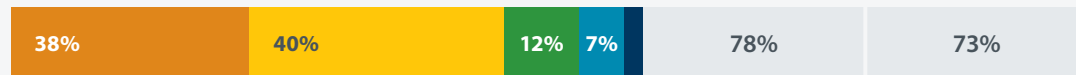
2023 General perceptions of transit safety



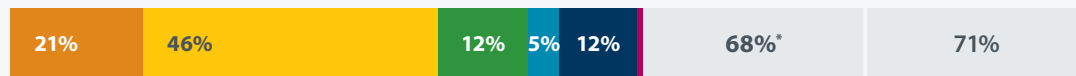
Concern for my personal safety is or would be a consideration when deciding whether or not to take public transit.



Riding on a bus feels or would feel safer than riding on an LRT because of closer proximity to the driver on a bus.



There is sufficient lighting at LRT stations and Transit parking lots.



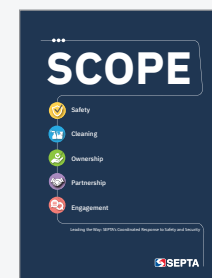
■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 ■ Don't know
 ■ Prefer not to answer
 *Rounding ≤3% labels not shown

Appendix B: Jurisdictional scan

A comprehensive scan was completed as part of the strategy development process. This involved examining and analyzing the practices, policies and approaches to transit safety in other jurisdictions. The scan provided valuable insights into best practices, innovative strategies and lessons learned. It enabled us to better understand the concerns facing Canadian municipalities pertaining to transit safety and approaches being taken to address them.

Twelve municipalities were scanned

Vancouver (British Columbia), **Edmonton** (Alberta), **Regina** (Saskatchewan), **Winnipeg** (Manitoba), **Ottawa, Toronto** (Ontario) and **Montreal** (Quebec). In addition, **Victoria** (British Columbia), **Saskatoon** (Saskatchewan), **Waterloo** and **Brampton** (Ontario) were also scanned, but limited information was available.



The SCOPE Program

The SCOPE Program from **Philadelphia** was reviewed for its compassionate approach to connect vulnerable individuals with social services and provide a safe, clean transit system for riders and employee.

Research methodology

An online scan and cross-sectional review of Canadian and US transit safety initiatives was conducted with a focus on frameworks and partnerships. Comparator cities to Calgary were reviewed, focusing on light rail transit and bus systems. Each municipality's approach was vetted through criteria that aligned with the five areas of focus within the Calgary Public Transit Safety Strategy.



Integrated response



Connecting to community resources



Staff well-being



Systems modernization



Station infrastructure

ICS: UNRESTRICTED



Appendix B: Jurisdictional scan



What we heard

- **Edmonton** has created a transit safety plan, plus a downtown and transit safety plan, to align with its community and safety well-being strategy.
- **Vancouver** has a transit specific department, the Metro Vancouver Transit Police, and has initiated a newly designated law enforcement unit composed of community safety officers (CSO). CSOs are under the supervision of the Metro Vancouver Transit Police, the program is expected to start in fall 2023. The newest project, Enterprise, will coordinate bus, sky train and metro train communications.
- **Montreal** plans to expand the transit response unit by hiring 18 safety ambassadors, 20 special constables (peace officers) and 20 sanitation workers.
- **Ottawa** has a community safety and well-being plan plus a transit safety watch. The City of Ottawa recently spent \$6 million for permanent barriers that provide protection for bus operators. Special constables concentrate efforts on high system users with the goal of providing access to community resources prior to enforcement measures. Ottawa has not increased its budget or requested additional funding for transit safety.
- **Toronto** released a Community Safety Issues and Response Report in 2023, outlining the city’s approach to social conflict. New budget (\$4.9 million) was approved in order to fund ten additional outreach workers, 25 additional TTC special constables, midday cleaning on core streetcar routes and a one year pilot expansion of the City of Toronto’s Multi-Disciplinary Outreach Team (M-DOT) Program. This program provides dedicated outreach resources for persons experiencing mental health challenges and homelessness.



Key findings

- Calgary is not alone in addressing citizen concerns about safety, both on and around the transit system.
- Transit safety is a complex social issue that requires a multi-faceted approach that combines enforcement activity, support for people experiencing mental health and addiction problems, and housing supports for vulnerable populations.
- Each municipality is at a different stage in its plan to improve transit safety. This includes but is not limited to formal reporting, downtown core and transit strategies, community safety strategies and pilot projects.
- Citizen perception of safety is an important consideration when evaluating and improving the transit rider experience.
- Many municipalities are exploring initiatives to leverage existing and new community partnerships, as well as interdisciplinary groups, to help take a more holistic approach to addressing social disorder.
- Many municipalities have a transit bylaw or a code of conduct for passengers on their transit system.
- Most cities have adopted a proactive approach to reducing social disorder and improving perceptions of safety amongst passengers via environmental design. Crime Prevention Through Environmental Design (CPTED) is regarded as best practice for achieving optimal results.



The City of Calgary belongs to the North American Light Rail Systems Benchmarking Group (GOAL). GOAL was established in January 2016 to provide a confidential forum for light rail agencies in the US and Canada to learn from each other by comparing performance, sharing experiences and identifying best practices.

Appendix C: Engagement

In the context of transit public safety, engagement is critical to those impacted by the recommendations and decisions proposed within the strategy. Intentional engagement fosters a sense of shared responsibility, builds trust and creates a collaborative environment for problem solving.

Engagement objective

Engagement for this strategy was focused on confirming Calgarians’ concerns regarding transit safety, understanding the various impacts to the community and validating the strategic framework.

Engagement approach

A collaborative approach to develop, assess and validate the strategic framework was taken. Multiple business units, invested parties and employees provided considerations and feedback into the Public Transit Safety Strategy. Employee surveys, focus sessions and individual meetings informed the strategy’s focus areas. Each engagement session sought feedback and input into the five areas of focus



Integrated response



Connecting to community resources



Staff well-being



Systems modernization



Station infrastructure

ICS: UNRESTRICTED

Internal engagement

Executive Leadership Team (ELT)

The involvement and contribution of ELT was essential to secure endorsement and commitment for the Calgary Public Transit Safety Strategy framework, approach and key performance indicators.

City business units

A collaborative approach to identify solutions and resources across the organization was necessary to develop a multi-disciplinary strategy. Multiple business units were engaged and contributed toward the strategy’s development. Input, feedback and insights on safety concerns and improvement opportunities from frontline employees, including transit operators and Transit peace officers was critical to understand their perspectives and lived experiences.

Community Strategies

- Homelessness and Downtown Initiatives
- Calgary’s Mental Health and Addiction Strategy
- Research and evaluation
- Service Excellence Team

Emergency Management and Community Safety

- Learning and wellness
- Transit peace officers
- Sergeant and inspectors within operations

Calgary Transit

- RouteAhead 30-Year Strategic Plan
- Operational excellence
- Transit operators
- Intergovernmental relations

Appendix C: Engagement



Key findings

Internal Engagement

Employee feedback

Transit peace officers shared that recent partnering with Calgary Police Services has resulted in positive outcomes, such as a noted decrease in calls for service. There is an opportunity for improvements to technology and upgrading communication and dispatching systems to ensure a unified and efficient response process.

Transit operators expressed continued concern for personal safety and the request for an increase in services and training that provide the tools to handle safety concerns and issues on the job.

As we have moved forward with the changes, I think everyone is starting to understand the roles each partner plays.

Its improved relations, helped understand our role and limitations and has been a morale boost in terms of officers getting to work with Calgary Police Service.

Transit peace officer

External engagement

Collaborating with external organizations and entities to improve transit safety is integral in providing a compassion-based approach that ensures the right service to the right place at the right time. Through leveraged expertise, resources and shared responsibilities there is a common goal to improve safety through a collective approach. The following groups provided consideration, consultation and feedback into the development of the strategy.

Key partners

- Calgary Alpha House
- Calgary Drop-In Centre
- Calgary Homeless Foundation

Advisory groups

- Social Well Being Advisory Committee
- Gender Equity Diversity and Inclusion Sub-committee
- Advisory Committee on Accessibility
- Anti-Racism Action Committee
- Calgary Aboriginal Urban Affairs Committee
- Older Adult Advisory Table
- Immigrant Advisory Table

Business Improvement Areas

- 4th Street Southwest
- 17th Avenue Retail and Entertainment District
- Beltline
- Calgary Downtown Association
- Chinatown
- Greenview Industrial
- Inglewood
- International Avenue
- Marda Loop
- Kensington
- Mainstreet Bowness
- Montgomery on the Bow
- Victoria Park

Appendix C: Engagement



Key findings

External engagement

Engagement with external groups and partners was critical to developing a complete picture of issues, concerns, risks and opportunities. Ideas were grouped into the following themes:

Education and awareness

- Provide required training for frontline staff.
- Provide public education and awareness tools for the public.
- Collect and monitor non-identifying demographic factors for safety-related incidents.

Advocacy

- Advocate to all orders of government to fully participate in a multi-pronged approach to safety and social disorder.
- Identify ways to work with provincial and federal governments to support vulnerable Calgarians accessing transit.

Communications and customer experience

- Dedicate spaces at the busier LRT stations, near the main entrance, where public can go for assistance.
- Show non-transit users that transit is safe and a viable option for mobility.
- Maintain high standards for cleanliness.

Sustainable support

- Secure funding sources that are necessary for social and outreach programs.
- Identify and support collaboration opportunities with communities.

Integration

- Address strategies outside of enforcement that respond to crises and ensure a comprehensive approach.
- Partner community members with City of Calgary community peace officers to build trust within the community.

Compassion-based approach and displacement

- Adopt a compassionate approach that focuses on the people who are suffering addiction and mental health issues.
- Consider incorporating a safety feature for vulnerable women.
- Work with partners to anticipate and respond to displacement into communities.

Appendix C: Engagement



What we heard

Employee engagement

Transit public safety and enforcement officers

18 Transit Peace Officers took part in the survey, representing 12 per cent of the total transit peace officer group.

Calgary Police Service partnership

100 per cent of survey participants responded positively to the CPS partnership, noting that calls for service have decreased. Some respondents noted that while the partnership was helpful, the lack of interoperable technology and communications systems prevented the partnership from providing the maximum benefits.

Station infrastructure

Respondents identified concerns at multiple stations, often linked to the shelters in the bus loop or at the stations themselves. Other concerns included dealing with large crowds when station clearing, lack of magnetic locks at some LRT stations and advertisements on shelters creates blind spots.

Technology

Respondents expressed that updates and improvements in technological capabilities would support efficiency and effectiveness.

Training

40 per cent identified that officer's inability to respond "lights and sirens" impacted public and officer safety. EVOG (Emergency Vehicle Operations Course) training was highlighted as a need.

Employee well-being

Respondents noted that while supports have improved, there is a need for more specialized supports due to the nature of their job duties and types of exposure they experience.

Transit operators

We have heard from our frontline employees and contractors that they sometimes feel unsafe while on the transit system, especially during late hours. Employees have also said that they would like improved access to support resources that are currently offered by The City.

Appendix C: Engagement



What we heard

External engagement

Integration

- Address strategies outside of enforcement that respond to crises and ensure a comprehensive approach is in place for front line staff.
- Provide education on where calls and text messages go and what type of response to expect.
- Optimistic that a well-integrated strategy will provide the right resources at the right time and will address the issues outside of enforcement such as station cleanliness.
- Partnering community members with City of Calgary peace officers could build trust within the community.

Compassion based approach and displacement

- Compassionate approach: focus on the people who are suffering addiction and mental health who are displaced.
- Consider having a safety feature for the vulnerability of women, dealing with violence.
- Work with partners on displacement within community and address a plan for community supports.

Appendix C: Engagement

Jurisdictional scan

| Municipality | Population | Ridership (2019) | Ridership (2022) | Change (%) | LRT ridership recovered | LRT stations | Initiatives | | | |
|-------------------------|----------------|------------------|------------------|------------|-------------------------|--------------|----------------------------|--|----------|--------------------|
| | | | | | | | Dedicated police resources | Transit peace officers/ special constables | Security | Community outreach |
| Calgary | 1.36 M | 106.4 M | 56.9 M ↓ | -46.52 | ✓ | 45 | X | ✓ | ✓ | ✓ |
| Edmonton | 1.1 M | 86.7 M | 41.9 M ↓ | -52.67 | ✓ | 18 | X | ✓ | ✓ | ✓ |
| Vancouver | 2.65 M | 452.9 M | 194 M ↓ | -57.16 | X | 20 | ✓ | ✓ | ✓ | ✓ |
| Toronto | 2.89 M | 526.3 M | 319 M ↓ | -39.38 | X | 75 | X | ✓ | ✓ | ✓ |
| Ottawa | 0.97 M (urban) | 97.4 M | 50.2 M ↓ | -48.46 | X | 13 | X | ✓ | ✓ | ✓ |
| Montreal | 1.7 M | 283.5 M | 237.1 M ↓ | -16.36 | X | 68 | ✓ | ✓ | ✓ | ✓ |
| Philadelphia, PA | 1.52 M | 292.5M | 146.9 M ↓ | -49.77 | X | 289 | ✓ | ✓ | ✓ | ✓ |

Appendix D: Further comparative analysis

Calgary, Alberta



Integrated response

- A multi-agency partnership with the Calgary Police Service, Corporate Security, Calgary Transit & Community Services, 911 and community outreach services.
- An increase of 49 positions for 2023, including the hiring of 36 Calgary Transit peace officers, eight new positions for the Community Outreach Team, four Calgary Transit peace officers to develop station improvement program, one video analyst. (Approved by Council May 2023)
- Increase Calgary Police Service partner patrols from four to seven nights a week. (Approved by Council in May 2023).
- A 12-week pilot project to add 12 Alberta Sheriffs to patrol the downtown core from February 27 to May 31, 2023.



Staff well-being

- Plan to implement mandatory training for transit peace officers and transit operators to increase awareness of best practices for engaging vulnerable riders, including an overview of the strategy's action items, de-escalation techniques and tools to transition a situation to outreach professionals.
- Improving understanding of the gaps in the current training curricula through engagement with the Anti-racism, Gender Equity, Diversity & Inclusion (GEDI), and Calgary Aboriginal Urban Affairs Committee (CAUAC) teams.



Station infrastructure

- An LRT station improvement program to identify enhancements to customer and employee safety, increase visibility and identify opportunities for station improvements through Crime Prevention Through Environmental Design (CPTED) assessments.
- Enhanced cleaning on LRT stations and platforms.
- Lighting improvement for four LRT stations (Somerset, Whitehorn, Martindale and Saddletown).



Systems modernization

- Additional video analyst staff added to increase the integrity of all video systems and incident reporting.
- Promotion of Transit Watch text messaging tool to communicate with Calgary Transit.
- Increase staffing monitor at operations control centre

Partnerships and support

- Ongoing collaboration between the Calgary Police Service, Alberta Health Services and the Calgary Homeless Foundation.
- Expanding the Community Outreach Team by eight positions throughout the transit system to engage vulnerable Calgarians.
- Continuing to develop the coordinated community extreme weather response with Calgary Homeless Foundation, including Journey Church and Distress Centre providing on-site outreach services.
- The Coordinated Community Extreme Weather Response with Calgary Homeless Foundation, including Journey Church and Distress Centre providing on-site outreach services.

Total budget

- In 2023 May, Administration requested a budget increase of \$3.4 million to hire permanent staff as outlined above plus an additional \$5.3 million for safety and infrastructure improvements.

Staffing details

- The current hiring plan for 2023 will expand the staffing complement to 141 peace officers, 31 enhanced security guards, and a Calgary Transit Ambassador Program pilot (in progress).

Appendix D: Further comparative analysis

Edmonton, Alberta

Integrated response

- The recent Transit Safety Plan, led by the Director of Transit Safety, includes an increased collaboration between Edmonton Transit, Community Standards peace officers, the Edmonton Police Service, and community outreach workers through a shared communications plan. The Transit Safety Plan has expanded transit security dispatchers to support the Transit Watch program.

Staff well-being

- Bus shields have been installed.
- Building a continuous training program for Transit operators.

Station infrastructure

- The recent restructuring of the Stadium LRT Station as an above ground station addresses required upgrades and the safety concerns of the tunnel system.

Systems modernization

- Increase the Edmonton Transit Service (ETS) control centre staff.
- Expansion of electronic fare system.
- Updates to the Conduct of Transit Passengers Bylaw to deter dangerous activity and substance use by redefining loitering (visible use of intoxicants and remaining on transit property while engaging in behaviors or activities other than related to using transit.)

Partnerships and support

- Human-centred Engagement and Liaison Partnership Unit – a partnership with Edmonton Police Service, Boyle Street Community Services, Mustard Seed, Boyle McCauley Heath Centre, Native Counselling Services, Bent Arrow and the George Spady Society provides direct links to resources.
- Community Outreach Transit Teams (COTT) – a partnership with Bent Arrow Traditional Healing Society (two-year Pilot initiated in 2021 September to build relationships and connect individuals within the transit system to community support and resources.

Other education and outreach initiatives

- Drug poisoning prevention teams (Boyle Street Community Services), safety information boards, communication plan and bystander awareness program.
- ETS Warming Bus to continue even after extreme weather response has been lifted.

Total budget

- Transit Safety Plan, 2022 February, one-time funding of \$3.9 million.
 - Project director – \$185,000
 - Three additional peace officers and outreach workers – \$830,000
 - Two Transit Peace Officers – \$250,000
- Cost of Transit Safety Plan
 - Covid-19 funding, Financial Stabilization Reserve and Edmonton Police
 - Transit Centre Security Measures (May 2021) \$24 million
- 12.8 million for bus shields.
- 10.2 million to increase Transit Safety Plan and Edmonton Transit System Control Centre staff as well as add security guards at 21 of the 43 transit facilities and LRT stations.
- \$877,000 for building a continuous training program for Transit operators.

Staffing details

- 90 Transit peace officers, six peace officers to work with six community outreach workers.

Appendix D: Further comparative analysis

Vancouver, British Columbia



Integrated response

- Since 2005, Vancouver has had its own Metro Police Detachment.
- In 2022 November, the Provincial Government approved the TransLink Security Management Limited application for a designated law enforcement unit composed of Community Safety Officers (CSOs), which will be under the supervision of the Metro Vancouver Transit Police. The CSO program is expected to start by fall 2023.
- They use a Community Policing Model where neighbourhood Police Officers patrol the same area to learn about community needs to address specific concerns/issues.
- The Enterprise project is currently being initiated: coordination of bus, SkyTrain and metro trains as they all have different directors, but these are all policed by Vancouver Transit Police.



Staff well-being

- Protective barriers for bus drivers, employee surveys for annual reports, critical incident stress team, peer-to-peer program, work safe mental health support, and incident command training.



Station infrastructure

- In 2023 April, Safety on Transit Campaign – a safety education campaign on all modes of transit including 52 new posters outlining safety assistance and emergency procedures to support new and returning passengers.



Systems modernization

- Technology upgrades and initiatives:
 - Compass Fare Inspection App Project (80 per cent complete) replacing handheld units for conducting fare checks with an app on cell phones. Along with this there was a cell phone upgrade in 2022.
 - Using the Digital Evidence Management System (DEMS), increasing staffing in this system and a data storage review.
 - Intellibook Fingerprint Station to facilitate out of custody prints and Intelliscreen for civilian prints.
 - Remote access to Canadian Police Information Centre and Canadian Justice Information Modernization on dedicated Transit Police desktops.
 - E-COM radio network that allows for positive support of Transit police and municipal police.

Partnerships and support

- Perception of safety analysis was completed to make sure the safety campaign is targeting the correct locations.
- Youth Liaison Officer, Inter-Regional At-Risk Youth Link, Mental Health Liaison role.
- Looking into initiatives like Car 67 (Surrey Royal Canadian Mounted Police) and Car 87 (Vancouver Police) programs police teamed up with mental health professionals. Vancouver believes this mental health initiative could be mirrored with their metro police. Since mental health nurses are part of the team, it may be possible to fast-track resources.

Total budget

- 184 police officers; 12 community peace officers with a request in 2023 for an additional 12; and 84 civilian staff with a request in 2023 for an additional three positions.

Budget

- South Coast British Columbia Transportation Authority Police Service Designated Policing Unit Board – \$45,827,533.
 - This is an increase of 12.5 per cent from the 2022 budget.

Appendix D: Further comparative analysis

Ottawa, Ontario



Integrated response

- Special Constables Unit consists of peace officers, call takers, dispatchers, security camera operators and transit fare inspectors.
- Ongoing collaborative work with emergency services, including Ottawa Police Service, Ontario Provincial Police and RCMP as well as Ottawa Fire, Paramedic Services, Bylaw Enforcement and Transit.



Staff well-being

- Permanent bus barriers for bus drivers. It began as a pilot project in 2019 and has expanded to include all buses.
- Ongoing assessment of staff training to ensure knowledge, skills and abilities to manage such situations.



Station infrastructure

- Free Wi-Fi on Line 1 (Confederation Line) – TELUS has helped with this initiative (\$10.3 million contribution and \$2.6 million from the City of Ottawa) This was more business related to increase ridership but also increases safety.
- CCTV cameras inside the trains (10 per vehicle), almost 900 cameras across 13 stations that can be used for evidence in criminal matters.
- Almost half of OC Transpo's buses are equipped with CCTV cameras and all buses have protective barriers.



Systems modernization

- Expand the incident reporting system to better allow customers and employees to provide information about incidents that require attention (online reporting filing).
- Night Stop – after 9 p.m. the stops are centrally located in an open well-lit area and close to emergency boxes and payphones.
- Safe Stop – after 7 p.m. riders can request a safer stop closer to their destination.

Type of service

- 1 chief, 1 deputy chief, 4 superintendents, 1 court worker, 5 sergeants, 34 special constables, 11 communications officers, 4 transit fare enforcement officers and 1 administrative clerk.

Budget

- Special Constables Unit grand total: \$9,607,403.04.
- No budget increase or request for additional funding.

Appendix D: Further comparative analysis

Toronto, Ontario

(current state as of June 2023)



Integrated response

- Initially, due to incidences, the Toronto Police Service (TPS) was supported by deploying 80 Toronto Police Officers on the Toronto Transit Commission (TTC).
- On 2023 February 28, the Toronto Transit Commission created the Community Safety Issues and Response document outlining its response to social conflict and committed new funding (\$4.9 million) for 10 additional Streets to Homes outreach workers, 25 additional TTC special constables, the introduction of midday cleaning on core streetcar routes, and a one-year pilot expansion of the City of Toronto's Multi-Disciplinary Outreach Team (M-DOT) Program with dedicated outreach resources for persons experiencing mental health challenges and homelessness.
- TTC and the City of Toronto have adopted an integrated and collaborative communications planning and media outreach and response method. Initiatives included Your Safety Partner, Highlights of Assaults Prevention Campaign, and the Customer Community Safety and Security Survey.



Staff well-being

- Training
 - Culture and Readiness Training, Community Safety Ambassador Training, Security Guard Training, TTC specific training in customer service, safety, TTC facilities and operations, communications and radio protocols and diversity, equity and inclusion training.
 - De-escalation training for frontline staff (full day for bus operators, customer service agents, collectors, janitors and escalator mechanics).



Station infrastructure

- Texting SMS – text a tip was created on March 14, 2023.
- Tracking of customer boardings shows they are at 71 per cent of pre-pandemic levels:
 - Bus network – 84 per cent
 - Streetcar network – 60 per cent
 - Subway network – 63 per cent
- Hybrid work may account for these numbers as most workers will use transit to commute.



Systems modernization

- Adding more station supervisors, improving and adding more CCTV cameras, and improving their presence on the subway platforms.
- Toronto Police Service has a Public Safety Data Portal for their data collection allowing people to look at real-time stats for the previous five years through Power BI.

Partnerships and support

- TTC is partnered with City of Toronto shelter support and Housing Administration Division (SSHA) on pilot projects to ensure Streets to Homes Initiative continues.
- Expand Multi-Disciplinary Outreach Team (M-DOT) consisting of workers, mental health case managers, a registered nurse, a housing worker and access to psychiatrists to provide mental health support to persons experiencing homelessness.
- M-DOT has the SPRINT pilot project at Union Station, an increased amount of coordinated outreach supports and resources, including the provision of dedicated shelter spaces to support individuals' access to safe inside spaces and supports more effectively.

Appendix D: Further comparative analysis

Toronto, Ontario

(current state as of June 2023)

Type of service

- The complement of 74 special constables will increase by 12 in 2023 July.
- Community Safety Response provided 50 temporary security guards, 20 community safety ambassadors, special constables overtime and six Transit control dispatchers.

Budget

- 2023 – \$958.7 million (an increase of \$53 million from 2022).
- An additional 4.9 million for Community Safety Issues and Response.
- TTC is seeking further funding for interim measures (authority to allow the CEO up to \$15 million to respond to any emergency). This includes unfunded safety and cleanliness measures up to 2023 May 1, (\$1.4 million) to fund:
 - 20 community safety ambassadors on the TTC
 - 50 security guards
 - 6 transit control dispatchers
 - Extended station cleaning

Response time

- For Lines 1 and 2 (average of 13 minutes in 2023 April).

Appendix D: Further comparative analysis

Montreal, Quebec



Integrated response

- May 2023 – hiring 18 new safety ambassadors, 20 new special constables trained as peace officers in addition to 20 new extra sanitation workers.
- Safety ambassadors increase the security presence and are deployed based on need from statistics.
- They believe visibility of police presence is met with peace officer (constables) and the new ambassadors and not police officers. They believe police should patrol the metro and put efforts to combat the high crime area in the metro. The city pays Montreal police for their presence on the transit system.
- More deployment to metro trains over buses as statistics show that most social disorder happens on trains.



Staff well-being

- Cameras are installed in all buses (not live but downloadable).



Station infrastructure

- Montreal has turnstiles; however, they still have issues with fare evasion – their focus is on LRT platform safety and social concerns.
- They have over 3,000 cameras in the train stations managed by their ops team.
- They use the CompStat program for their data management which allows hot spotting data to support deployment of resources.



Systems modernization

- More constables in an assigned area for longer periods of time to gain more knowledge of the area (community policing/hub model).
- Hiring specific call centre staff that are not special constables to add cost savings.
- They are looking at revamping their command centre for the purpose of finding the correct tool to dispatch the correct resource to the situation.

Partnerships and support

- Working with two social rehabilitation groups to improve its outreach to homeless persons and provide them access to social services.
- Partnership with provincial government health outreach workers. They work in teams of two that are available to respond to non-violent, non-aggressive individuals as first responders.
- Teams consisting of social workers, a special constable (Society of Transport Montreal inspector), Montreal police officers to work with Old Brewery Mission, social workers with the Society of Social Development, Mobile Mediation and Social Intervention Team.
- A warming bus available after stations have closed that takes users to a shelter during the winter months after stations close. They spend more energy on metro trains and not buses as stats show the most social disorder is on trains.

Type of service

- Police Service has a dedicated unit of 132 police officers, the Society of Transport Montreal has 164 special constables.

Appendix D: Further comparative analysis

Philadelphia, Pennsylvania



Integrated response

- Created the Scope Program (pillars: safety, cleaning, ownership, partnership and engagement), a comprehensive system-wide coordinated effort to connect vulnerable individuals with social services and provide a safe, clean transit system for riders and employees.
- Increasing uniformed police and transit officer deployment, deploying Southeastern Pennsylvania Transportation Authority outreach specialists throughout the day.
- Increasing the number of social service outreach specialists from seven to 50 from three different agencies.
- A co-responder model with a transit safety officer and social workers.



Staff well-being

- Agency-wide mandatory training to increase employee awareness of best practices for vulnerable riders, de-escalation techniques and available tools.
- Providing custodians with cell phones to contact transit police as necessary.



Station infrastructure

- Creating a virtual patrol centre to monitor transit stations and concourses using 30,000 cameras.



Systems modernization

- Closure of one station for two-weeks time for cleaning – the cost was \$1 million.
- Increased 2022 budget for cleaning by \$14.8 million. Intensive cleaning on weekends including shutting down stations – quick clean teams deployed to certain locations to respond to major cleaning issues.
- Promoting Transit Watch App to allow customers to ask for help discreetly and anonymously.
- Launched the Open Data Portal – financial, ridership, mapping and other data on the website.

Partnerships and support

- Increasing the number of social service outreach specialist from 7 to 50 from three different agencies
- Outreach firms – Eagle Staffing, Merakey Parkside Recovery and One Day at a Time (ODAAT) – work to guide vulnerable populations off the transit system by engaging, building trust and assessing needs.

Type of service

- Southeastern Pennsylvania Transportation Authority Police Officers: currently have 210 and 260 are currently budgeted.

Budget

- \$100 million.

Appendix E: Guiding documents

Canadian Urban Transportation Association (CUTA)

[CUTA Transit Safety Recommendations EN-f2.pdf \(cutaactu.ca\)](#)

The City of Calgary

[Assessing a Closed System as Part of the City of Calgary Transit Safety Strategy - IP2023-0368.pptx \(calgarypolicecommission.ca\)](#)

Technical Report

[filestream.ashx \(escribemeetings.com\)](#)

The City of Calgary – RouteAhead

[calgarytransit.com/content/dam/transit/plans---projects/RouteAhead_Council%20Approved_July%202023.pdf](#)

Calgary Mental Health and Addiction Strategy and Action Plan

[Calgary's Mental Health and Addiction Strategy](#)

Calgary Climate Plan

[Calgary Climate Strategy- Pathways to 2050](#)

Appendix F: References

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