



City of Edmonton
Transit Safety & Security
Engagement Findings

March 2022

ACKNOWLEDGEMENTS

We respectfully acknowledge that Edmonton is situated on Treaty 6 territory, a land where we work, learn, and play. We acknowledge the many First Nations, Métis, and Inuit who live in and have cared for these lands for generations.

This engagement project benefitted from the expertise and wisdom of transit riders, non-riders, staff, and agencies. We appreciate the contributions of the many individuals and organizations who have shared their experiences as part of this process.

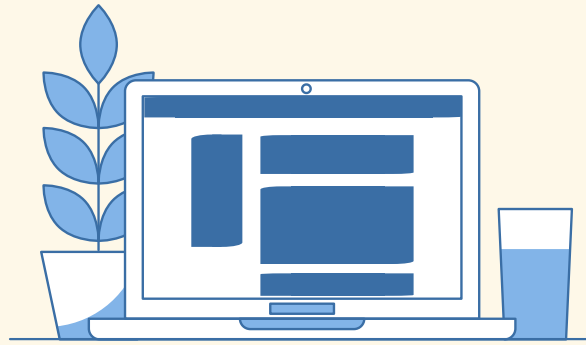
INTRODUCTION

ETS

As part of the overall safety and security framework, Edmonton Transit Service (ETS) entered into an agreement with AndersonDraper Consulting Inc., to explore safety and security on and around transit from various perspectives, using a Gender-Based Analysis Plus (GBA+) lens. This work aimed to identify safety and security issues, root causes as well as to consider the effectiveness of safety and security improvements made over the past two years from the perspective of diverse stakeholders. The work will inform future transit-related considerations to improve transit for all.

GBA+

The City of Edmonton's (CoE) Diversity and Inclusion Framework (Art of Inclusion, 2019) explains GBA+ as a process that prompts reflection on perspectives and biases as well as how those impact delivery of services. Applying a GBA+ lens encourages the focus on understanding the experiences of groups and individuals who are marginalized. By using GBA+, diverse perspectives, experiences and needs can be better understood and services can be redefined to better serve everyone.



DATA COLLECTED

who we heard from

The mixed-methods approach to this exploratory study included undertaking focus groups and individual interviews with riders and non-riders, external and internal stakeholders, as well as offering agency and council committees an opportunity to complete a survey. Data were collected between July 2021 and January 2022. The analyses focused on meaning-making, highlighting experiences, trends, and patterns.

Participants were asked if they considered themselves riders or non-riders. Non-rider participants were asked the reasons they did not use transit. Consistent with key insights from the 2015 ETS Customer Safety and Security research summary, non-riders were most likely to indicate other means of transportation fit their lifestyles better than ETS. For instance, long commute times, inconvenient or non-existing service, preference to walk or drive to the destination and perceived safety were among the reasons given by non-riders.

All participants in interviews and focus groups were asked to reflect on safety and security issues surrounding transit, causes of the issues, and ways to address them, considering changes ETS has made in the past few years, who may have participated in identifying and informing those changes, and what were the impacts, if any, of the changes. The questions also asked about unintended outcomes for particular groups. Participants were asked to share learnings from the past few years and recommendations for improving safety and security on and around transit. In February 2022, participants were invited to attend a "what we heard" session to validate findings, engage in additional discussion, and help inform recommendations presented to ETS.



Interviews & Focus Groups

Internal (n=6 interviews + 1 focus group)

External (n=4 focus groups + 1 interview)

Islamic Family & Social Services Assoc. (IFSSA)

Senior Rider

High School Students / Youth

Internal: COE/ETS

EPS

*PATH Committee Members (social service agencies)

*PATH Committee Focus Group questions were provided by the consultant and the discussion was facilitated by a city staff. All other data were collected by AndersonDraper Consulting Inc.

Survey Respondents



Agencies (n= 12) providing services to different groups of Edmontonians:

2SLGBTQ Youth

First Nations, Métis or Inuit

Students

Seniors

Persons of Colour

Newcomers

People with lived experience with
mental health challenges

People with lived experience
of poverty

People with lived experience of
cognitive or physical disabilities, or mobility issues

Council Committees (n=4)

Women's Advocacy Voice of Edmonton Committee (WAVE)

Accessibility Advisory Committee

Edmonton Transit Advisory

Edmonton Seniors Coordinating Council

LIMITATIONS

This project was completed between March 2021 and March 2022, during the unique contextual time period of a pandemic. Although initially aiming for a shorter time frame, extensions were added to attempt a great reach. However, recruitment challenges were encountered for several reasons, including some populations being difficult to reach directly, others reporting feeling over-accessed as part of other engagement activities (citing interview and survey fatigue) and some potential participants did not respond after several outreach attempts. As such, although many groups were successfully engaged — some riders and non-riders directly and others via agencies as a proxy—findings represent only the voices of those who participated and should be viewed as a “snapshot in time.” However, it is interesting that common safety and security issues were noted across groups, yet differing perspectives on those issues were also noted across and within groups.

FINDINGS

Findings are organized thematically. Key findings include input from a wide range of perspectives to represent the diversity stakeholders: the perspectives of external agencies, people with lived experience, individual riders and non-riders including women, people with limited mobility, senior, and youth and internal ETS staff. Information captured through data collection was organized into themes and related concepts.

Upon review of the full data set, commonalities were noted across groups. Rather than presenting group by group and repeating common themes, the themes are explored and differences between—and within—groups are noted.

To illustrate safety and security issues, the words of participants, as captured by the facilitator or provided in a survey response, are shared. Sometimes for the sake of brevity/clarity minor adjustments were made. Findings are presented beginning with operational issues followed by societal issues and the importance of a coordinated effort. The document concludes with considerations and proposed next steps.

Scroll down to read or use the arrows to move between sections.



OPERATIONAL



SOCIETAL



COORDINATED

OPERATIONAL ISSUES

The most commonly mentioned issues said to impact the perception and experience of safety in and around transit.



Accessibility, Maintenance & Infrastructure

Weather, sidewalks, fear of falling, cleanliness of facilities, out-of-service elevators, lighting, lack of bus shelters



Routing & Scheduling

Overcrowding, wait times, locations, connections, the distance between stops, and route length



Enforcement

Police, peace officers, security guards serve different enforcement purposes. Participants had different perspectives the role of enforcement.



Operator's Role

Disconnect about the role of the operator, operator training and support



Technology

TransitWatch, data science dashboards, WIFI on LRT, cameras



Accessibility, Maintenance & Infrastructure

Agencies and Council Committees and the senior rider each mentioned the importance of accessible, well-maintained facilities, particularly during the winter. High school students and IFSSA participants also talked about design, adequate lighting and additional bus shelters. Staff spoke about the lack of access controls and the benefit of Crime Prevention through Environmental Design (CPTED).



Recognition of the importance of snow removal and sidewalk repair as part of safety issues – if you can't safely get to the stop, it's a challenge.

What's not safe is when an elevator is not working. People are more inclined to use the stairs or escalator when they shouldn't be. With my walker, I will not get on an escalator without help. I've had to drag my walker up the stairs because there wasn't any other way.

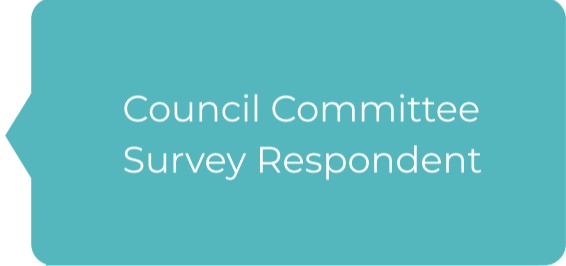


There is not a sidewalk leading up to our Agency. I have concerns for client safety when they walk from the bus stop and have to walk on the road, and icy sidewalks in the area.



Slow response to maintenance issues live elevators and push-button doors.

Manual wheelchair users are at significant risk of biohazard contamination as they push their chairs through contaminated spaces.



Bus stops without shelter, leaving people outside in the cold or rain.



Design of LRT and bus stations need to take safety considerations. More lighting, more shelter. Have noticed (less now) there are a lot of harsh design to prevent unhoused people from using public spaces - this does not solve the problem, if anything it makes it worse. How are we designing our spaces to make everyone welcome. More shelters.

Lighting - I don't take the bus when it is darker out. I don't feel safe when it gets dark (even on the actual bus).



Although predominantly mentioned by groups representing Edmontonians who experience mobility issues, timely improvements addressing accessibility and site maintenance benefit all riders. An inconvenience to some riders, accessibility and site maintenance was noted as a barrier for seniors and those with mobility issues, impacting their sense of safety and security. Increasing lighting was specifically noted by IFSSA participants as a way to enhance women's feeling of safety in and around transit.



Several staff respondents noted the importance of incorporating CPTED principles, making them part of standards, informing outcomes, and bringing that lens to all design guidelines by holding contractors accountable for CPTED reports.



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ROUTING & SCHEDULING



Agency respondents, students, the senior rider, and black Muslim women as part of the IFSSA discussion, in particular, mentioned routing & scheduling impacting feelings of safety and security.



The inconvenience of taking transit makes me feel less safe. Long waiting time, multiple transfers make me want to take transit even less.

IFSSA Focus Group Participant

High School Youth Focus Group Participant

After school taking the bus is difficult because there are not enough busses - do I go on an extremely packed bus or do I get home late?



The number one concern is how far they have to walk with walkers, groceries, and canes to get to a viable bus stop.

Overcrowding, especially at peak times. We hear that it makes things like theft and harassment much easier and more likely to occur.

Agency Survey Respondents

Interestingly, challenges with routing and scheduling were more likely to be mentioned as a safety and security issue by external stakeholders and rarely mentioned by ETS internal participants.



Several participant groups noted the importance of working with impacted communities when planning and prior to making changes to routes and schedules, as well as following up to assess the impact of any changes once made and adjust as needed.



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Stakeholders used the term "enforcement" broadly to refer to someone with authority, for instance, police, peace officers and security guards. In other instances, the term was used in the context of monitoring transit areas.

What We Heard



Security issues with in the LRT and platform and cars. There is usually nobody if someone is threatening. There is a publicized number but no real support if someone is harassing you or you are feeling unsafe. Mostly bad for women and seniors. Little to no engagement when calling these numbers or pressing the buttons. They have acknowledged not having enough police resources. [...]. LRT Feels unsafe due to the fact there are often no security staff.

Council Committee Survey Respondent

Agency Survey Respondents

Continue to provide supervision (security) at LRT Stations, transit terminals, and transfer points, especially during peak times.



Promote active bystander intervention on behalf of passengers as opposed to relying on oppressive structures of surveillance and policing that disproportionately target the behaviours of racialized folks.



EPS and Transit Safety officers make me feel unsafe. My clients have faced physical or verbal violence when accessing spaces. Transit that serves all of us - and for a lot of people the police are not a source of safety. With so many Muslim women being attacked it is important to name that policing services don't always keep us safe. Islamophobia plays into how people are treated on transit.

Have someone on the bus that acts as security / be more approachable to people on the bus (bystander intervention). Able to keep eyes on the bus at all times (particularly when dark).

IFSSA Focus Group Participants

Internal Staff Interview Participants

Enforcement folks are adapting to new trends, cultural norms, looking at things differently, through diversity - a new approach.



Full-time security guards, higher level, transit officers, strong partnerships with police, social agencies have come on board.

Enforcement has its place - figure out what that is.



Need for more training for security (as per the news incident), wondering if there is some sort of training where there is a social worker along with the security guard?

How to get Security trauma-informed and at the same time have them perform security.

PATH Committee Focus Group Participants

High School Youth Focus Group Participant

More patrolling in the downtown areas - people will avoid the downtown transit areas. Downtown areas need to be monitored.



Lack of repercussions - nobody gets in trouble. I can vape on a bus because there are no consequences. No consequences and nobody does anything when these things happen. Everyone needs to step up - drivers and passengers



Mixed and often contradictory responses were heard surrounding enforcement. Some noted more visibility and increased enforcement were needed while others felt enforcement was not the answer and heightened feelings of oppression. Active bystander intervention (supported/trained) was mentioned by several groups as a way to enhance feelings of safety and security, removing some of the emphasis on formal enforcement practices. Overall, there was no consensus among different or within groups on the role of enforcement and if it contributed to or detracted from feelings of safety and security.



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Operator's Role

Most participants mentioned they saw a role for the operator in addressing safety and security. External stakeholders shared they often looked to operators as having a responsibility to protect riders, yet recognized their limitations to do so.



What We Heard




Drivers are not told that passengers are in their care - there is a responsibility. There should be some training related to different situations (how do you address harassment on the bus, or drugs or alcohol).

Most drivers see what is going on - people vaping on the bus is visible and it is an obvious problem. If you don't have a mask on the drivers won't say anything. Does not make me feel safe.

High School Youth Focus Group Participant


Fare disputes have been the #1 cause of operator assaults

Continue to work with the operators - realize they don't have to take everything personally. Payment is not that important, if someone is not wearing a mask realize you are protected (shield). Acts of kindness can be forgotten and can serve the operator well.



Operator Assault Task Force Participants

Being really comfortable talking to the bus driver. Bystander intervention training - can the drivers be trained in some of those things? They have a role, a job they signed up to do - and if they are taking on some of these intervention roles they should be trained and compensated to take that on.




IFSSA Focus Group Participant

Council Committee Survey Respondent

Better training for drivers in dealing with women with children (like lowering the bus down for strollers). GBA+ training for drivers.

Regarding passenger belligerence, perhaps it isn't noticed by driver or driver doesn't want to engage individual without back-up.




There appears to be a disconnect between what external stakeholders want the operator's role to be in regards to rider safety and security and what messages are shared internally about the driver's role and responsibility to intervene.



Staff shared the benefits of technology, whereas IFSSA and students noted the lack of WIFI, difficulty dealing with the TransitWatch SMS number, and lack of follow-up as concerns.

What We Heard



Complaints to TransitWatch do not seem to be followed up on - what happens to the complaints?

High School Youth Focus Group Participant

IFSSA Focus Group Participants

Lack of WIFI at LRT stations and bus stops - WIFI makes me ease my safety concerns. If I have WIFI I can connect to people.



People use their cellphone every day - this is how people would communicate distress.



Dashboard - transit had their own hotspot map to predict/highlight where the most issues are happening. Transit security, police stats, and social agencies collect information related to transit and used as a predictive model.

Internal Staff Interview Participant

High School Youth Focus Group Participant

Monitor the cameras and get more cameras on the bus - there are people who need help and if the driver can't see it, someone needs to.



While some internal staff mentioned TransitWatch as being successful, some external participants shared concerns about usability issues and wondered about the process for follow-ups to complaints.



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SOCIETAL ISSUES

The most commonly mentioned issues said to impact the perception and experience of safety in and around transit.



Vulnerable Populations

Increased supports, trauma-informed training, transit as shelter



Racism, Prejudice & Discrimination

Harassment, anti-racist practice, zero tolerance, fear of being targeted, gender-based violence



Pandemic

Mask compliance for operators and riders, decreased ridership, social distancing, impact of pandemic



Crime and Disorder

Perceived crime versus actual crime, acts of crime, high crime neighbourhoods / locations



Vulnerable Population

Stakeholders mentioned vulnerable populations as a factor when considering safety and security, spoken about mainly by internal staff and agencies. Some spoke of the necessity for mental health supports, training, the pandemic, increased drug use and transit spaces as shelter.



There has been a huge increase in mental health across the board and for vulnerable people it has not been good in regular times. Ask the government to increase mental health support.

Extended hours and no fare during extreme weather - that has been a huge benefit. Some stay on the bus all night.

PATH Committee
Focus Group
Participants

Internal Staff
Interview
Participants

See complaints that come through 211 - vulnerable population - Covid... a closing off of people that use the system on a daily basis, drinking - even a small amount of disorder - perception is that it's not safe - even if someone is sleeping on the train.

Toxicity, overdose, drug supply - incidents in and around transit, working on harm reduction.



The conversation can't only be with ETS - what some of the people really need is resources (shelter, food, clothing etc.). Making it a little safer for us all is to provide vulnerable people with resources.

Having naloxone available in transit centers or having people trained in administering naloxone patrol transit. This would go a long way.



IFSSA Focus Group
Participants

Operator Assault
Task Force
Participants

The vulnerable population gravitates to transit. Mental health issues associated with the population. More security may not be the answer. Yes, it would make our staff safer but what would happen? Out of sight, out of mind but it becomes someone else's problem.



Increased funding for social and health services so that ETS stations and buses don't become fall back emergency shelters and supports.



Agency Survey
Respondent



Respondents recognized supporting vulnerable populations is a multi-faceted process requiring engagement, collaboration and funding to address the root causes of homelessness, addictions and mental health issues.



Racism, Prejudice & Discrimination

The targeting of specific groups was noted as a deterrent to ridership. The importance of awareness and training, as well as ETS making explicit a zero-tolerance policy for racism, prejudice, and discrimination in and around transit, was recognized.



What We Heard



The past year or two being a visibly Muslim woman on transit has been concerning. My parents were concerned about me (particularly in the dark).

I think it's important to name and recognize that Black Muslim women are specifically being targeted and so we need to grapple with anti-Black racism and Islamophobia.

IFSSA Focus Group Participants

Council Committee Survey Respondents

As submitted in ETSAB's Inclusive Transit: BIPOC Experiences report presented to the Urban Planning Committee in June 2021, BIPOC riders indicate that they face daily abuse and/or microaggressions based on the colour of their skin. Furthermore, this is not limited just to BIPOC patrons, but racialized transit operators as well. I would add that vulnerable persons, BIPOC persons and women are at particular risk in facilities associated with the LRT and buses. These persons need a more responsive security service.



...there is a lack of public communication on transit vehicles and transit infrastructure indicating that there is a "zero tolerance" policy for racial slurs or abuse while riding with ETS.



We serve 2SLGBTQ youth. Our primary concerns are discrimination, including transphobia homophobia and racism.

Our students report issues of harassment, racial slurs and name-calling. While a proportion of this is from students to other students, it also involves other riders.

The disrespect shown by low resources for seniors is pretty shocking. Please see if you can do some ageism training. It's not different than any other deep-seated and hateful discrimination based on something people have no control over.

Heightened discomfort and fear, as it relates to racial/gender-based vulnerabilities including speaking in first language other than English or French e.g. over-the-phone, intensified by fear and divisive information and opposing views impacted by the current pandemic.

Agency Survey Respondents

Internal Staff Interview Participants

Ensuring that we have attention to gender-based violence and sexual assault, in all their diversity.



Causes are inequalities and social justice (ie., income, race, gender)



Individuals at a higher risk experience a greater threat to their sense of safety and security because of prejudice and discrimination. This theme highlights the importance of understanding and addressing systemic and institutional racism, prejudice and discrimination and committing to action to eradicate it.



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Pandemic

All the general concerns around the pandemic are affecting transit safety and security. Youth were the most outspoken about concerns around mask compliance in both operators and riders.

What We Heard



Pandemic is exaggerating people's fears and also people's coping and social skills. People can panic. People have larger anxieties.

PATH Committee
Focus Group
Participants

High School Youth
Focus Group
Participant

At the start of the school year drivers were good with COVID restrictions but now they are not as good - they stopped regulating anything. Drivers used to check for mask wearing but not any longer



I also have concerns regarding COVID safety (enforcement of masking, social distancing, etc).

Agency Survey
Respondent

Internal Staff
Interview
Participants



Pandemic and tanking of the economy create opportunities for crime.

COVID has decreased natural surveillance.



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Crime and Disorder

This theme was more common from internal stakeholders and those representing riders than from riders themselves. Safety and security on and around transit can be impacted by actual crime rates as well as the perception of increased crime.



What We Heard

Senior Rider



Neighbourhoods with high crime or with lots of people - can be concerned about taking transit.



We have issues with violence along the transit lines, criminality in general.

What causes the perception of not safety? Most are nuisance and disorder, a small percent is high crime. Our disorder rate is consistent with Statistics Canada - metropolitan.

Make sure when we are dealing with the public, to recognize actual safety and security vs. perceived.

Concern that some people may not come back to transit, perception is their reality influenced by what they hear from the media.

Internal Staff Interview Participants

Operator Assault Taskforce Participant

Unknown reasons for the assault could be mental health-related or some factor we do not know about. No interaction between operator and assailant before the assault.



Increase in concerns. Weapons, drugs, sex. Every concern received seems to be about security and people not feeling safe on transit. Everything has been escalated and shared at a higher level.

PATH Committee Focus Group Participant

Agency Survey Respondents

Theft of phones and bus passes. Students experience this while walking to or waiting at bus stops, at transit terminals and on transit vehicles.



Safety at transit centres. This includes incidents of fighting, theft or a general feeling of being unsafe.



Data can be used to reveal trends of underlying safety issues. Communication of the data can influence the public's perception versus the reality of safety concerns.



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COORDINATED EFFORT

This section represents the intersection of operational issues and societal issues.



Collaboration & Coordination

Partnerships, integration, collaboration, the role of bystanders and collective responsibility



Communication and Engagement

Updates, consultation, public education and awareness

Riders were less likely to mention the importance of collaboration and coordination directly whereas staff and rider/agency representatives mentioned this theme. This theme highlights the recognition safety and security in and around transit is a collective responsibility requiring a coordinated response.

What We Heard

Internal Staff Interview Participants



Partnerships – continue to do them, work on them, make them process-based rather than relationship-based. How do the organizations make sure the relationships continue despite when people change? Continue to have processes to make sure organizational links keep happening.

Integration with internal and external stakeholders is huge. How effective, that has been the biggest learning, achieving goals.

A meaningful change is more collaboration between the city, peace officers, mental health professionals, and agencies.

We are here, multiple agencies offering passes to people who need it. We are here to bridge those gaps.

PATH Committee Focus Group Participants

Operator Assault Taskforce Participants

There is better collaboration with EPS. Would like to see first-year EPS assigned to transit to build partnerships & relationships. This would support the system as a whole and build a great working relationship.



Increased collaboration among social agency, EPS, and City administration to support public transit user safety.

Prioritizing safety and security issues in terms of budgeting. There are inter-provincial issues but there needs to be better coordination between the city and province. It feels like ETS is going in circles and that there is no political will. Not looking at transportation as a whole and putting it in silos.

Council Committee Survey Respondent

IFSSA Focus Group Participant

There was an incident of an adult threatening a teenager but someone intervened (bystander intervention). Maybe there is a place for developing more of that community culture about being more comfortable intervening in a crisis. Dealing with the issues from a community and collective sense.





Communication and Engagement

Clear messaging from a variety of channels as well as early and regular engagement with stakeholders was noted as important to addressing safety and security in and around transit. In particular, a few groups mentioned the importance of updating the public on changes made.



Senior Rider



Make people more aware of security personnel – messages that aren't only oral. Find a way to let people know what's changed and what's different (public awareness campaign). We feel safer when we know what's been done.

Information sharing: some of the reasons people don't use transit is because of the experiences they have. They don't know what changes might have happened.

Have a place where the City can update us so we know what is going on, like into the ETS app, using the existing app to communicate better.



Youth Focus Group Participant

IFSSA Focus Group Participants

Public education campaign... Bystander intervention as a public education campaign (led by Muslim women) would be great. Maybe some more signage around transit stations (how you can help, what is appropriate behaviour etc)



Signage in different language or simplified English.

Consulting our committee or other disabled community members in preliminary planning stages rather than after plans are drawn, as well as requiring education on the needs of folks with disabilities for any person involved in governance or infrastructure work...for everyone, honestly, but the prior would be a good step.

Engagement with a much broader group is essential to provide specific feedback.



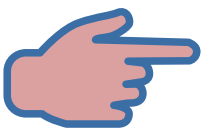
Council Committee Survey Respondents

Internal Staff Interview Participants

Community is so important to be involved, around each station, the people that use transit, get their opinion and input. The people that actually use transit what do they think?



Continue to engage both riders and potential riders, to really understand their experience through a gendered or BIPOC lens.



The idea of raising awareness of changes made to increase safety and security in and around transit was highlighted during the data collection activities when stakeholders were asked about changes. There was mixed, and predominately low awareness across groups, especially external stakeholders, as to what had been implemented over the past few years and the impact of those changes.



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CONSIDERATIONS & NEXT STEPS

This section includes considerations and next steps derived from a stakeholder engagement session in February 2022 where the findings from what we heard were shared and discussed.



Public Awareness
and Education



Explore Additional
Changes to Enhance
Safety and Security



Areas to Further
Explore

PUBLIC AWARENESS AND EDUCATION





Promote Recent Changes to Transit to Enhance Safety & Security

Update the public on changes made through awareness campaigns. Apply a diversity and inclusion lens to campaigns. Develop and promote the zero-tolerance policy for racism and harassment on transit.



Seek to Understand and Mobilize the Role of the Bystander

Research, develop and initiate a campaign encouraging bystanders who witness harassment incidents to report them and identify ways to safely intervene.



Clarify Public Expectations of the Role of Transit Operators

Increase public awareness of the role operators play and constraints in responding to safety issues.



Clarify the Role of Transit in Community Safety and Well-Being

Continue a public dialogue on the intended use of transit spaces, and work with partners recognizing that supporting vulnerable populations is a multi-faceted process requiring engagement, collaboration, and funding to address the root causes of homelessness, addictions, and mental health issues.



Communicate Data to Reveal Trends

Provide a regular summary to the public of transit safety data, including TransitWatch data listing reasons for complaints, response time, and changes made as a result of reporting. Communication of the data can influence the public's perception versus the reality of safety concerns.



EXPLORE
ADDITIONAL
CHANGES TO
ENHANCE SAFETY
AND SECURITY

Review and Enhance Transit Locations

Use a Crime Prevention Through Environmental Design (CPTED) to assess lighting, accessibility, functionality, and opportunities for natural surveillance. Expand WiFi availability to all ETS locations.



Continue to Engage and Work with Stakeholders When Considering Making Changes

Work with impacted communities when planning and prior to making changes to routes and schedules, thinking about those from a safety and security perspective, as well as following up to assess the impact of any changes once made and adjust as needed.



AREAS TO
FURTHER
EXPLORE





Approach to Enforcement

Undertake additional engagement specifically related to the role/value of enforcement and continue to assess alternative models.



Response to Pandemic

Capture learnings from the pandemic, and specify protocols moving forward to increase rider comfort with public health measures.

ANDERSON DRAPER

AndersonDraper Consulting Inc. is an Edmonton-based consulting company that has a good understanding of the City of Edmonton's goals surrounding transit. The team, consisting of three senior consultants, has extensive facilitation experience and expertise working with social service organizations. In addition, AndersonDraper Consulting Inc. completed the 2018 implementation evaluation of the Ride Transit Program.

Michelle Anderson-Draper and Krista Brower are Credentialed Evaluators and Sean Draper is an experienced data scientist.

www.andersondraperconsulting.com

A plain text version of this document is available by request.