

The City of Edmonton logo, featuring the word "Edmonton" in white sans-serif font on a blue rectangular background.

Edmonton

A background photograph of a transit stop. A blurred blue and white transit vehicle is moving from left to right. Three people are waiting on the sidewalk: a woman in a tan coat, a person in a wheelchair, and a man in a dark jacket. The scene includes trees with autumn foliage and a brick building in the background.

City of Edmonton

TRANSIT SERVICE JOURNEY MAP

ABOUT THE TRANSIT SERVICE MAP

Edmonton Transit Service supports Edmontonians in their travel with our network of buses, LRT trains, as well as our paratransit service. The system supports approximately 87,000,000 rides each year in getting people where they need to go.

This visualization provides the City with an at-a-glance snapshot of the current state of transit service. This map will allow the City to understand residents who use transit, as well as their journeys, and will guide strategic decisions around where to focus improvement and innovation.

MAP ELEMENTS



JOURNEY MAP

This shows a high-level overview of the current experience with Edmont Transit Service. High and low points—as well as opportunities—are highlighted to note areas where there is a window to excel.



PERSONAS

Personas are representations of different residents who interact with Edmonton Transit Service. They indicate the specific goals, needs and activities which require support and understanding.

HOW TO USE THIS MAP



Understand

Read through each persona to deepen customer insight and follow the journey map for an understanding of the big picture. Considering persona needs, struggles and joy points helps foster a respectful workplace and supports delivery of excellent services safely.



Explore

Consider the customer journey and opportunities to improve their experience with your services. Think about possible ways to deliver excellent services, particularly ways that address multiple gaps at once. Prioritize solutions that impact multiple parts of the customer journey. Consider multiple solutions before selecting an option.



Create a Solution

Test possible solutions in each stage of the journey map, keeping in mind each persona's particular needs and emotions. Consider how your team will communicate and/or support this new change.

THE RESEARCH

This project is focused on helping understand users' needs and attitudes through a variety of research activities. Creating the personas and mapping their journeys provide a framework to excel in delivering satisfactory user-centric services.

This research focused on bringing together the voices of users of Edmonton Transit Service, including internal and external research activities. The journey map illustrates the insights gained; highlighting key touchpoints, persona emotions and opportunities to improve services.



WHERE WE STARTED

"For City Operations, our key focus is on improving service delivery to meet the expectations of citizens and customers."

Gord Cebryk,
Deputy City Manager

2

INTERNAL STAKEHOLDER
WORKSHOPS

5

INTERNAL
INTERVIEWS

8

IN-PERSON
INTERVIEWS

12

PHONE INTERVIEWS

881

SURVEY
PARTICIPANTS



JOURNEY MAP

This map is part of a set of eight maps outlining Edmontonians' experience with City Operations, as part of a larger initiative across the City to become a more customer-centric organization.



**TRANSIT SERVICE
FUTURE**



Comfortable

ROUHEE

Conventional Transit

"I know I will arrive at my destination—you don't have to do anything except get on."

GOAL:

GET AROUND THE CITY WITH A MODE OF TRANSPORT THAT SUITS HER LIFESTYLE

Rouhee feels very comfortable when she's taking transit and is confident that if something goes wrong, she will be able to figure it out. While she isn't completely carefree on transit, she does find that she is happy with the system overall and is willing to explore new routes, provided they don't require a lot of transfers.

AWARENESS



Rouhee has been aware of public transit in the City for as long as she can remember, but discovered more about the service through use over time. She discovered ETS@Work only when she started working at a company that offers it.

EXPLORING



She learned more about transit online and through the experience of taking trips. Rouhee checked out the City of Edmonton website as well as other online resources like ETS Trip Planner and Google Maps. If offered, she applies to ETS@Work.

PLANNING



Rouhee uses a monthly pass or tickets, but spare change is a backup. Right before going to work, she'll check ETS Trip Planner to confirm times. For new destinations, she'll use Google Maps or ETS Trip Planner a few hours before leaving.

TRAVELLING



The majority of the time, Rouhee feels her transit trips run smoothly. She takes transit to and from work. While Rouhee wishes she could cut some time off her commute by biking to the stop and placing her bike on the bus rack, it becomes challenging given the restrictions during this time frame. For recreational trips, she might bring her bike. If Rouhee is on a new route, she'll follow directions and avoid certain areas of the City. If there are transit issues, she'll reroute using her smartphone or call 311.

FOLLOW-UP



Rouhee usually only reports safety concerns or major events to the driver or 311. She expects to hear back, but doesn't in some situations. For minor issues, she tends to just talk to friends and family about it.

OF THE ROUHEEs SURVEYED...

36%



Found Navigating a Detour a Positive Experience

44%



Are Stressed or Very Stressed by Unexpected Changes, Delays or Missed Rides

10%



Feel Uneasy When Taking a New Route Alone

53%



Hear Back From the City When They Follow Up



"I have felt unsafe on the LRT, and many LRT stops in the downtown area make me uneasy."

KIM

Conventional Transit

GOAL:

HAVE A SMOOTH RIDE WITH EDMONTON TRANSIT SERVICE

Kim finds conventional transit intimidating, whether he rides it every day or rarely. He's worried that he will get lost or not know what to do if something goes wrong. In addition to his anxiety of being stranded, he is also concerned for his personal safety while riding transit, so he avoids travelling at night as well as to areas he considers unsafe.

AWARENESS



Kim has been aware of public transit in the City for as long as he can remember. He found out about Edmonton's different subsidized fare programs later in life.

EXPLORING



He found that it wasn't particularly easy to figure out how to use the system. Kim used the City of Edmonton website, as well as Google, to find more information. He applied to any fare programs for which he was qualified.

PLANNING



Kim mostly uses a monthly pass or tickets, but rarely cash. He plans trips the day before with the ETS Trip Planner or Google Maps, whether he's commuting to work or meeting friends.

TRAVELLING



He's a little nervous that something might happen that he's not prepared to handle. Due to safety concerns, Kim likes to take his trips during the day, avoiding certain areas. He will typically walk to transit for all his trips, whether it's his daily commute or for a special event. If anything goes wrong with his trip, Kim will often walk further distances to get to his destination. If it's a nice day, he might take transit into work, but choose to walk home.

FOLLOW-UP



Kim will sometimes report issues to the driver or 311. These issues will include safety concerns as well as other concerns he might have.

OF THE KIMs SURVEYED...

19%

Found Navigating a Detour a Positive Experience

71%

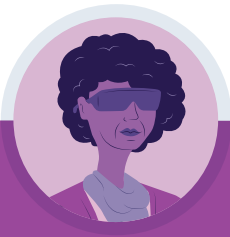
Are Stressed or Very Stressed by Unexpected Changes, Delays or Missed Rides

41%

Feel Uneasy When Taking a New Route Alone

37%

Hear Back From the City When They Follow Up



SUSIE

DATS and Conventional

“People can’t see you’re disabled from behind—they can’t see your cane. They push you.”

GOAL:

NAVIGATE THE TRANSIT SYSTEM SMOOTHLY TO ALLOW FOR TRAVEL AROUND THE CITY

Susie takes conventional transit as well as DATS. She is grateful for DATS when conventional transit is not an option for her, such as the winter months or for trips with multiple transfers. She can feel limited by DATS, but she has taken steps to learn the system. Susie tends to find conventional transit intimidating. She worries about getting lost or not being able to board a bus or train. In addition, she is concerned for her personal safety, so she avoids travelling at night or in areas that she considers unsafe.

AWARENESS

Susie was aware that the City of Edmonton has public transit but she recently found out about the DATS service. She would have used it sooner if she had known it was an option.

EXPLORING

Susie finds conventional transit challenging to learn. She receives basic information from her doctor about DATS and how she can apply. She contacts the DATS Client Service Centre for guidance before applying to the program herself. She receives assistance with the medical forms and waits for the DATS application to be processed.

PLANNING

For routine DATS trips, Susie sets up a subscription. For other trips, she will call three days in advance and wait on hold until she can reach a representative. It can be challenging to reserve her desired time slot due to limited availability, booking hours, long hold times and a lack of online resources. She is typically unsuccessful with same-day booking attempts.

TRAVELLING

Susie will take conventional transit trips when the timing, destinations or flexibility of service support her needs. Conventional transit trips can be nerve-racking for Susie as she is concerned about safety and accessibility. When taking DATS trips, Susie gets ready for her 30 minute pick-up window, boards the bus and waits for her stop. To prepare for her return trip, she finds an area to sit until her ride arrives. If her ride is late, Susie becomes anxious and will reach out to DATS. She is unaware that she can track her pick-up and struggles at times with the baggage restrictions.

FOLLOW-UP

Susie considers which issues to report and which to let go. She typically won't report issues she feels will be ignored. Susie calls DATS and leaves a message to report a concern and on occasion will follow-up to highlight an outstanding service experience. Usually, she receives a response about issues she's reported in.

Edmonton Transit Service is an integral part of City operations. Let's take a look at how ETS supports the customer journey and consider ways to build upon these successes.

TRANSIT TRIUMPHS

RELIABLE

ETS supports residents all over the City, providing efficient service they can count on while also keeping them up-to-date with the latest transit information, including routes, service interruptions and guidelines.



Building on the success of the ETS trip planning tools and providing additional information at vital touchpoints in the journey, will help riders make educated route choices.

SAFE

ETS works tirelessly to provide safe and inclusive spaces for transit users. Both transit representatives and drivers are important stewards in the process, providing essential information, support and reassurance.



Further efforts can be put towards providing riders with an understanding of how ETS manages safety incidents as well as providing clear channels to follow up on issues.

CONVENIENT

Transit is a crucial part of a connected City network, providing essential links between neighbourhoods and contributing to the City's vital growth and urban development.



Working to support multi-modal travel with bike networks, Park & Ride facilities and increased accessibility, helps further ETS' reach as a sustainable and integrated City service.



MAKING IT SIMPLE

Transit systems are complex. Supporting residents in their navigation of the system helps promote confidence while using transit. Providing updates and clear directions that account for riders with

a range of abilities allows them to make educated route choices.

Look for this icon in the Pain Points to find places to simplify the experience

IMPROVING COMFORT

Providing a place where residents feel safe and comfortable, both physically and mentally, is essential in providing outstanding service. Dirty locations, harassment, and accessibility obstacles increase stress. A welcoming space

that provides materials to empower riders will reduce worry and encourage residents to use this valuable service with confidence.

Look for these icons in the Pain Points to find places to improve comfort and access



RESIDENT SATISFACTION

75% “satisfied” or “very satisfied” by the service provided.

PHASES

OPPORTUNITIES

EMOTIONS

- Rouhee**
Get around the City with a mode of transport that suits her lifestyle.
- Kim**
Have a smooth ride with Edmonton Transit Service.
- Susie**
Have a smooth ride with Edmonton Transit Service.

JOY POINTS

PAIN POINTS

- SIMPLICITY**
Materials, signage, or messaging is unclear to residents.
- COMFORT**
The environment is unwelcoming to residents.
- ACCESS**
Obstacles that prevent different kinds of riders from using the system.

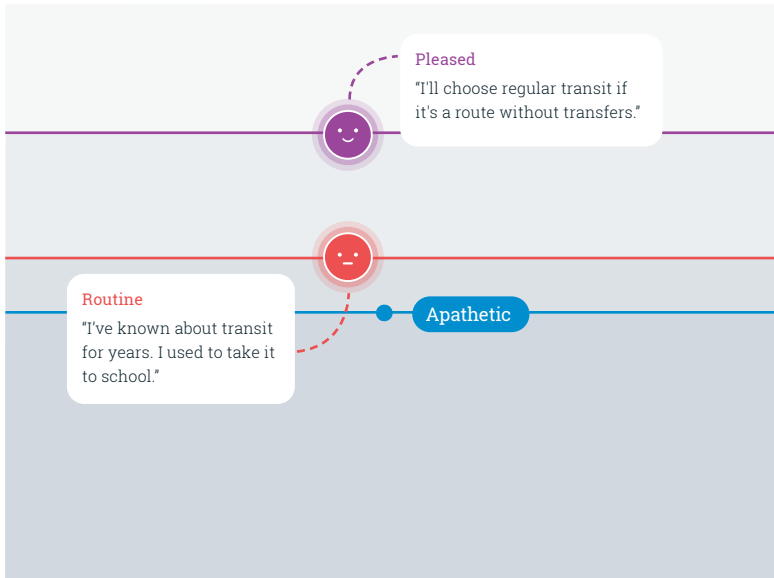
LEGEND

- Information Spaces
Time Routes
Communication People

AWARENESS

Develop awareness

Make residents aware of all the different services they can benefit from.



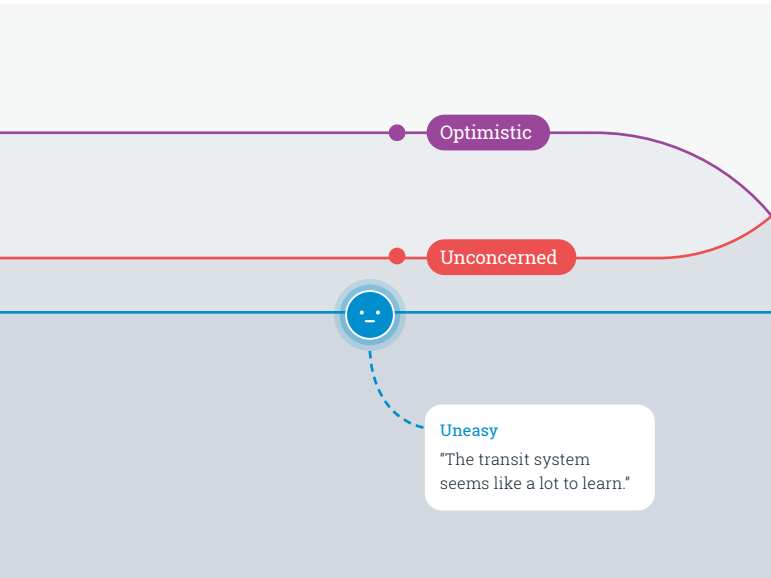
ETS@Work is seen as a great work perk.

Not knowing about different services offered by ETS.

EXPLORING

Set them up for success

Provide simple materials so residents can learn the system before their first ride as well as during it.

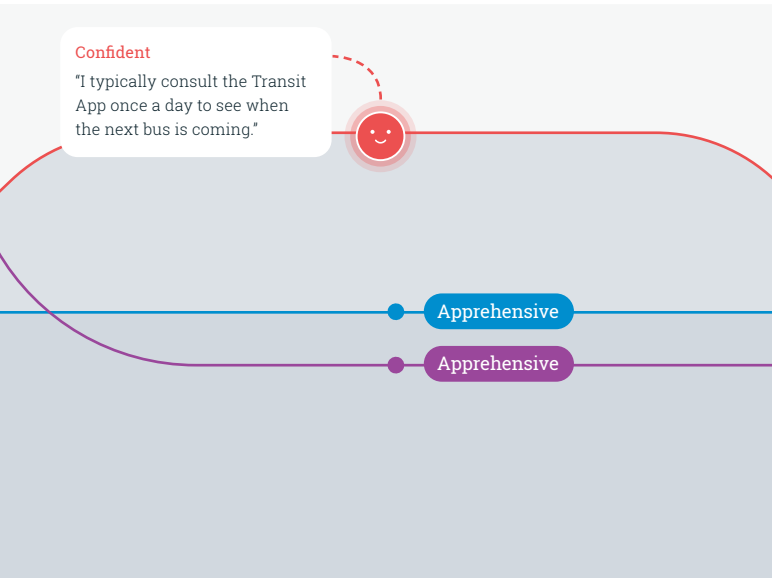


- Not sure what they should know to be successful.
- Unclear where to go to get a basic introduction to the system.

PLANNING

Lend a hand

Give residents all the knowledge they need to reach their destinations easily and with confidence.



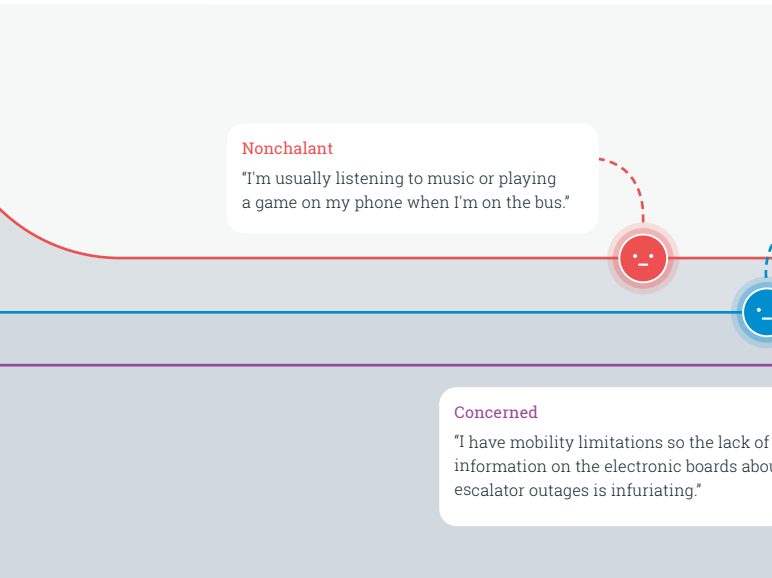
Timely updates provide riders with key information when they need it the most.

- Not sure what payment options are.
- Not sure where to get tickets.
- Trip planning tools don't account for construction and closures.
- Transit not available at the time needed.
- Number of transfers can prevent people from taking transit.

TRAVELLING

Reassure them

Create a simple, comfortable environment from the moment a customer shows up to the moment they leave.



Driver provided helpful or needed guidance with directions or routes.

- Text updates are not in real time.
- Route lists not restocked on the bus.
- Worried about new routes and getting lost.
- Unable to get real-time information without smartphone data.
- Hard to secure strollers or mobility aids while on transit.
- Wait areas at transit centres don't always give a good view of incoming buses.
- Feel unsafe when using transit, particularly at night.
- Uncomfortable environment (i.e. dirty plastic seats, bad smells, people smoking near bus shelters, bus windows open in the winter).
- Not enough space in the priority seating area or on the bus.
- Can't find elevators or proper exits at the stations.
- Some bus lines near transit centres do not go through the transit centre.

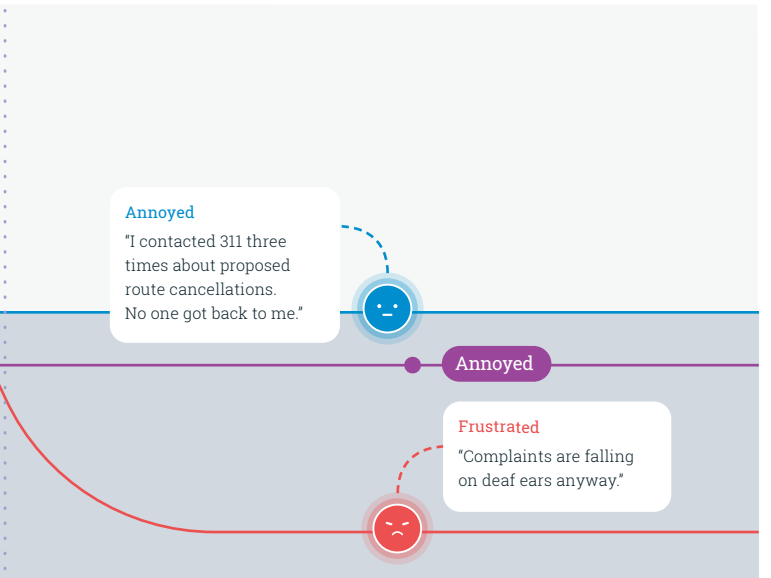
Opportunity to see and interact with different people in your community.

- Safety incidents don't feel responded to appropriately.
- Trip Planner may direct to stops that are closed.
- Signs about closures not present.
- Some bus post signs have limited information.
- Wait times for buses can be long.
- Shelters, buses, and trains can be crowded in the winter.
- Uncomfortable interactions with other passengers or transit representatives.
- Bikes stolen while parked at transit locations.
- Unable to get to stop due to snow or other obstacles.
- English is required to interact with machine and signs.

FOLLOW-UP

Communication is key

Provide clear responses to make residents feel heard and show you value their feedback.



Issue was addressed and rider never experienced the same problem again.

- Not hearing back on what is happening to correct the issue.
- Expecting to get more resolution information and follow-up from the City after flagging an issue.