



EDMONTON TRANSIT SERVICE
ANNUAL
SERVICE PLAN

2019/2020

TABLE OF CONTENTS

Message from Branch Manager	4	1.3.3 Fare Policy and Structure	12
1 Plan Summary	6	1.3.4 Ride Transit Program	13
1.1 Introduction	8	1.3.5 Bus Route 747 Takes Flight	13
1.2 Highlights from 2019	9	1.3.6 Heritage Festival	13
1.2.1 Safety Enhancements	9	1.3.7 Wayfinding	13
1.2.2 Bus Network Redesign Public Engagement	10	1.3.8 Pride Bus	13
1.2.3 Bus Network Redesign Implementation Planning	10	1.3.9 Stuff A Bus	13
1.2.4 Alternative Transit Service (First Km/Last Km)	10	2 Service Plan 2020	14
1.2.5 Disabled Adult Transit Service (DATS)	10	2.1 Conventional Transit: Bus & LRT	16
1.2.6 Employee Engagement	11	2.1.1 Bus Network Redesign	16
1.2.7 Transit Centre Improvements	11	2.1.2 Alternative Transit Service (First Km/Last Km)	16
1.2.8 LRT Station Improvements	11	2.1.3 New Bus Route Numbering System	17
1.2.9 LRT Renewal Projects	12	2.1.4 Minimum Service Levels for Frequent Routes	18
1.3.0 LRT Train Lengths	12	2.2 Paratransit: DATS	19
1.3.1 LRT Intersection Redesign and Construction	12	2.2.1 Paratransit Action Plan	19
1.3.2 LRV Replacements	12		

3 Projects & Infrastructure 2020	20	3.2.6 New LRT Operations and Maintenance Facility	25
3.1 Major Initiatives in 2020	22	3.2.7 Metro Line LRT Signalling	25
3.1.1 Educational Support for the Bus Network Redesign	22	3.2.8 Train-to-Track Worker Safety System	25
3.1.2 Customer Journey Mapping	22	3.2.9 Train-to-Overhead-Catenary Detection System	26
3.1.3 Action Plan: Accessibility Policy For Persons with Disabilities	22	3.3.0 Regional Transit Services Commission	26
3.1.4 Edmonton Safe Cities	22	3.3.1 Kathleen Andrews Transit Garage	26
3.1.5 Transit Watch Text Line	22	3.3.2 Electric Buses	27
3.1.6 Fare Policy Implementation	22	3.3.3 Bus Replacements	27
3.1.7 PATH Program	23	3.3.4 Optimizing Transit Operations	27
3.1.8 Smart Fare Electronic Payment System	23	3.3.5 Implementation of Employee Engagement Plan	27
3.1.9 Revenue Management Audit Recommendations	23	4 Performance Measures	28
3.2.0 Transit Facility Design Guidelines	23	4.1 Targets & Performance	30
3.2.1 Mill Woods Transit Centre	24	4.1.1 Customer Satisfaction Survey Results (2018)	30
3.2.2 Transit Priority Measures	24	4.1.2 Operational Metrics	31
3.2.3 Heritage Valley Transit Centre, Park & Ride, and Shuttle Service	24	5 Appendix A: Financial Summary	32
3.2.4 Valley Line Southeast LRT	24	6 Appendix B: Service Standards	36
3.2.5 Valley Line West LRT	25		

MESSAGE FROM BRANCH MANAGER



Edmonton Transit Service (ETS) is on the cusp of major modernization. The coming year will be pivotal for ETS, its customers and all Edmontonians. Over the last five years, we've listened to feedback from 40,000 citizens as we modernize the transit system to better serve more Edmontonians. I'm proud to say we're on the verge of a much better service.

The coming year will be filled with many exciting foundational changes. Every day, our work ties back to one simple goal - building a great transit service that more Edmontonians will want to use. We're tackling this primary goal on many fronts. Through a combination of all new bus routes, more integration between our different services, fare structure adjustments, fleet improvements, and new security enhancements, we're building a transit service that Edmontonians deserve and expect. We're also continuing to explore the customer experience, including in-depth analysis from women and girls to better understand potential barriers, perceptions, and successes of transit. This work is critical for building a fully inclusive transit system that's accessible to all. Ultimately, the coming year will result in improved service and set the stage for the city's growth to two million people by 2050.

Priorities for 2020:

- **Safety & Security:** ETS is continuing to make many safety enhancements. This includes adding more security staff, completing installation of bus shields, improving lighting on transit property, working to add text message functionality to our existing Transit Watch phone number, and learning more about the perspectives of women and girls through in-depth Gender-Based Analysis (GBA+). This particular analysis will involve engaging community groups to develop action plans for future safety enhancements. I am excited to see this work unfold and to find community-based solutions to improve our system.
- **Bus Network Redesign (BNR):** In November 2019, Council approved the new bus network that will roll out August 30, 2020. Edmontonians have told us what they want and expect from their transit service, and the new network will provide new routes that are more direct and more frequent, with better weekend and off-peak service.
- **Alternative Transit Service (First Kilometre/Last Kilometre):** In early 2020, we'll be reporting to Council with further details about how we could provide a different type of service for hard-to-reach neighbourhoods. We'll outline several options to possibly connect these areas to our conventional high-frequency network.
- **Disabled Adult Transit Service (DATS):** Based on a three-year action plan approved by Council, we'll continue to make service and technology enhancements to increase the reliability and efficiency of DATS service while improving the ability of DATS users to plan their travel needs.
- **Regional Smart Fare Electronic Payment System:** Progress continues toward an electronic fare payment system in 2020/2021. This system will not only give customers more payment options, but will also allow us to gather insightful data to further improve the system.
- **Electric Buses:** In early 2020, we'll be receiving our first electric production buses. These clean and quiet buses will be put into regular service in summer 2020. In total, ETS will be receiving 40 electric buses throughout 2020, and we'll continue to take intentional steps to reduce our carbon footprint and support the City's climate resilience goals.
- **Customer Journey Mapping:** Throughout 2020, we'll continue to learn more about our customers and their unique needs and points of view. This is critical work that will further our understanding of the customer experience, help us refine our service, and ultimately grow ridership. A big component of this will be our work on Gender-Based Analysis.

This Annual Service Plan is about being transparent about our plans, performance, and challenges. The performance measures near the end of this document show how we're doing.

Thank you to Edmontonians for giving us feedback throughout the year through public engagement, inquiries, and speaking at Committee. Your input drives our work. And a special thank you to our committed staff, union, and partners. Your dedication to daily service is what makes Edmonton a great place to live.

I'm excited about what 2020 holds for Edmontonians. This is an especially big year as we modernize transit to provide safe, fast, convenient, and reliable service to more Edmontonians. We know people come to great service and that's what we're building.



Eddie Robar





1 PLAN SUMMARY

1.1 INTRODUCTION

Transit plays a critical role in shaping our urban communities. Beyond contributing to the mobility of citizens, a great transit system can also create a more efficient overall transportation network, build more compact and lively neighbourhoods, reduce our carbon footprint, link workers with jobs and customers with businesses, improve public health, and enable all citizens to be fully connected to urban life. Transit is the lifeblood of a great city.

ETS is a fully integrated public transit system that provides roughly 87 million rides each year. Through continuous improvement, ETS is always assessing how it can best support Edmontonians' transit needs and expectations.

This Annual Service Plan provides an overview of service changes, major projects, and infrastructure developments planned for 2020, while recapping some accomplishments from 2019. This plan also provides an annual update on the implementation of the Transit Strategy - the 10-year plan to modernize transit in Edmonton that was approved in 2017. Appendices at the end provide a broader understanding of financials, inputs, and outcomes for ETS.



1.2 HIGHLIGHTS FROM 2019

Throughout 2019, ETS worked on many projects that will ultimately modernize transit for Edmontonians. The majority of work has been focused on building a solid foundation that will improve service for more Edmontonians, increase ridership, and provide a platform for future growth. Overall, it's about enabling a better, and more connected, life for Edmontonians. We're deeply passionate about this and committed to building a service that is safe, fast, convenient, and reliable. Here's a recap of work from 2019.

1.2.1 Safety Enhancements

In 2018-19, ETS added many safety enhancements on transit vehicles, in transit centres, and LRT stations for the benefit of customers and Operators. These improvements help create a safer and more welcoming environment. However, there is still plenty of work to be done, including important work from a Gender-Based Analysis perspective. This work involves collaborating with the Edmonton Safe Cities working group to further explore safety enhancements that are important for women and girls. Providing a safe and secure environment for women and girls will ensure the transit network is safe for all.

Since the implementation of the safety enhancements listed below, there has been a 25% reduction in crime on transit property, 52% reduction in mischief/vandalism, and the public perception of safety has improved.

Physical enhancements:

- ETS has added onboard security cameras to the entire bus fleet of nearly 1,000 buses (multiple cameras per bus). In addition, there are multiple security cameras in all major transit centres, LRT stations, and City pedways to help provide a safe environment. We're also installing retractable bus shields to better protect our Operators (anticipated to be completed by the end of 2020).
- All re-designed transit centres have also been enhanced with new lighting for improved visibility and safety, which meets CPTED (Crime Prevention Through Environmental Design) standards. These enhancements include convex mirrors that improve sightlines for customers.

Workforce enhancements:

- Onsite security guards were assigned to certain transit centres and LRT stations to provide surveillance and report incidents. They wear highly visible yellow jackets/vests, and have direct contact with our Control Centres.
- ETS also added more Superintendents, Transit Inspectors, and Security Room Monitors to improve the ratio of Operations staff to bus and LRT fleet. In total, 24 positions are being added (20 were added in 2019; 4 more will be added in 2020) to improve response times, and Operator and customer support when service disruptions arise.
- ETS has prioritized continuous training and courses for Operators related to de-escalating difficult and dangerous situations. Operators received this training throughout 2019.
- In collaboration with our Transit Peace Officers (TPO) and Edmonton Police Service (EPS), we've improved security presence on transit property, including adding 18 additional TPOs in 2019. A collaborative approach, based on data sharing and insight, has resulted in a reduction in crime and mischief/vandalism on transit property.
- Through "The Working Mind", a national program for workplace mental health and well-being, ETS has provided Supervisors with training and will implement it with employees in 2020.



1.2.2 Bus Network Redesign Public Engagement

As part of ETS' on-going efforts to better understand customer needs and perceptions, we engaged the public to help plan and design a transit system that is customer focused and meets the needs of Edmontonians and visitors. In April 2019, the *Bus Network Redesign 2018: What We Did and Heard Highlights* report was released. This report provided an overview of community engagement in the spring and fall of 2018, which captured feedback from 14,000 citizens on the proposed redesign of Edmonton's bus network. Approximately 20% of the draft network was adjusted based on customer feedback.



1.2.3 Bus Network Redesign Implementation Planning

Following completion of public engagement on the second draft bus network redesign, ETS initiated more detailed planning to prepare for implementation. Each bus route was assessed to ensure a safe operating context, such as appropriate turning movements at intersections. Vehicle schedules were also created for each route, which will be used to outline Operator shifts. Furthermore, with help from our marketing team, we developed a plan to replace all bus stop signs with a new design that improves universal accessibility. A comprehensive public and staff communication and education plan has also been developed to ease the transition to the new bus network on August 30, 2020.

1.2.4 Alternative Transit Service (First Km/Last Km)

Solving the "first kilometre/last kilometre" challenge is one of the more pressing scenarios facing the public transit industry, including Edmonton. It involves providing transit service, in some form, between a citizen's home and a transit hub, especially in areas difficult to serve with conventional transit. In 2019, ETS conducted more analysis to better understand the options for transit service in hard-to-reach Edmonton neighbourhoods. Furthermore, throughout 2019, a total of seven community workshops were held on first kilometre/last kilometre options. We received feedback from almost 2,000 citizens. In February 2020, we'll return to Council with more details about possible options, particularly an on-demand van option, that could connect Edmontonians to our high-frequency network.

1.2.5 Disabled Adult Transit Service (DATS)

DATS continued to improve its customer service in 2019 by contracting four service providers, including taxi companies, so we can better respond to daily fluctuations in trip demand. It will take several years to integrate dispatch systems with each contractor. We also started implementing a multi-year project to enhance training, oversight, and performance standards for contracted service providers to ensure they meet our safety and customer service expectations. During 2019, our dedicated DATS team, along with our contractors, delivered over one million annual trips for the second year in a row.

1.2.6 Employee Engagement

In 2019, ETS launched an action plan to address employee engagement, with a focus on enhancing communication, supervisory support, and strengthening relationships between frontline staff and leaders. This engagement plan includes the distribution of a bi-monthly staff newsletter with personalized stories, and the expansion of internal focus groups to include employees from all areas of ETS.

1.2.7 Transit Centre Improvements

Transit centre enhancements have been ongoing since 2017 and continued throughout 2019, supported by the federal Public Transit Infrastructure Fund. These improvements will change the design and functionality of transit centres so customers feel safer, more comfortable, and more connected. This past year, a number of these improvements were completed, and new transit centres opened for service.

Castle Downs Transit Centre:

- In July 2019, Castle Downs Transit Centre reopened with a new modern building, heated seating areas to improve customer comfort, new washrooms, and a barrier-free design to improve access for customers with mobility challenges.

Belvedere Transit Centre:

- In October 2019, Belvedere Transit Centre reopened with a new modern building, which now boasts a viewing area, more space, and improved amenities and safety features.

Jasper Place Transit Centre:

- Throughout 2019, work continued on a new Jasper Place Transit Centre and this facility is expected to be completed in spring 2020. The upgrade will include a wider platform, a new building with heated waiting areas, and additional features that can support more people than the previous building.

1.2.8 LRT Station Improvements

In 2019, work ranging from major redesigns to minor repairs was completed at many LRT stations. In conjunction with the approval of the Stadium Station Area Redevelopment Plan, the Stadium LRT Station is being redesigned to promote greater safety, comfort, and barrier-free accessibility. Construction, set to start in 2020 and be completed by 2022, will expand the capacity of the station to accommodate new residential development in the area. In 2019, a new road and pedestrian crossing over the tracks was also built that allows for additional transportation options and easier access from Commonwealth Stadium to Stadium LRT Station.

Castle Downs Transit Centre



Escalator Replacements

In 2019, ETS fully replaced three escalators that were almost 40 years old at Corona Station and Bay Enterprise Square Station. By the end of 2020, ETS plans to replace three additional aging escalators in these two LRT stations. This will improve the reliability of escalators and enhance mobility for customers when they access LRT platforms. Replacing aging infrastructure is a high priority for ETS and we appreciate the public's patience while this work is performed.

TLC for LRT

The TLC for LRT public awareness campaign launched in 2019 and highlighted major maintenance and enhancement projects throughout the LRT system. For example, new lighting and ceiling tiles were installed at Central LRT Station, making the platform much brighter than before. New platform warning tiles (rumble strips at the edge of the LRT platform) were also installed at five outdoor LRT stations (Clareview, Kingsway, MacEwan, Health Sciences, and Southgate). The new warning tiles are standardized across the entire Capital Line and Metro Line and enhance safety for customers, particularly those with visual impairments. The TLC for LRT campaign will continue in 2020 with additional maintenance and enhancement projects.

1.2.9 LRT Renewal Projects

In addition to the TLC for LRT campaign, several other renewal projects took place in 2019. New lighting was installed in portions of the underground LRT tunnels, providing a better customer experience and safer worksites for maintenance staff. The LRT rail grinding program was also completed, which re-profiled the entire rail system resulting in a smoother, quieter ride for passengers. Renewal work was also completed on both sets of tracks in the 66 Street tunnel. This allows for faster train speeds and a more comfortable ride for those living in the northeast.

1.3.0 LRT Train Lengths

In 2019, a study was completed on passenger counts and LRT ridership during off-peak days and times. The result was a reduction in train lengths (from 3-car trains to 2-car trains) on Saturdays and Sundays, with the exception of special events. This change had no impact on service, but had significant cost savings. Opportunities for efficiencies and cost savings are always being evaluated to maximize value for taxpayers.

1.3.1 LRT Intersection Redesign and Construction

ETS is working to redesign and reconstruct some of the intersections that involve LRT, particularly in the northeast along the oldest stretches of the LRT system. These redesigns will result in safety enhancements and better traffic and pedestrian flow, which can improve mobility in the areas around the tracks. In 2019, the design work was completed and early construction took place at the LRT intersection at 82 Street and 92 Street. Work will continue at these locations, and expand to other locations, throughout 2020.

1.3.2 LRV Replacements

ETS has two fleets of trains, also known as Light Rail Vehicles (LRV). The older fleet is now over 40-years-old and approaching its end of life. In 2019, a competitive procurement process was started in order to replace the older fleet sometime between 2023 and 2025.

1.3.3 Fare Policy and Structure

The updated Fare Policy, approved in late 2019, provides strategic direction for how ETS sets fares. Public engagement was used to gather input on the policy principles, the amount of operating costs recovered by fares, distance-based fare concept, and the level of discounts for various groups.

Family Transit Pass

In summer 2019, ETS piloted a Family Transit Pass product. For \$9.75, families of up to five people (maximum two adults 18 years and older) could access unlimited ETS services for a single day. Due to positive results from the pilot, the Family Transit Pass will become permanent in 2020 and was included in the ETS budget.

1.3.4 Ride Transit Program

In 2019, ETS' Ride Transit Program continued to be one of the most successful programs ETS has implemented in the last decade. This program is designed to provide greater access to transit by reducing financial barriers for individuals and families in Edmonton. In partnership with the Government of Alberta, this program provides subsidized transit passes for low-income adults and youth. It allows eligible participants to more readily access education, employment, and recreation opportunities. Each year, ETS' Ride Transit Program provides nearly 2.7 million rides.

1.3.5 Bus Route 747 Takes Flight

The City of Edmonton, City of Leduc, Leduc County and Edmonton International Airport (EIA) partnered to launch the specialized ETS bus route 747 that travels from Century Park to EIA. Adjustments to the route and the fare resulted in ridership numbers doubling by mid-2019. Riders include airport passengers, and employees who work at the airport, and at other regional employers.

1.3.6 Heritage Festival

In addition to regular transit services, ETS also provides transportation to many different community events and initiatives. This support allows community events to attract large crowds and reduce traffic congestion. In 2019, ETS provided Park & Ride shuttle service to the Edmonton Heritage Festival at Hawrelak Park. The service ran continuously from all Park & Ride locations on all three days of the festival. In total, 250,000 customers took advantage of the service and were able to enjoy the great diversity of Edmonton.

1.3.7 Wayfinding

The City of Edmonton's Wayfinding Program helps people easily locate city centre attractions, points of interest, and encourages walking and exploring in the downtown core. With the exciting changes to the downtown, the City recognized a need for interim signage to support the more than three million visits annually to Rogers Place arena. Interim signs provide flexibility in accommodating downtown roadway construction over the next several years. Permanent signs were installed in 2019 in areas less impacted by current or imminent construction, including Old Strathcona, downtown, and along Stony Plain Road.

1.3.8 Pride Bus

In June 2019, ETS launched a special rainbow-coloured Pride Bus for Pride Week. The bus was designed to symbolize the inclusive and welcoming culture at the City of Edmonton. ETS is a proud supporter of the entire Pride community and we wanted to show our full support by wrapping one of our new 7000-series buses. The Pride Bus was not only used for special events during the summer, like our annual Transit Skills Competition, but also operates in regular service on Edmonton's streets.



1.3.9 Stuff A Bus

Since 1995, ETS has operated the annual Stuff a Bus campaign with its partners to help people who rely on the Food Bank during the holiday season. Each year, in late November or early December, buses visit Edmonton Save-On-Foods locations where volunteers collect non-perishable food and cash donations for Edmonton's Food Bank. In 2019, 24,470 kilograms of non-perishable food and \$19,788 in cash were collected from participating Save-On-Foods, transit centres, and on the LRT.

Since its inception, ETS Stuff a Bus has collected over 520,000 kilograms of food and \$480,000 in cash donations to help feed Edmontonians in need. This campaign also supports the Strathcona Food Bank (with Strathcona County Transit) and Parkland Food Bank.





2 SERVICE PLAN 2020



2.1 CONVENTIONAL TRANSIT: BUS & LRT

Edmontonians can expect a new and improved transit system in 2020 that will significantly enhance their transit experience. Based on feedback from tens of thousands of Edmontonians, beneficial changes will be implemented throughout the year to modernize the transit system and deliver the safe, fast, efficient, and reliable service that Edmontonians want.

One major initiative is the new bus network rolling out on August 30, 2020. It will attract more riders by providing more frequent, convenient, and direct routes, as well as better evening and weekend service. We'll also begin the first phase of pilot testing for a region-wide Smart Fare Payment System. The account-based electronic fare payment system will make paying for transit easier and more convenient across the region.

To support customers during these transitions, the City has planned extensive advertising campaigns, significant public education initiatives, and many outreach activities including having ETS staff and street teams onsite at transit centres and LRT stations to provide in-person help.

Additionally, real-time tools for trip planning and determining bus schedules will be provided to help customers more easily navigate the new bus network. Detailed individual route maps and frequency schedules will be available in the summer of 2020.

2.1.1 Bus Network Redesign

The countdown is on for the launch of Edmonton's new bus network on August 30, 2020. ETS has been planning and developing this new network based on input from over 20,000 Edmontonians. In fact, approximately 20% of the original draft network was revised based on public input. Nearly every bus route will change. Major adjustments include:

- More frequent buses including addition of off-peak services, as warranted
- Different categories of routes for different uses
- Straighter routes with less overlap
- More frequent service during the day in the inner core of the city
- More frequent service during peak commuter periods in the outer suburbs of the city

In the final network, 93% of addresses are within a 5-7 minute walk of transit services. ETS is also exploring on-demand alternative transit options for neighbourhoods that will be beyond a 600 metre walking distance to regular transit.

2.1.2 Alternative Transit Service (First Km/Last Km)

The term "first kilometre/last kilometre" refers to the challenge of providing transit between a citizen's home and a transit hub, particularly in areas that are difficult to service due to low population density, the road network, and/or geographic barriers. As ETS moves forward with the new bus network, we are looking into alternative transit options to link customers at the start and end of their journeys. ETS has investigated options and will provide a report back to Council in February 2020 with further details for consideration.

2.1.3 New Bus Route Numbering System

The new bus route numbering system is organized logically, using a **clockwise direction around a clock** (see diagram below).

Illustrated on the clock diagram:

Local routes, community routes, and express routes will have **three-digit numbers** and match the area of the city (and the clock) where they operate.

- Express routes will have an **X** in their route number.
- Routes in the **north** (orange section of clock) will have three-digit numbers and start with a 1_ _ (e.g. 104)
- Routes in the **southeast** (yellow section of clock) will have three-digit numbers and start with a 5_ _ (e.g. 512)
- Routes in the **southwest** (teal section of clock) will have three-digit numbers and start with a 7_ _ (e.g. 722)
- Routes in the **west** (green section of clock) will have three-digit numbers and start with a 9_ _ (e.g. 930X; an express route)

Not illustrated on the clock diagram:

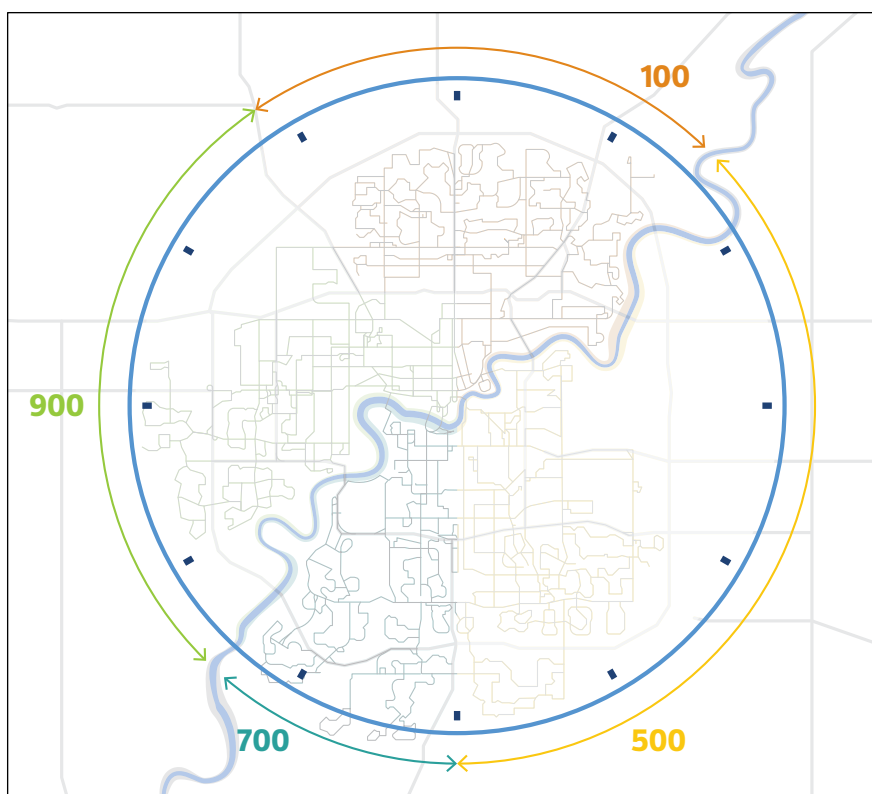
Frequent routes will be one number (**1-9**) and mainly provide service to and within the city centre.

Crosstown routes will have numbers in the **50s**, and connect areas of the city without going through downtown.

School Specials will use a **600** numbering system, regardless of where they operate.

Regional routes will continue to use the same route numbers they have today, St. Albert (route **200**); Strathcona County (route **400**); Beaumont (route **540**); Spruce Grove and Parkland County (routes **560, 561, 562**); Fort Saskatchewan (route **580**); Leduc (route **1**).

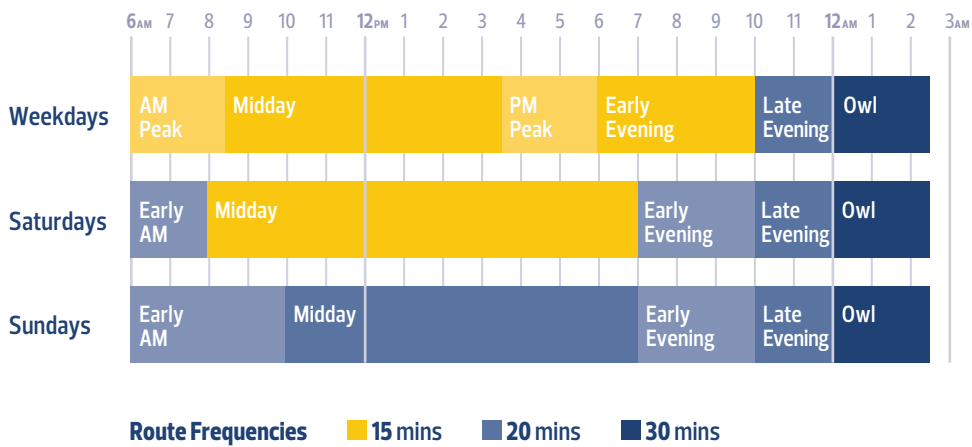
Some routes will also have **As, Bs, and Cs** in their route number, which indicate a branch at the end of the route.



This clock diagram shows the position of **local routes, community routes, and express routes**. The colours (orange, yellow, teal, and green) are for illustration purposes only.

2.1.4 Minimum Service Levels for Frequent Routes

By straightening routes in the new bus network, more service hours could be shifted to frequent routes that will come every 15 minutes or better on weekdays.



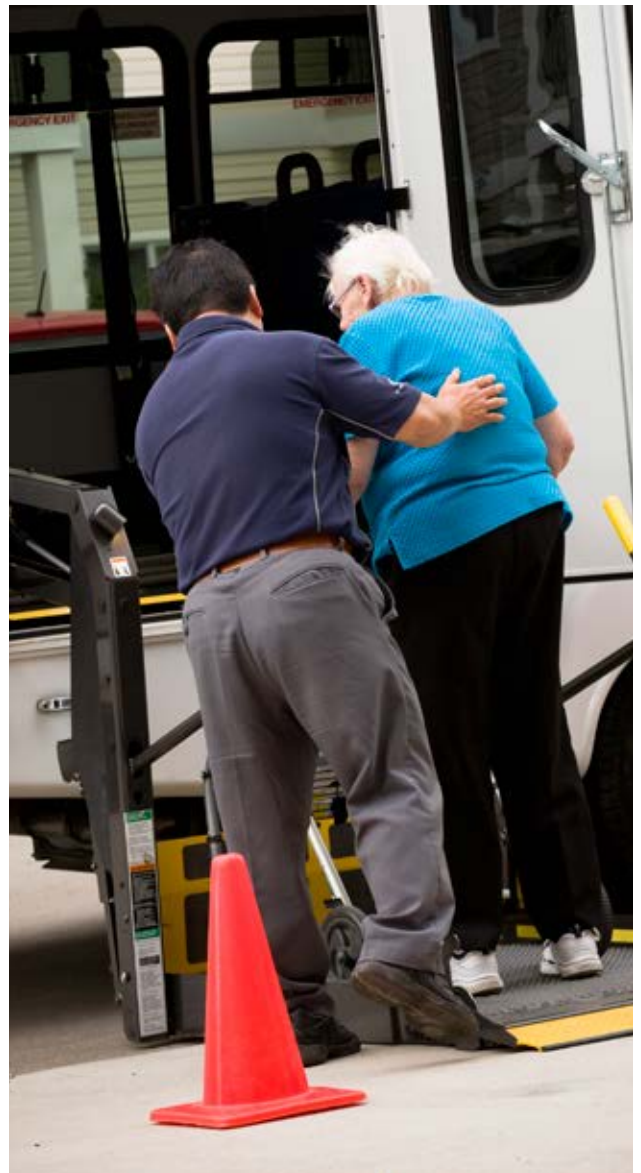
2.2 PARATRANSIT: DATS

Disabled Adult Transit Service (DATS) is a safe, door-to-door, shared-ride service for Edmontonians who cannot use conventional transit for some or all of their travel needs, due to a physical or cognitive condition. With a focus on reliable customer service, DATS uses wheelchair-lift-equipped vehicles, minivans, accessible minivans, and vans to provide over one-million specialized transit trips per year for approximately 10,000 eligible clients so they can reliably access work, medical, recreational, and educational services.


2.2.1 Paratransit Action Plan

DATS is implementing a three-year action plan approved by Council in June 2019. The plan incorporates feedback from customers as well as recommendations from the DATS Program and Service Review. These changes will make DATS more flexible and cost-effective, and help address peak-period capacity constraints. The changes will also help respond to projected demand growth due to an increasing population and aging demographics. As part of the plan, DATS will:

- Add contracted supplemental service that allows more flexibility to respond to demand on the day of service.
- Pursue technology enhancements in trip scheduling and real-time customer information.
- Provide the opportunity for clients to book either a pick-up or drop-off window.
- Explore greater integration between conventional transit and DATS to find efficiencies for customers who are able to use elements of both systems.
- Enhance training for contracted operators.
- Improve reliability and consistency of ride times with updated maximum ride times based on trip distance.







3 PROJECTS & INFRASTRUCTURE 2020

3.1 MAJOR INITIATIVES IN 2020

The coming year will be filled with many exciting initiatives and infrastructure projects to help improve Edmonton's transit system. We're confident these major initiatives, along with service improvements, safety enhancements, fleet upgrades, and more integration between our different services, will improve the overall transit experience and ultimately grow ridership.

3.1.1 Educational Support for the Bus Network Redesign

Before ETS rolls out the new bus network on August 30, 2020, there will be a comprehensive education and awareness campaign to help customers prepare for the launch. In addition, ETS staff and supervisors will be educated about the changes to better ensure a seamless transition. Information sharing opportunities are planned for ETS' 1,700 Transit Operators, as well as numerous other support staff within ETS and other key areas within the organization.

3.1.2 Customer Journey Mapping

Customer journey mapping helps identify different personas who use transit in Edmonton and outlines their specific journey from start to finish. In 2020, ETS will continue its work to better understand the strengths and challenges from our customers' perspective. This includes identifying possible safety issues and how they would affect different customers, as well as looking at other service attributes that impact convenience and reliability. This information will lead to an outline of customer expectations, touchpoints, and pain points related to transit journeys that can inform future improvements.

3.1.3 Action Plan: Accessibility Policy For Persons with Disabilities

The City of Edmonton has a new corporate accessibility policy that will guide development and implementation of City policies, programs, and services including public transit. This policy will ensure all people are treated with respect, and have equitable access throughout the community. In 2020, ETS will support the development and adoption of a three-year Corporate Accessibility Action Plan that will identify and remove accessibility barriers in a wide range of City services.

3.1.4 Edmonton Safe Cities

In 2016, Edmonton became the second city in Canada to join the United Nations Women Safe Cities and Safe Public Spaces Global Initiative. The goal of this initiative is to make urban public spaces safe and empowering for women and girls. In support of this, ETS is partnering with community groups to identify further safety improvements for transit riders using a Gender-Based Analysis (GBA+) lens.

3.1.5 Transit Watch Text Line

ETS is continually looking for ways to further enhance safety and security. In 2019, ETS began working to add text message functionality to the existing Transit Watch phone number. This would ultimately give customers the ability to discreetly send a text message directly to our ETS Control Centre if they have an immediate safety or security concern on transit. Throughout 2020, ETS will continue to make progress on the necessary process and resource adjustments to bring this new functionality in the summer.

3.1.6 Fare Policy Implementation

Starting February 1, 2020, ETS began implementing the new Fare Policy, including adjusted fares and category descriptions. The policy aligns with the following principles:

1. **Balanced:** Fares will recover a portion of operating costs, recognizing both the individual and public benefits of transit.
2. **Equitable:** Fares will be consistent for trips of similar nature, reflect the cost of service, and encourage ridership compared to the cost of transportation alternatives.
3. **Affordable:** Transit service will be affordable, regardless of age, finances, or other barriers.
4. **Rewarding:** Frequent use will be promoted through discounts for those who use transit as a primary means of transportation.

3.1.7 PATH Program

Edmontonians who are homeless, or at high risk of homelessness, may be eligible for a free monthly transit pass through the Providing Accessible Transit Here (PATH) Program. The free pass is intended for those who are highly vulnerable and not eligible for a pass through Alberta Community and Social Services or other programs (e.g. a school or social worker). Designated local social agencies distribute up to 600 passes to eligible adults and youth each month. In 2020, Administration will carry out program reviews for both the PATH Program and Donate-A-Ride Program, to assess community needs and the most effective approaches to support Edmonton's vulnerable populations.

3.1.8 Smart Fare Electronic Payment System

The Regional Smart Fare team is working to develop an electronic transit fare payment system. Once fully implemented, transit customers will be able to pay using many different methods including credit cards, debit cards, and other compatible smart cards and devices. Rollout of phase one will begin with pilot testing in fall 2020. The Smart Fare system is also being discussed in the creation of the Regional Transit Services Commission, so customers can "tap on, tap off" to locations throughout the Edmonton metropolitan region.

In April 2019, fare validators were installed on five different buses in our fleet to determine installation requirements before rolling out this technology across our entire fleet. These validators are also being installed in 2020 at the entrance and exit of all buses in the City of Edmonton, City of St. Albert, and Strathcona County.



3.1.9 Revenue Management Audit Recommendations

In 2019, the City of Edmonton's Office of the City Auditor released findings of their audit of ETS revenue management. The auditor made eight recommendations including mitigating fare evasion, finding non-fare revenue opportunities like advertising, and improving how ETS documents revenue management issues. ETS is taking the requested steps to ensure alignment with the recommendations, and we expect to complete the recommendations by summer 2020. Actions taken will include improving documentation of revenue projections and pricing methodologies, as well as more transparent reporting on program costs. A key tool of ETS' new revenue management model is the implementation of the Smart Fare system.

3.2.0 Transit Facility Design Guidelines

Transit passenger facilities, such as transit centres, LRT stations, and bus stops, connect customers to transit. The planning and design of transit facilities must consider factors beyond the facility including safety and security, convenience and comfort, wayfinding, and, generally, how customers experience the facilities. ETS, in conjunction with many other City sections and departments, is creating a Transit Passenger Facility Design Guide which will be applied consistently to new facilities, and facility renewals, to ensure planning and design captures safety, security, and customer expectations. This work will continue throughout 2020 and be complete in 2021.

3.2.1 Mill Woods Transit Centre

Mill Woods Transit Centre has been designed to simplify transfers and integrate with future private development and active pedestrian networks in the area. It will be an approximate 1–2 minute walk (100 metres) from the future Mill Woods stop on the Valley Line Southeast LRT.

Construction began in fall 2019 with anticipated completion in late 2020. The new transit centre will feature a large heated shelter, passenger drop-off location, public washrooms, and space for small kiosks as part of future development.



Mill Woods Transit Centre

3.2.2 Transit Priority Measures

Transit priority measures are the traffic management tools that involve either regulatory, signalling, or physical changes to how transit vehicles travel, which can increase the speed and efficiency of transit. In 2018 and 2019, a study was conducted to identify corridors where transit priority measures can be developed and implemented in 2020, subject to available funding. This work will complement the new bus network to ensure consistency and alignment.

3.2.3 Heritage Valley Transit Centre, Park & Ride, and Shuttle Service

The Heritage Valley Transit Centre and Park & Ride in south Edmonton was completed on time at the end of 2019. Once transit priority measures are put in place along 111 Street, including new bus lanes and priority traffic controls/signals, the facility will open and offer direct shuttle service to the Capital Line LRT at Century Park. This shuttle service will begin in late 2020. The Heritage Valley Transit Centre will be home to a future LRT station on the Capital Line South. The location was chosen and designed to simplify transit connections, and accommodate cycling and pedestrian links in nearby neighbourhoods. The location has also been designed to accommodate future transit-oriented development. The facility will initially provide 1,100 parking stalls, however it's anticipated to expand to 1,900 parking stalls when the Capital Line South LRT expansion is complete.

3.2.4 Valley Line Southeast LRT

The construction of the Valley Line Southeast LRT continued throughout 2019. The 13-kilometre urban-style LRT will connect Downtown to Mill Woods and include 11 street-level stops and one elevated station. The Valley Line Southeast LRT includes construction of a new Davies Transit Centre below the elevated station, along with a 1,300 stall Park & Ride. Relocation of the Mill Woods Transit Centre is also part of the Valley Line Southeast LRT project. Furthermore, a Churchill Connector will create a direct vertical connection between the Churchill stop on the Valley Line and the existing Churchill Station on the Capital and Metro Lines. The Valley Line Southeast LRT is expected to be completed some time in 2021.

A temporary replacement bus service will be provided until Valley Line Southeast LRT service is operational. As part of the new bus network, the replacement bus service will follow a similar routing as the Valley Line Southeast LRT.

3.2.5 Valley Line West LRT

The City continues to work on the Valley Line West LRT process. The 14-kilometre, urban-style extension will connect Downtown to Lewis Farms and include 14 street-level stops and two elevated stations. In 2019, the procurement process for this LRT line was temporarily paused and will be relaunched in early 2020 with the expectation that a successful proponent will be in place by the end of the year. Advance groundwork was completed in 2018 and 2019, and will continue in 2020 to prepare the corridor for construction including utility relocation, the removal of vacant buildings, and minor adjustments to the roads on which the line will cross. It is expected the Valley Line West LRT will be completed in 2027.

3.2.6 New LRT Operations and Maintenance Facility

As part of plans to extend the Metro Line LRT north to Blatchford, additional Light Rail Vehicles (LRV) are required to maintain service frequencies and spares for maintenance. Since the existing facility is currently at capacity, a new building will be required for light maintenance, LRV cleaning, and storage. Determining a location, along with design work, for the new facility progressed in 2019 and will continue throughout 2020.

3.2.7 Metro Line LRT Signalling

In 2019, the City hired a new contractor to design and build a replacement signalling system for the Metro Line. Construction began in fall 2019 and the work is expected to take about a year, followed by testing. In the meantime, ETS will continue to operate the Metro Line safely.

3.2.8 Train-to-Track Worker Safety System

ETS is investing in technology that will see automated communication between trains and workers along the tracks. This will provide an enhanced safety system for crews, better communication to the LRT Operator, and will facilitate streamlining of several processes that will result in improved efficiency and reliability of the LRT system.



LRT track crew working overnight in -45°C to repair a cracked rail

3.2.9 Train-to-Overhead-Catenary Detection System

In 2020, ETS will implement a unique sensory system on the LRT fleet that will identify defects or abnormalities in the overhead catenary system (the overhead electrical lines that power the trains). This technology will identify potential issues, allow for preventative maintenance in the cables, and help prevent wire teardowns. This work will ultimately lead to more reliable LRT service for customers.

3.3.0 Regional Transit Services Commission

In 2018, 13 mayors from the Edmonton Region signed the Memorandum of Understanding (MOU) for the Regional Transit Services Commission (RTSC). The RTSC transition team met regularly in 2019 to develop the vision, service guidelines, and operating model for the future commission. This work is being leveraged to develop a financial model and business case which will inform the decisions of the partnering municipalities and provincial government towards the formation of a regional commission.

Final submissions for approval are expected to be presented to the Municipal Councils of the 13 partnering municipalities in the first quarter of 2020. Should Councils decide to proceed with the RTSC model, an application to create a Commission will be submitted to the Government of Alberta for consideration.

3.3.1 Kathleen Andrews Transit Garage

Construction of the new Kathleen Andrews Transit Garage in northeast Edmonton was completed in December 2019, and will become an innovative transit hub starting in February 2020. The garage is named after Edmonton's first woman Transit Operator, Kathleen Andrews. She joined ETS in 1975. During 23 years with ETS, she inspired many women to follow in her footsteps, including her daughter who is also an ETS Transit Operator and Instructor.

Kathleen Andrews Transit Garage was commissioned to replace the Westwood Garage which was built in the 1960s and served ETS for over 50 years. The new LEED Silver certified garage, comprised of over 400,000 square feet, will accommodate roughly 275 conventional buses as well as infrastructure to support new electric buses. An employee platform along the LRT tracks was also built to allow Transit Operators and other employees working at the garage to access the facility via the LRT.



Kathleen Andrews – First woman to be hired as a Transit Operator for ETS

3.3.2 Electric Buses

In 2019, ETS became one of Canada's environmental and technological transit leaders with the purchase of 40 electric buses. To accommodate new electric buses, charging, and infrastructure, updates were made at Centennial Garage, and similar updates will be made at Kathleen Andrews Transit Garage in 2020. ETS' clean and quiet, long-range, electric buses will be able to operate on just about any route, and will be charged from above using pantograph arms installed at transit facilities. The buses will take roughly one to four hours to recharge (depending on the level of charge when they return to the garage). In 2020, training will be provided to Transit Operators, Inspectors, Superintendents, Instructors, fleet and facility staff, and first responders. ETS plans to put electric buses into regular service in the summer of 2020.

3.3.3 Bus Replacements

In collaboration with Fleet and Facility Services, ETS is working to reduce the average age of the bus fleet to ensure greater reliability, reduce maintenance costs, and improve the ridership experience. In 2020, ETS will acquire 35 new sixty-foot buses. Between 2020 and 2022, we'll acquire 130 new forty-foot buses.

3.3.4 Optimizing Transit Operations

In 2020, ETS will focus on identifying potential operational improvements, along with opportunities for further integration with the ETS Control Centre. We're also working to refine applications that feed into real-time scheduling apps for the public. The goal is to have one comprehensive real-time scheduling app for customers before the launch of the new bus network on August 30, 2020. Other potential improvements will be grouped into projects to be completed over the next few years. These projects will enhance the data created within ETS and shared externally, drive a more service-focused approach for our Transit Operators, and improve communications between Transit Operators and the ETS Control Centre.

3.3.5 Implementation of Employee Engagement Plan

In 2020, ETS will implement the remaining items in the employee engagement plan, and begin evaluating action items and their impact on overall employee engagement. In addition to feedback from engagement events, results from the 2020 corporate employee engagement survey will also inform progress in this area and future priorities for the organization.



ETS Branch Manager, Eddie Robar, talking to ETS staff





4 PERFORMANCE MEASURES

4.1 TARGETS & PERFORMANCE

ETS aims to provide a service that is safe, reliable, and convenient. All of our work ties back to this, with the ultimate goal of improving service in order to grow ridership. To ensure accountability to City Council, taxpayers, and citizens, we have identified performance measures and ongoing targets in each of these three areas.

OBJECTIVE	PERFORMANCE METRIC	ONGOING TARGET	2016	2017	2018
Safe	Customer satisfaction with safety	80%	82%	82%	80%
Reliable	Customer satisfaction with on-time performance	79%	75%	79%	79%
Convenient	Customer perception of convenience	84%	85%	85%	84%

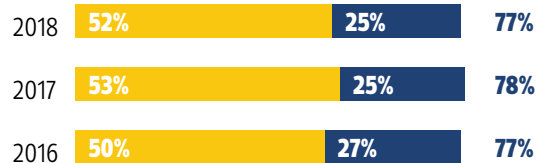
4.1.1 Customer Satisfaction Survey Results (2018)

Each year, ETS conducts research to assess customer satisfaction. The survey takes into consideration all of the citizens' interactions and access before, during, and after their trips. The survey measures 30 specific attributes covering nine stages of the customer experience. Customer satisfaction with ETS performance is summarized in the following chart. Overall satisfaction is measured on a 10-point scale, where 1 means "not at all satisfied" and 10 means "completely satisfied".

The following attributes are areas where customers indicate ETS is performing well and it has a positive impact on their overall satisfaction. In order of importance, these attributes are:

1. Convenient bus stop locations
2. LRT on-time reliable service
3. Safety on board LRT
4. Safety on board bus

Overall Satisfaction with ETS



■ Satisfaction rating = 7-8 ■ Satisfaction rating = 9-10

Overall satisfaction with ETS can be improved by focusing on attributes that are most important to customers. These areas are consistent with findings from previous years and, in order of importance, they are:

1. Good connections
2. Bus frequency
3. Trip duration
4. Bus on-time reliability
5. Value for fare
6. Hours of operation
7. Communications with customers

4.1.2 Operational Metrics

In addition to information gathered from customers, ETS collects operational information to understand the performance of the overall system. Operational objectives are listed below, along with targets and performance measures.

OBJECTIVE	PERFORMANCE METRIC	ONGOING TARGET	2017	2018
Provide an effective transit service	Annual ridership	N/A	86,997,466	87,121,534
	Total vehicle hours	N/A	2,307,020	2,320,196
	Ridership per capita	105	91.6	91.6
Provide a reliable paratransit service	DATS on-time performance	90%	94%	93%
Transit balances revenue with social benefit	Revenue/cost ratio	40-45%	40.2%	41.5%
Efficiency of service delivery	Cost per platform hour (\$/hour)	\$143	\$140	\$139
	Cost per ride (\$/rider)	\$3.75	\$3.74	\$3.73
	Ridership per vehicle hour	N/A	37.7	37.6





**5 APPENDIX A:
FINANCIAL
SUMMARY**

Financials

ETS provides financial performance data based on two core services. Conventional Transit provides fully accessible public transit service on bus and LRT networks that connect people with their communities. Disabled Adult Transit Service (DATS) provides on-demand paratransit service for registered clients who cannot use conventional transit for some or all of their travel needs, due to a physical or cognitive impairment.

2019–2022 Actual & Budget – Bus & LRT

RESOURCES (\$000)	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET
Revenue & Transfers	134,684	138,878	164,387	169,035
Expenditure & Transfers	336,983	341,796	370,629	375,820
Subtotal	202,299	202,918	206,242	206,785
Intra-municipal Recoveries	-2,136	-2,136	-2,136	-2,136
Total Net Operating Requirement	200,163	200,782	204,106	204,649
Full-time Equivalents	2,104.6	2,125.3	2,122.2	2,117.2

2019–2022 Actual & Budget – DATS

RESOURCES (\$000)	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET
Revenue & Transfers	542	1,721	1,721	1,721
Expenditure & Transfers	30,275	32,498	32,748	33,149
Subtotal	29,733	30,777	31,027	31,428
Intra-municipal Recoveries	0	0	0	0
Total Net Operating Requirement	29,733	30,777	31,027	31,428
Full-time Equivalents	193.6	195.8	196.8	197.4





To honour Canada's Missing and Murdered Indigenous Women, this beautiful Paint the Rails mural at Churchill LRT Station was created by Carla Rae Taylor, Dana Belcourt, and other local emerging artists. A special thank you goes to the John Humphrey Centre for their partnership.





6

APPENDIX B: SERVICE STANDARDS

Service Standards

In November 2019, Council formally approved a new Transit Service Policy, thus approving the new Transit Service Standards. The new bus network reflects these new service standards and is a fundamental shift in how transit service is provided in Edmonton.

The standards and policy are consistent with the Transit Strategy and align with customer expectations for a safe, fast, convenient, and reliable service. The revised service standards are enshrined through the Transit Service Policy which guides transit to achieve the following objectives:

- Help the City of Edmonton achieve its goals.
- Provide a variety of service types to meet the various types of travel needs throughout the city.
- Rely on and support evidence and data-driven decision making.
- Is continuously improved.

To achieve these objectives, the policy outlines four components of transit service standards to guide service design and evaluation.

1. **Service Warrants:** The Service Warrants define the context necessary to introduce transit service in a new area or time period, or to change transit service. The goal of the Service Warrants is to time the introduction of transit service to influence the uptake of new riders while maintaining good service for existing riders and ensuring ongoing sustainability.
2. **Network Design Guidelines:** The Network Design Guidelines provide the parameters for the design of individual bus routes, such as span of service, frequencies, stop spacing, and maximum walking distances. These guidelines will provide a connected network with high-frequency corridors that take customers to their desired destinations.
3. **Service Quality Standards:** The Service Quality Standards apply a data-driven approach to ensure frequencies can support the anticipated customer demand and respond to growth, while maintaining a level of comfort, safety, and reliability for customers.
4. **Service Productivity Guidelines:** The Service Productivity Guidelines set expectations for the productivity of each route in the new network. Targets are established for each route type, and are used to trigger reviews of the performance of individual routes.

Public transit is a vital part of the City of Edmonton's plans as it grows toward a city of two million. The updated service standards, available on edmonton.ca, set the parameters that allow ETS to operate a customer-focused service that is safe, fast, reliable, and convenient.



