

# **SAFETY INITIATIVE**

REPORT ON OUTCOMES OF  
COMMUNITY ENGAGEMENT AND POLICY RECOMMENDATIONS

SUBMITTED TO:  
CITY OF SASKATOON  
MARCH 2017

Prepared for:

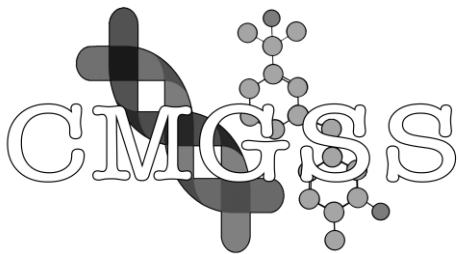


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Bus Riders of Saskatoon would like to thank the following organisations who assisted in stakeholder engagement and in supporting this research project to build a safer city for everyone. The recommendations contained in this report are those of Bus Riders of Saskatoon alone and do not necessarily reflect the opinions of any of the organisations below.



*Saskatoon Sexual Assault  
& Information Centre*



## Executive Summary

Moving people around a city in an efficient, affordable, and secure manner has become a pillar in modern urban design and planning. The capacity and freedom to move around a city is about more than convenience; movement is needed for people to achieve their economic, cultural, and social potential. Safety and perceptions of safety influence how people use transit. Multiple sexual assaults took place on Saskatoon Transit during the summer of 2015. This prompted members of Bus Riders of Saskatoon to initiate a discussion on transit safety, culminating in this report. The Safety Initiative had three goals:

1. Bring together community partners who have common experiences related to transit and safety;
2. Engage the public and transit users in a conversation regarding their perceptions of safety and Saskatoon Transit, including what is included in a safe transit system; and,
3. Provide recommendations to Saskatoon Transit on how to increase perceptions of safety for transit users.

Results show four major variables to consider in passenger safety: context of space; context of the individual; physical infrastructure; and, overall operation of the system. Six recommendations were created after reviewing these themes, the trends in passenger safety policies and/or programs throughout Canada, in addition to academic literature relating to perceptions of safety on public transportation:

1. Collect quality data on the passenger experience.
2. Consider the passenger experience as a whole.
3. Increase ridership, and in particular at non-peak times.
4. Increase security measures on the bus.
5. Be responsive to passenger complaints, when appropriate.
6. Create a culture of safety that includes passengers.

These six recommendations are not comprehensive due to limitations in data collection and access to information. They are to start a conversation with Saskatoon Transit about what safety can and should encompass.

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## Introduction

Moving people around a city in an efficient, affordable, and secure manner has become a pillar in modern urban design and planning. Governments are investing in this critical infrastructure across the board, and cities are being built around the idea of healthy and sustainable living. The capacity and freedom to move around a city is about more than convenience; movement is needed for people to achieve their economic, cultural, and social potential. Generally, the most marginalized in our society rely on public forms of transportation for getting to and from work, child care, the gym, school, the grocery store, social gatherings, or community events. These activities are critical to developing the social capital needed to live happy and healthy lives.

Transit has become a central point in Saskatoon's strategic planning, and our most recent election saw transit emerge as a top issue. Saskatoon's Growth Plan has the goal to make "transit more attractive to more people as we grow" as citizens want "a more accessible, efficient transit system with an attractive customer experience" (City of Saskatoon, 2017). Saskatoon Transit reflects this reality in their mission statement:

To provide cost-effective, safe and affordable public transit services using clean and environmentally friendly equipment enabling residents to access work, education, health care, shopping, social and recreational opportunities. (Saskatoon Transit, 2017)

Safety is an inseparable component to an "attractive customer experience." The perception that a service is unsafe changes people's behaviours—in particular, women and/or visible minorities who are already disempowered in public spaces (Yavuz & Welch, 2010).

Multiple sexual assaults took place on Saskatoon Transit during the summer of 2015. This prompted members of Bus Riders of Saskatoon to initiate a community discussion on transit safety with the Saskatoon community, Saskatoon Transit, City of Saskatoon councilors, and Saskatoon Police Services. Finding an appetite for discussion on a larger scale regarding safety on Saskatoon Transit, Bus Riders of Saskatoon organized multiple

community engagement sessions to hear from the public about their experiences with safety on Saskatoon Transit. These sessions provided significant qualitative data about the passenger experience, and how passenger safety could be improved. This report provides Bus Riders of Saskatoon's recommendations for Saskatoon Transit, that includes steps to take to developing effective policies and programs to promote passenger safety. Improving passenger safety will mean improving workplace safety for drivers and other Transit employees. With the recent attacks on Transit drivers being reported in western Canada, it is important to remember that safety is interconnected and impacts each person that uses a system.

### **Purpose of the Safety Initiative**

The initial purpose for the Safety Initiative was:

To improve or implement safety procedures and policies that will ensure the safety of passengers on Saskatoon Transit.

However, as this initiative was completed by Bus Riders of Saskatoon in collaboration with community partners, there are some limitations to the outcomes that change how we can fulfill our purpose. There is limited data available for the current context of safety on Saskatoon Transit, which makes it difficult to propose specific policy recommendations to increase safety and the perception of safety on Saskatoon Transit. Due to these types of limitations that are outside of our control (e.g., access to information, capacity to institute change, resources, etc.) we cannot propose specific policies. The purpose statement has been reworked to reflect the project as it currently stands, and better defines what is and is not included in the scope of the project. This Safety Initiative—as defined by Bus Riders of Saskatoon—has three main goals:

4. Bring together community partners who have common experiences related to transit and safety;
5. Engage the public and transit users in a conversation regarding their perceptions of safety and Saskatoon Transit, including what is included in a safe transit system; and,
6. Provide recommendations to Saskatoon Transit on how to increase perceptions of safety for transit users.

## Community Team

This initiative was born out of collaboration between multiple organizations and individuals. Team members included:

- Bus Riders of Saskatoon: Mylyne Tham, Tracey Mitchell, Cam MacMillan, Michael Schwandt
- Saskatoon Council on Aging: Jennifer Holmes
- Saskatoon Open Door Society: Trina Kaal & Anahit Falihi
- University of Saskatchewan Students' Union's Pride Centre: Craig Friesen<sup>[1]</sup><sub>[SEP]</sub>
- University of Saskatchewan Students' Union's Women's Centre: Dylan Lambi-Raine
- Saskatoon Sexual Assault and Information Centre: Kathie Pruden-Nansel & Heather Pocock
- Iskwewak: Darlene Okemaysim

Transit is a public service that a diverse population relies upon for getting through their daily lives. It is a public space where people from all walks of life share space and everyone—theoretically—experiences transit as equals. These community partners, however, cannot elucidate the entire experience of using public transportation. With this knowledge, the community partners decided to engage the public in a meaningful way to gain a more complete picture of what safety is like for a passenger on Saskatoon Transit. This will be explored more in the methodology section.

## Trends in Transit Passenger Safety

One of the most efficient and effective means of building new policy and/or programs is by looking to best practices and the policy environment. Several municipalities were reviewed for their public transit initiatives and policies for passenger safety. While it is not surprising larger municipalities had more substantive safety initiatives, smaller centres with populations comparable to Saskatoon (e.g., Victoria and Thunder Bay) have recently instituted new safety initiatives as well. The outcomes larger centres find from their safety programs could be used to design effective and efficient safety programs and policies for Saskatoon.

### Victoria

BC Transit has a webpage for safety tips while using transit, in addition to some guidelines for bus etiquette (BC Transit, 2017). A one-year pilot project to install video cameras on many buses in Victoria and Kamloops began in 2015. It is unclear if this program has been discontinued or retained.

### Vancouver

The first priority of TransLink's Transit Police is Reducing Sexual Offences. Officers conduct awareness raising presentations to groups unfamiliar with transit to assist them in navigating the transit system. There are also multiple ways to report an offence that are presented as real time silent means to communicate any distress: text, app, and telephone. Public awareness campaigns are conducted with partners, such as the "See Something? Say Something!" campaign to educate passengers and employees on how to respond when they see sexual offences or harassment (Transit Police, 2016). Many of these initiatives seem to stem from an increase in the number of sexual offences taking place on Vancouver public transportation (Harassment on Translink, 2017; Woo, 2014).



## Calgary

Calgary Transit collects data annually for their Transit Safety, Security, and Cleanliness Survey. They use Transit Watch—a program based out of the United States—to promote a culture of safety and awareness for transit passengers, and the phone number needed to report an incident (Calgary Transit, 2017a & 2017b).

## Edmonton

Edmonton Transit Service runs multiple programs and awareness campaigns related to passenger safety, and in particular sexual harassment. There are multiple means to report an offence: an operator alert system comprised of touch strips, alarm handles, and emergency buttons; special telephones in transit hubs; a telephone number; a form; and, finding a “Safe Person”, identified as a police officer, firefighter, or any uniformed member of EMS or Edmonton Transit (City of Edmonton, 2017b). Their public awareness campaign on sexual harassment is eye-catching and designed to appeal first to perpetrators, while also giving clear information for passengers on what to do if they need help.



Figure 1. Sexual harassment public awareness campaign in Edmonton. (City of Edmonton, 2017a).

## Winnipeg

Winnipeg Transit recently adopted a Code of Conduct to “provide the public with information about appropriate behaviour and conduct while using Transit services” (City of Winnipeg, 2017). In addition, a partnership between the Winnipeg Police Service and Winnipeg Transit began a pilot project last year to encourage on-duty police and cadets to ride busses and spend time in Transit structures like bus malls (Kavanagh, 2016).

## Thunder Bay

Thunder Bay Transit uses video surveillance on all their busses to deter criminal and mischievous activity and aid in persecution (City of Thunder Bay, 2017).

## Ottawa

Transecure is OC Transpo’s “community watch program on wheels” (OC Transpo, 2017a). Employees are celebrated on a monthly and yearly basis for outstanding responses to safety in the workplace. OC Transpo adopted a 10-point safety plan in 2013, which is included in Appendix A. They also operate night stops after 9 pm at many Transitway stations, where the stop is centrally located, well lit, and close to emergency call boxes. Passenger Assistance Alarms are available on long and double-decker busses to alert the driver of an emergency. They also run a public awareness campaigns called “Busology” to educate riders about appropriate behaviour on the bus, including a “See Something, Say Something” campaign.

## Saskatoon Transit

Saskatoon Transit was investigated more thoroughly than other municipalities. An attempt has been made to portray a normative picture of passenger safety as detailed through foundational/strategic documents that mention transit and/or safety; and, organizational policies.

In general, public transportation has increasingly received focus in strategic planning and discussions of municipal growth, but there is not sufficient data available to support or measure development, and there are limited organizational policies related to passenger safety outside strategic plans. In terms of programs and policies, Saskatoon appears to largely mirror the

experience of similarly sized municipalities (i.e. Victoria and Thunder Bay).

### **Foundational/Strategic Documents**

There are multiple foundational and/or strategic documents that are relevant to the Safety Initiative, including Saskatoon Transit's mission statement, the Saskatoon Growth Plan and supporting documents, Saskatoon Transit's Strategic Plan, and annual reports.

Saskatoon Transit's mission statement is to:

To provide cost-effective, safe and affordable public transit services using clean and environmentally friendly equipment enabling residents to access work, education, health care, shopping, social and recreational opportunities. (Saskatoon Transit, 2017a)

Transit is also identified as a priority in the Saskatoon Growth Plan, with a mandate of "Making transit more attractive to more people as we grow," including an "attractive customer experience" (City of Saskatoon, 2017a). There is no mention of passenger safety at this time, but the City of Saskatoon is also developing an action plan to implement the Growth Plan. Public engagement is ongoing. The Growth Plan's report on public engagement mentions passenger safety on two occasions, with time of day and a visibility of security measures identified as priorities:

"Late night bus service would improve safety and retain college bus riders, as well as people who are working evening jobs. All neighbourhoods, 7 days a week, service past midnight." (City of Saskatoon, 2015, p. 37)

"Transit Policy Security for safety on buses as well as at terminals! For driver safety, as well as for passenger comfort/safety. This should be a high priority in the future!" (City of Saskatoon, 2015, p. 50)

A slightly different mission statement is identified in Saskatoon Transit's 2016-2020 Strategic Plan. It is significantly shorter and—for the purposes of this report—

identifies safety as a priority, similarly to the mission statement available on the website.

“Connecting our community; providing professional, reliable, safe and affordable mobility options.” (Saskatoon Transit, 2016, p. 7)

This mission will be carried out by “Incorporating safety into everything we do” through “on-going development of a safe, reliable, consistent, frequent and accessible public transit service that meets the needs of a growing, competing and changing city” (Saskatoon Transit, 2016, pp. 8-9). This outcome will be measured by “ridership change and total ridership; service hour change and total service hour investment; and, customer service satisfaction rating (survey to be completed every two years)” (Saskatoon Transit, 2016, p. 9).

The only survey data available was completed in 2004.

Perceptions of passenger safety were measured; 85% of non-users either strongly agreed or somewhat agreed (46%/39%) reported that Transit was a “safe and secure means of transportation,” and about 75% of riders shared with opinion (25%/50%). Survey respondents also had an opportunity to provide feedback on the transit system, and the Transit Mall was identified as a safety concern, with increased lighting suggested at bus stops to help alleviate concerns. (Saskatoon Transit, 2005, pp. 17-18).

### **Programs/Policies**

Saskatoon Transit’s website includes a Rider Guide that details basic passenger etiquette. Safety is referenced in this tip list in relation to keeping aisles and doorways clear. The section in the Rider Guide on “Safety & Security” indicates

“Saskatoon Transit takes the safety and security of our customers and operators very seriously. We have a zero tolerance policy towards physical and verbal abuse towards anyone on the bus, including the operator. Non-compliance will result in removal from the bus, even if you haven’t reached your final destination.” (Saskatoon Transit, 2017b)

The Rider Guide provides a list of precautions for passengers to take to “ensure you remain safe at all times” including stepping

back from the curb, to “Be smart when waiting for the bus in the dark” and to call 911 in case of emergency. Buses themselves are equipped with a camera, and there is a program called “Safe Bus” that enables anyone to flag down a bus for help, and transit operators are required to call emergency services and provide a safe space to wait. This program is identified as “part of the City of Saskatoon’s ongoing commitment to improving the safety of citizens, and enhancing the quality of life in Saskatoon” (Saskatoon Transit, 2017c). Transit operators can call for assistance in several manners, including by calling a Code 1078 over the radio, signaling help is needed in case the operator is unable to speak freely. There is no data to track usage of these programs.

## Methodology

Community feedback forums were held at the University of Saskatchewan and the Saskatoon Indian and Métis Friendship Centre on March 7, 2016 and April 11<sup>th</sup>, 2016. The questions for the Forums were constructed by the community partners to initiate a discussion around personal safety on transit and to develop a normative understanding of passenger safety and Saskatoon Transit. The format for the forums was open table discussions where each table had one of the five questions detailed in Appendix C, and attendees could choose to answer one or all the questions. Volunteers were stationed at each table to record the conversation and answers. These questions were also adapted for use in an online survey. In total, approximately 150 responses were received in the community feedback forums and via the online survey. Themes were developed from multiple systematic reviews of the data and are presented in the next section. These themes were used in conjunction with information learned through the environmental scan to provide the recommendations detailed in the final section of this report.

## Results

In general, many reported feelings of safety and security while using Saskatoon Transit, and that help was available if or when needed. Others reported themselves feeling safe, but that they have witnessed incidents where other people's safety was compromised. There were also multiple respondents who themselves reported feeling unsafe using Saskatoon Transit. It is also understood that a completely safe environment—especially one that mostly moves—is impossible. However, the results of this public engagement show there is room for improvement. Users provide several of their own recommendations, which have informed the recommendations of this report.

### Reported Incidents

Most respondents reported feeling safe while using Saskatoon Transit. However, several riders have felt unsafe and reported witnessing or being subject to incidents of violence, sexual assault, racism, dangerous driving, and harassment. Harassment was reported in several contexts, such as of passengers and the transit operator by other passengers and by the transit operator towards passengers.

### Variables in Passenger Safety

Four main variables in the perceptions and realities of passenger safety became clear through the analysis: contexts of space, context of the individual, operation of the system, and transit infrastructure.

#### Context of Space

The larger context of the space within which riders use transit was identified as a major impact on perceptions of passenger safety. The location of the bus or the bus stop in the city, the time of day, and the number of people (i.e. other riders) in the immediate space impacted how safe a rider felt. The Bus Mall was identified as one of many "high risk areas" within the city that riders do not feel safe.

"I live in Lawson - would never take bus on west side - ever."

Some riders felt unsafe using transit at night, and some riders were warned by others about the danger of transit at night:

"I have been told to avoid taking evening buses."

Empty or near empty buses and deserted bus stops impacted how safe some felt.

"Sometimes there are no people around, which is scary, or downtown a bunch of drunk people"

Some riders reported strategically sitting in the view of the transit operator when there were limited other riders on the bus to feel more safe.

### **Context of the Individual**

Individual attributes were tied quite strongly to experiences of assault or harassment and overall general feelings of safety while using Saskatoon Transit. Gender, language abilities— including English as an additional language and disabilities, mental health, and age impacted experiences of safety.

Gender was reported as one of the major influences on feelings of safety while using Saskatoon Transit. There were reports of women being followed exiting the bus, sexual assault, discomfort due to physical proximity, and verbal assaults.

"I saw a girl sitting beside an older man. He kept touching her thigh and she was clearly very uncomfortable. She kept moving away and he kept moving closer. Eventually she told him very loudly to stop; when he persisted she just got up and moved away"

"I used to take a bus route with a man who clearly had a mental disability. He would often sit far too close to people (always young women) and more or less ignore requests to move away. He was a bit infamous and whenever he got on the bus, girls who recognized him would put their bags down beside them. This did not always deter him. It was very awkward because you did not want to appear rude for getting angry at him, as he had a disability, but he was still behaving inappropriately and I believe he knew it. It hurt me every time to see him do this to other girls because I knew they were having the same internal battle. One time he actually fell asleep on my



shoulder and another bus passenger said, 'Aw, how cute' and laughed. And then I felt like I would be a jerk for saying anything. This happened a lot and no one ever stepped in but so many people knew it was happening."

"I wish I had shown her solidarity at that point"

Riders reported a need to be cognizant while using transit, such as sitting in sight of driver if they do not feel safe, women sitting near other women, and a man reported moving to a different bus stop to avoid standing with women who are alone. The capacity of the individual—in addition to the system as a whole—to communicate was identified as a barrier to safety and accessibility. This included individuals who may be new to Canada and learning English as an additional language, but it also included those who have disabilities or difficulty with communication in general such as senior citizens and those with mental health issues.

### **Physical Infrastructure**

The physical infrastructure of the transit system impacted how safe riders felt. This included the bus itself, but also the bus stops and supporting infrastructure. The quality of both the sidewalk and the shelter—if provided—where the bus stop was stationed was identified as important in safety considerations.

"Bus drove past because [we] weren't standing in the right spot, but don't feel safe standing on the curb."

One of the most common complaints from respondents was a lack of appropriate lighting at bus stops, which they report making it feel less safe to use transit at night.

### **Operation of the System**

The transit system itself proved problematic for some riders. The frequency of bus service, "no-show" or late buses, and having to wait for long transfers increased the amount of time some had to spend actively using transit and exacerbated many of the issues related to the context of space, the individual, and physical infrastructure.

"Being alone at night at City Centre Mall waiting for a transfer, I feel unsafe."

Transit operators were largely reported as trustworthy, responsive, pleasant, and markers of safety.

“A no tolerance policy needs to be posted on the bus where everyone can see. If you have any behaviour deemed inappropriate - the driver can contact - city police or transit police to have person removed at the next stop. I don't feel it should be bus driver's job as he can be harmed [and] he is already worrying about safety of passengers and the road”

This experience was not universal as some riders reported operators as rude and unhelpful. Most respondents did not believe it was the job of the transit operator to provide physically intervention, but felt they had an overall responsibility to keep a cognizant eye on the bus and the structures around the bus.

### **Complaints Process**

Most respondents reported they had not filed a complaint related to safety and Saskatoon Transit. This was largely due to not witnessing or being the victim of an incident, but some respondents reported

“I have never reported an incident because I felt it was an over-reaction. But it shouldn't be. Everyone has a right to feel safe. I would consider reporting in the future.”

However, respondents who have tried to report incidents indicated the process was “uncomfortable” and unclear. One participant argued that “Road kill gets a faster response” than complaints made regarding transit issues.

### **Passenger Recommendations**

Respondents offered several recommendations for increasing passenger safety on Saskatoon Transit. They included:

- Emergency buttons or electronic means (e.g., an app) to alert officials of an incident;
- A 'siren' to scare away perpetrators;
- More visible cameras;
- Increased number of bus stop shelters with adequate lighting and some that are heated;
- Stricter rules, fines, and/or bans for abusers;

- Increased driver training for dealing with difficult passengers;
- Growth of the bus riding community, and stronger guidelines regarding passenger behaviour:
 

“The bus is an interesting place because people are so close physically but everyone just keeps to themselves completely. If people were more tuned into each other they may be more likely to speak up when they see something. I think sometimes the only thing needed is for others to acknowledge the situation.”

## Discussion

Several parallels emerged between data received from public consultations and trends in passenger safety within research and practices in comparable jurisdictions, such as: physical resources (e.g., video cameras, panic buttons, special phones); public awareness (e.g., bus riding community, ‘see something say something’); security presence; gendered concerns; special needs at night; and, a focus on infrastructure in transit terminals. Saskatoon is not unique in dealing with issues of passenger safety on public transportation. Other municipalities—such as, Vancouver and Edmonton—have recently responded to similar assaults on transit with new programs and policies to promote passenger safety. Many of them are too new to have reliable evaluations, but Ottawa’s OC Transpo has placed an emphasis on data collection and analysis for passenger safety (see Appendix A). It has been argued that public transportation is already a safe mode of transportation, and that an incorrect negative safety narrative has developed in the public consciousness because the media sensationalizes specific incidents (Litman, 2014). Regardless if transit is or is not objectively ‘safe’, perceptions of unsafe transit disproportionately impacts the choices and lives of women—in particular, low-income women who rely on transit to conduct their daily lives (Loukaitou-Sideris, A. & Fink, C., 2008; Yavuz, N. & Wlech, E.W., 2010). Litman (2014) created a holistic “new transit safety narrative” (see Appendix B) to alter the safety narrative to encourage ridership. Notably, this new narrative involves a multifaceted approach to safety, including the use of data, public education, urban planning, and including public transit safety within conversations about economic project planning.

## Recommendations

Six recommendations have been created after reviewing the themes that emerged from the data collection, the trends in passenger safety policies and/or programs, and academic literature relating to perceptions of safety on public transportation.

1. Quality data collection. Quality data is needed to construct evidence-based programs and policies that work. Before effective programs or policies can be written and enacted, we need a baseline from which to measure progress or lack of progress. Program and policy evaluation cannot be adequately conducted without sufficient and appropriate data collected. Currently, there is limited data available to provide this normative picture of passenger safety while using Saskatoon Transit, and the data sources (i.e. ridership, service house, and customer service satisfaction surveys) listed to evaluate passenger safety is potentially incomplete. Program evaluation criteria must reflect the desired outcomes of a program, and as such specific safety measures should be included to evaluate a safety program (Saskatoon Transit, 2016).

Robust and accurate data enable administrators and leaders to make the best decisions possible by taking real life context and situations into consideration. Data is central to evidence-based decision making, as organizations need a full understanding of the normative experience and reality before making recommendations for change. Ottawa's public transportation unit—OC Transpo—has placed significant emphasis on data collection in relation to program evaluation, which can be seen in Appendix A.

2. Considering passenger experience as a whole. Public transportation begins when the passenger leaves their point of departure—be it their home, place of work, etc.—, and includes time spent waiting at a bus stop. In particular, work could be completed in the following areas to improve the customer experience and provide safer spaces for passengers:
  - The downtown Bus Mall was identified as a specific bus stop that could use additional safety measures, such as visible security officials or video cameras.

- Bus stops in general could be improved with better lighting, functional/ shelters, more general maintenance, and with heating for cold months.
  - The number and time to complete transfers should be considered in designing a safe transit system, including centralized transfer points with additional security and resources.
3. Increase ridership, and in particular at non-peak times.
- A major non-peak time for transit where passengers do not feel safe identified in the data and in other municipalities is at night. Collaborations could be created with community organizations and groups to increase ridership. For example, a partnership between Saskatoon Police, student organizations—who already have access to unlimited rides on Saskatoon Transit— and local establishments to provide safe transportation to and from social events.
  - Another potential market for increased ridership is immigrant populations and people unfamiliar with transit: language barrier between riders and the transit system including drivers; create a communication guide based on gestures, pictures, or symbols; more system route maps at terminals)
4. Security on the bus. Passengers want a way to silently signal distress on the bus. Some jurisdictions have attempted to provide this through the use of on bus panic buttons or through creation of an online app.
- The system of video cameras should be reviewed to identify blind spots to ensure complete coverage on buses.
  - A visibility section could be created on bus that is clearly marked, in sight of bus driver, and close to other forms of safety infrastructure.
5. Responsiveness to passenger complaints, when appropriate. Riders need to see the system is working, and that their problems are being addressed, keeping in mind confidentiality related to labour issues and driver conduct. This feedback loop needs to be closed, and could be used as a source of data for evaluation of passenger

safety in general. Closing feedback loops are also important in improving customer service; customer satisfaction requires an appropriate complaint management process that is transparent and responsive to customers. The process to make a complaint should be easy to understand, visible, and it should encourage people to make complaints if they see or experience something.

6. A culture of safety that includes passengers. Saskatoon Transit strives to incorporate "safety into everything we do" (Saskatoon Transit, 2016). Currently, this culture of safety is largely geared towards the safety of transit operators and other members of transit staff. While this is an incredibly important aspect to safety, passengers must be brought into the conversation in a meaningful manner as partners and not simply as clients. It is difficult to make specific recommendations relating to culture, as this report did not have the mandate to study and appropriately evaluate the normative culture within Saskatoon Transit. However, the importance of a culture of safety and attention to these issues is critical in building a safe system (Bolman & Deal, 2008). One step could be to run a public awareness campaign that extends the safety narrative to passengers. Other municipalities have operated similar campaigns, such as the "See Something, Say Something!" campaign run by Metro Vancouver, or the campaign against groping in Edmonton. Policies surrounding passenger behaviour and expectations must be clearly posted and communicated, with simple instructions on what to do if you do see or experience something unsafe while using the transit system as a whole. This is also a step in creating a community of good transit citizens that can self-police in many instances.

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## Appendix A: OC Transpo 10-Point Safety Plan

"Ottawa is a safe city and transit services play a significant role in providing a safe environment for riders who use our services. Safety and security for customers and employees remains a primary focus for the department. The continued focus on safety programs and messages has resulted in maintaining a safe environment for everyone. A safe travelling and working environment is a primary focus for transit services.

In 2013 there are a number of initiatives underway that will ensure that the safety of customers and staff is maintained. The increased focus on working with community partners and our union representatives will ensure that we continue to provide safety and security for all.

The development of a revised Safety Charter for Transit Services will further the work and activities completed to date. The work includes:

1. Development of a "safety lens" that can be applied to all service, activities, programs and initiatives in Transit Services;
2. Identifying existing programs and initiatives along with an inventory of best transit safety practices;
3. Maintaining the Transecure program to continue staff efforts to remain the "eyes and ears" for Transit Services on the roads of Ottawa each day;
4. Development of an initiative to expand the incident reporting system that allows customers and employees to provide information about incidents or situations that require attention;
5. Working with key stakeholders to develop a data collection process to provide information about safety and security issues in the system and potential trends or problem area;
6. Assessing staff training to ensure they have the knowledge, skills and abilities to handle such situations;
7. Undertaking a public education campaign for riders, residents and employees to support them, encouraging reporting, and other initiatives;
8. Collaborate with community and media partners to promote a safety environment that is supported by education, information and programs;
9. Continue safety audits across transit system in collaboration with community partners; and,
10. Develop the Transit watch safety program, which aligns the initiatives to what we are doing with the various community groups. This program is being developed by the Safety

Management Unit for our patrons to address their safety concerns." (OC Transpo, 2017c)

## Appendix B: Litman's "New Transit Safety Narrative"

- Provide information that highlights the overall safety and security of public transit travel and transit-oriented communities, and how pro-transit policies tend to reduce overall risks. Integrate this information into all transit organization communications and planning activities.
- Identify and correct common misconceptions about transit safety and security.
- Collect and distribute transportation crash and crime data, which allows transit and automobile risks to be compared and tracked over time.
- Encourage traffic safety experts to recognize public transit safety impacts and consider pro-transit policies as potential traffic safety strategies. Develop models that predict the safety benefits of specific pro-transit policies.
- Provide practical guidance to transit passengers and communities on ways to increase their safety and security—for example, how they should respond if they see dangerous or inappropriate activity.
- Create multi-dimensional safety and security programs that integrate local planning, infrastructure design, neighborhood policing, and user information to increase transit user and community safety.
- Incorporate public transit safety benefits into transport project economic evaluation. Treat increased safety as a benefit when evaluating transit improvements, encouragement programs, and transit-oriented developments. (p. 130)

## Appendix C: Community Consultation Questions

### 1. Mapping Transit Safety

- a) On a scale of 1 to 10 (1 is Safer than Most Places; 10 is much less safe than most places), how safe do you feel using transit?
- b) Why?
- c) What helps you feel safer, or leads you to feel unsafe?
- d) What are your concerns about transit?

### 2. Harassment & Transit (Harassment is defined as aggressive pressure or intimidation)

- a) Have you experienced harassment while using transit? Feel free to share your story, what happened?
- b) Have you witnessed harassment of someone else? What happened?
- c) What do you think people can/should do if they are harassed or witness harassment while using the transit?
- d) Would you be willing to report harassment to authorities? Why or why not?
- e) What can be done by the transit system to prevent harassment in the transit system?

### 3. Assault and Transit (Assault is defined as the touching of another person with an intent to harm and/or touch without another person's consent.)

- a) Have you experienced assault while using transit? Feel free to share your story, what happened?
- b) Have you witnessed assault of someone else? What happened?
- c) What do you think people can/should do if they are assaulted or witness assault while using the transit?
- d) Would you be willing to report assault to authorities? Why or why not?
- e) What can be done by the transit system to prevent assaults in the transit system?

### 4. Visioning a Safer Future

- a) What would a safer transit system look/feel like?
- b) What are the smallest changes that would make the biggest difference to your feelings of safety?
- c) What bigger changes would make a big difference to your feelings of safety?

### 5. Other

- a) What else do you want to say regarding transit safety?
- b) What questions did we not ask that you would like to see addressed?