

# Taxi, Limousine & Vehicles-for-Hire

Led by: Director of Emergency Management & Community Safety

## Service Description

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles, brokerages and transportation network companies operating in the livery industry under the Livery Transport Bylaw. This service ensures that all drivers have the right qualifications and proper, mechanically-inspected vehicles so passengers have safe rides. Community peace officers provide education and promote compliance with drivers by assessing complaints and seeking resolutions that create a fair and safe environment for drivers and passengers.

## Service Updates

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### Highlights

As outlined in the 2023-2026 Service Plans and Budgets, The City's Public Vehicle Standards division is working to optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.

In early 2023, Lyft contacted The City's Public Vehicle Standards division to initiate their application for a Transportation Network Company license, with the goal of setting up their operations in Calgary by end of Q1 2023. Working with Lyft on this initiative has resulted in their successful launch. This will provide citizens with another transportation option for on-demand Vehicle-For-Hire services.

The online licensing and license system modernization project is currently in the proof-of-concept exploration stage using Microsoft Dynamics. Evolving the licensing portal provides flexibility to industry licensees and increases opportunities for new industry participants.

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### Challenges

Industry drivers and brokerages are experiencing difficulties finding and procuring newer model vehicles. The shortage of vehicle inventory and delays in shipment brought on by the pandemic is not unique to the vehicle-for-hire industry, impacts are felt by all consumers.

Continued delays and potential cost increases may have the largest impact on the wheelchair accessible taxi platform. Acquiring a van and completing wheelchair ramp installation is between \$40,000 - \$50,000. These additional costs are often a barrier to providing on-demand wheelchair accessible taxi service.

Monitoring the supply and demand trends and impacts on the industry is critical. As the wheelchair accessible taxi reaches its age limit for the fleet (ten model years) a driver may not be financial able to purchase a new vehicle. In 2019 an incentive program was launched for taxi drivers who provide wheelchair accessible taxi service on the City owned WAV Calgary on-demand centralized dispatch service.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

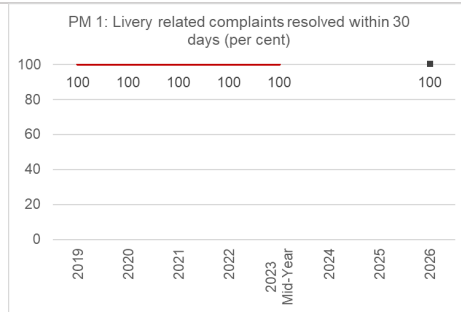
→ Progressing as planned

⊖ Not progressing as planned

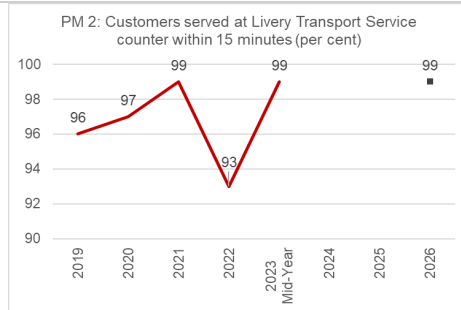
## Performance Measures

## Story behind the numbers

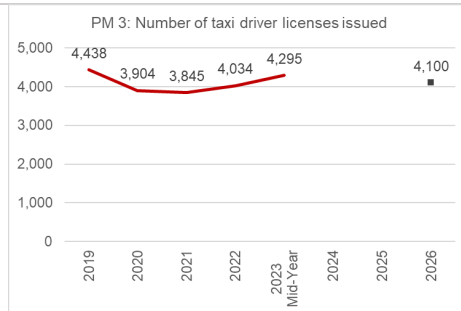
## Status



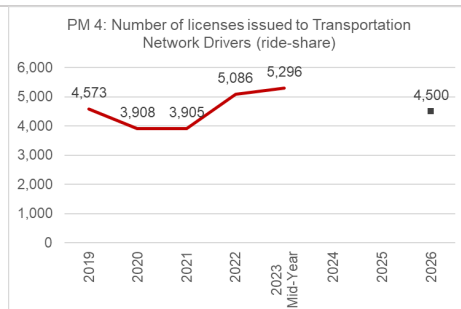
Improved technical systems, coordination with our partners and maintaining effective resource management as well as service level agreements have ensured a timely and efficient complaint and resolution process.



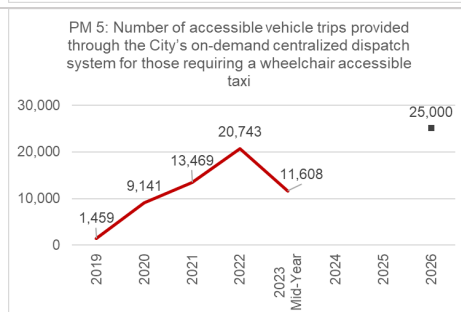
The addition of three Vehicle-for-Hire Licensing Representative positions (staffing increase of 40 per cent) has reduced wait times from Q4 2022. Staffing levels are now adequate to meet the post-pandemic increase in demand for licensing services across Vehicle-for-Hire streams.



Although, the livery industry has experienced a decrease in trip volumes in recent years due to the COVID-19 pandemic, the demand for taxi services is expected to receive increasing the number of drivers and licences issued. Further service improvements, including an online licensing platform, will remove additional barriers for taxi drivers seeking to enter the industry.



Growth in demand for ride-sharing services is expected to continue, which will increase the number of drivers on the road and licences issued. Further service improvements including an online licensing platform will remove additional barriers for Transportation Network Drivers obtaining licences and entering the industry.



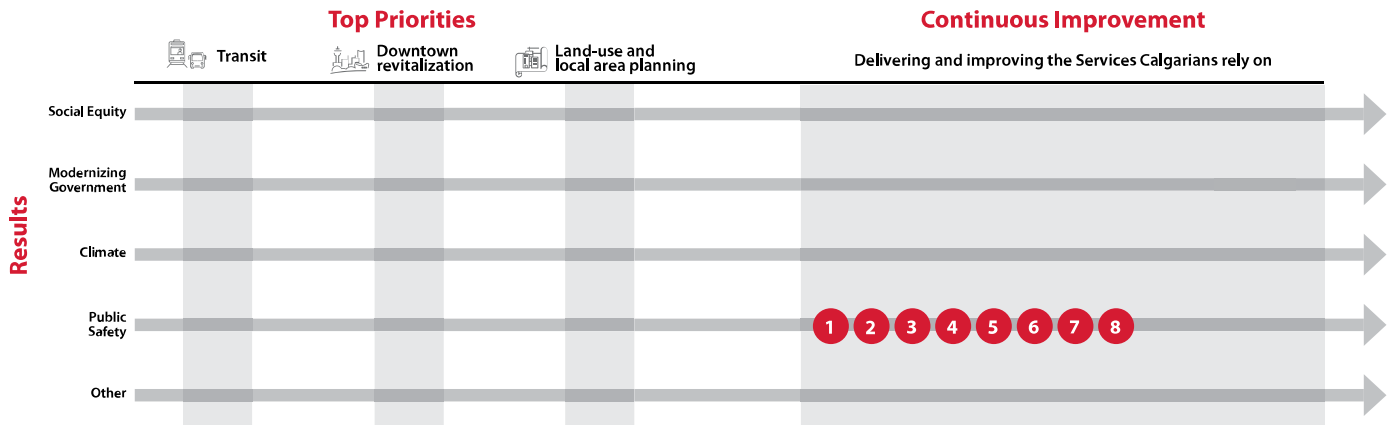
On-demand taxi service is important for customers who require a vehicle to accommodate wheelchairs or other mobility devices. With the implementation of the Accessible Taxi Incentive Program and the wheelchair accessible taxi service, (WAV Calgary), trip volumes are increasing. Diversification and an aging population is expected to increase dependence on accessible services over time.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

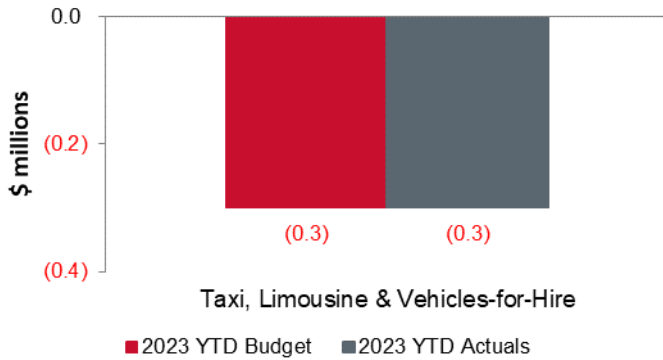
Initiative	Initiative Update	Status
1 Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	Work is underway to better align Vehicle-for-Hire licensing services among different transportation options with the goal of creating equity across service streams. Work is underway to streamline licensing processes between Taxi and Transportation Network Company (TNC) licensing structures. TNCs must adhere to the Transportation Network Companies Regulation from the Province of Alberta. Taxi and limousine operators are regulated through The City Livery Transport Bylaw.	
2 Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.	Feedback from industry participants regarding Council recommendations from 2023 January 24, regarding equitable engagement is ongoing. Informal engagement continues via contact with industry participants at the licensing service front counter, attendance at broker events, fleet audits, and at airport taxi staging areas. Vehicle-for-Hire is collaborating with Communications, Engage Calgary, and the Anti-Racism team to explore additional avenues of communication and to implement new strategies to promote higher engagement and participation by industry partners.	
3 Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	Work continues toward a modernized licensing system solution with public-facing online services that will streamline licensing for drivers and brokerages, creating a easier, faster process. Information Technology is working on a 'proof of concept' using Microsoft Dynamics to ensure this product is viable for licensing and online services. Business process mapping sessions began in Q2 2023, in anticipation that Information Technology will recommend the Microsoft Dynamics solution. Enhancing the licensing system provides improves customer service for the licensees; i.e., on-line applications.	
4 Meet the evolving needs of the livery industry by maintaining routine reviews of driver training programs, focused on passengers with disabilities, cultural diversity, and Anti-Racism while aligning with enabling partners and corporate standards.	With the release of the Anti-Racism Action Committee report, the training program content is being reviewed and amended to ensure alignment with the The City's values.	
5 Satisfy demand for livery services and respond to feedback from industry partners and participants by monitoring the supply and allotment of taxi plate licences.	Council recommendations on 2023 January 24, resulted in a delay of the planned taxi plate licence release while various licencing models are being explored. Administration will report back to Council in Q3 2023 with an update. Supply and demand for plates is continuously monitored and any identified shortages will be reviewed and addressed as required through a bylaw amendment.	

Initiative	Initiative Update	Status
6 Increase industry participation and capacity to meet growing demand for accessible livery services by monitoring wheelchair accessible taxi trip volume and the effectiveness of the Accessible Taxi Incentive Program.	Effective 2023 January 01, the Accessible Taxi Incentive Program was amended based on industry feedback. Amendments included increasing the per-trip incentive, modifying the 'evening' hour timeframe incentives for drivers, and improving the timing of incentive payments from quarterly to monthly. These improvements have increased driver interest in the program. With the increasing expenses to purchase/modify and maintain wheelchair accessible vehicles used to transport the public, a review is underway regarding a new incentive (i.e., ramp installation rebate).	
7 Explore opportunities to support Calgary's Climate Strategy through collaboration and engagement with industry participants and partners.	Vehicle-for-Hire and the Climate Initiative team are sharing information and discussing potential pilot projects that could impact Vehicle-for-Hire participants. Planning is underway for joint engagement/communication sessions with industry participants to explore the Climate Strategy and find ways for industry partners to participate in climate initiative pilot projects including access to specialized charging waypoints utilized by both the City of Calgary fleet and taxi partners.	
8 Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.	Review of Council's direction from 2023 January 24, is underway. This includes collaboration between internal business units and developing an action plan regarding methods to modernize the industry, including enhancing system technology, streamlining licensing processes and assessing equity between service providers. Council will receive an update in 2023 Q3.	



## Service Updates on Financial Performance

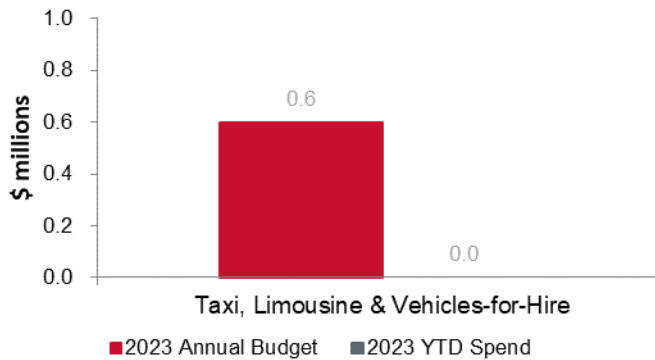
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Taxi, Limousine & Vehicles-for-Hire is a self-supported service line and any operating surplus or deficit would be contributed to the Livery Transport Services Sustainment Reserve. As of June 2023, Taxi, Limousine & Vehicles-for-Hire had an operating surplus, due to salary savings from intentionally managing the workforce, which was contributed to the Livery Reserve.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Taxi Limousine & Vehicles-for-Hire has spent 7 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures includes modernization of government through technology initiatives such as ongoing investment in the One City Coordinated Records Management System (OCRMS) program. The continued development of an online licensing tool for taxis and limousines is also underway, however year to date spend is lower than expected as this work has been paused to assess integration potential, which may lead to lower than expected spend this year. Annual acquisition and life cycle of equipment required for Vehicle for Hire Peace Officers in 2023 being done under a larger program for which Bylaw Education & Compliance is the steward.