

# Taxi, Limousine & Vehicles-for-Hire

Led by: Calgary Community Standards

## Description:

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw.

The service ensures drivers have the right qualifications and proper mechanically inspected vehicles, so passengers can have a safe ride.

Livery peace officers ensure compliance and provide education to drivers by assessing complaints and focusing on resolutions that create fair and safe environments for drivers and passengers.

## Customers:

- Livery service providers seeking fair and transparent regulations.
- Passengers requiring a safe ride to their destination.
- Citizens reporting a concern

## What is delivered to customers:

- Taxi, Limousine & Vehicles-for-Hire ensures public safety, consumer protection and service quality.
- Livery service providers can expect timely issuance of licences and consistent, accessible information so that passengers can have a safe ride.
- Citizens can expect a prompt resolution to their inquiries by competent livery peace officers.

## Partners:

- Other lines of service (Public Transit, Police Service)
- Other orders of government (Government of Alberta, Department of Transportation, Carrier Services and Service Alberta)

## Service need (value proposition):

This service fulfills the need for citizens to have timely access to safe, quality and economical livery services. The Livery Transport Bylaw ensures citizen experiences are consistent across all providers by setting the conditions and responsibilities for the livery industry and its associates.

## Current state service value

<p><b>89%</b> Customers satisfied with Taxi services</p> <p><b>10 000</b> Private-for-hire vehicles added by 2021</p>	<p><b>8.9 M</b> Rides completed in 2017</p> <p><b>#1</b> In MBNCanada for driver licenses issued</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p><b>\$0.50</b> Cost per ride so passengers can arrive to their destination safely</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p><b>Connections to Citizen Priorities</b></p>		<p><b>What the service includes</b> This service has no sub-services.</p> <p><b>Key Capital Investments</b> OneCity Records Management System will enhance livery peace officer safety based on enhanced communication systems and collection of business intelligence on emerging community trends (rideshare), aligning with provincial recommendations.</p>



## What we've heard and service outlook

### What we heard: Research & Engagement Results

Overall, this service continues to meet Calgarians' service expectations. The 2018 Customer Satisfaction Survey indicated:

- 97 per cent overall satisfaction with Transportation Network Company (TNC) services
- 89 per cent overall satisfaction with Taxi/Accessible Vehicle services in the 2018 customer Satisfaction survey. Citizen satisfaction was driven by: safety, communication with driver, professional appearance of driver, courtesy and driving manner of driver.

### What Council has directed

- M1 : Enforcement of conditions and responsibilities outlined in the Livery Transport Bylaw ensures the safety of passengers using Taxis, Limousines and Vehicles-for-Hire.
- M3 : The Calgary Transportation Plan outlines a need to offer accessible transportation options. By assessing developing trends and engaging stakeholders our line of service will ensure fairness and transparency while continuously improving mobility and complementing other transportation options.
- W1 : Taxi, Limousines and Vehicles-for-Hire gets recommendations to improve service by engaging with citizens through the Citizen Satisfaction Survey.
- W2 : Transparency and alignment of fees between Vehicles-for-Hire and Taxis will be ensured through an Administration recommended fee structure review.

### What are we watching?

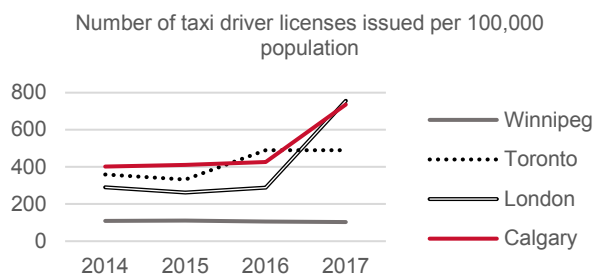
**Demographic Change:** With the increasing age of citizens, passengers with disabilities and cultural diversity, the expectations on the livery industry will continue to change.

**Economic Change:** Recessions have implications for how Taxi, Limousine & Vehicles-for-Hire determine licensing fees as these need to be sustainable for industry stakeholders and the regulator.

**Technology Change:** The livery industry will evolve as new vehicle types become available and the fleets change (e.g. electric and autonomous vehicles).

**Industry Change:** As many as 8,000 to 10,000 added vehicles for hire on the streets of Calgary over the next 3 years will impact parking, traffic congestion, safety, accessibility and customer service.

### Benchmarking



Source: Municipal Benchmarking Network Canada

With the introduction of Transportation Network Companies into the market, Calgary saw a significant increase in Taxi, Limousine & Vehicles-for-Hire licenses issued in 2017 per 100,000 population. The economic outlook for Calgary is positive with a moderate rate of growth expected over the coming years. This trend will continue to put pressure on staff to meet service level expectations that staff in similar roles in other cities will not experience.

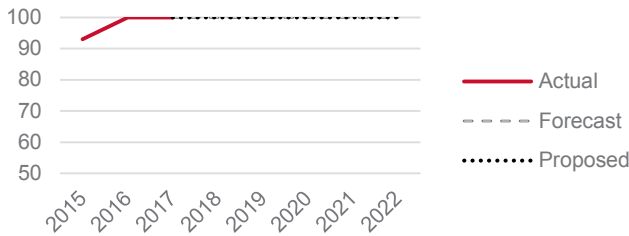
### What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Timeliness: Livery licences are issued within a reasonable timeframe.
Quality	Drivers and companies are satisfied with the licensing service. This includes clear and easily accessible information and consistent decisions on applications.
Fairness	Livery enforcement is transparent, fair and delivered by competent peace officers.
Legislative Compliance	Assurance: Investigations and inspections ensure driver and company compliance with the Livery Transport Bylaw.

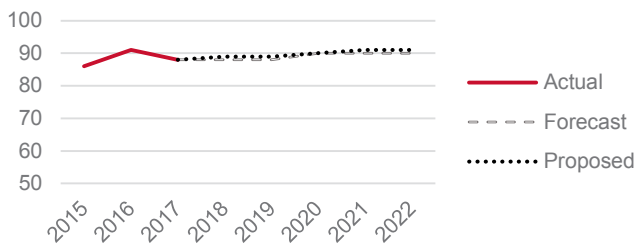


# How is the Service performing? Where we are headed and where do we want to go?

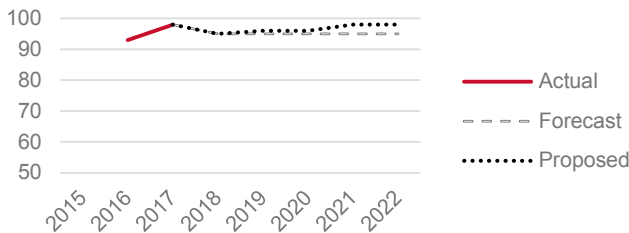
Per cent of livery related complaints resolved within 30 days (Percentage)



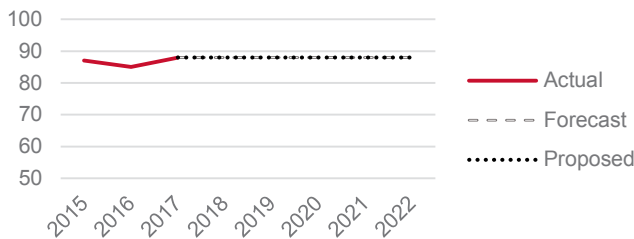
Per cent of customers served at Livery Transport Service counter within 15 minutes (Percentage)



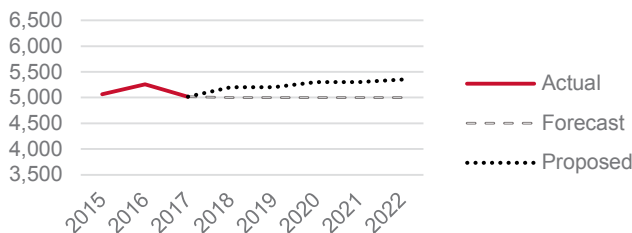
Per cent of customers satisfied with Transportation Network Companies services (Percentage)



Per cent of customers satisfied with Taxi/Accessible Taxi services (Percentage)



Number of taxi driver licences issued (Number of licences)



## Story behind the curve

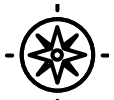
The Livery Transportation Bylaw has been an effective tool to resolve complaints. TNCs raised new challenges and resulted in additional demand. Projections outline an environment where stakeholders strive to find competitive balance, while navigating customer demand and governance changes. The service will need to be ready to address complaints and create compliance; ensuring citizens remain confident of their safety through consistent response standards.

Access to in-person resources ensures Taxi/TNC drivers receive education and assistance, promoting compliance. Due to the growth of industry within the past 18 months (3500 additional applicants) it was anticipated that service levels would slightly decrease as staffing levels remained static. With streamlining and automation, coupled with additional staff coming on board, service levels should improve and return to previous levels.

TNCs provide citizens with choice when considering livery services. Historical trends demonstrate customer satisfaction as TNCs become an integral part of the market. Regulation and education contributed to the integration of new drivers and ensured safety and satisfaction. Forecasted trends demonstrate consistent demand with the addition of service providers and drivers, requiring additional resources to create compliance.

Changes in customer satisfaction of Taxi services capture the challenges of TNCs experienced by Taxi stakeholders. The permanency of TNCs, acceptance by Taxi providers and engagement by The City has resulted in increased customer satisfaction. Forecasted trends demonstrate consistent satisfaction; increased engagement will enhance accessible Taxi availability to citizens and amending the Livery Transport Bylaw will ensure regulation supports all stakeholders.

Emergence of Transportation Network Companies (TNCs) increased demand. Historical trends convey that the rise in interest resulted in increased licences, but the forecasted trend demonstrates stabilized demand. Ensuring fairness, safety and choice will require additional support as education and compliance will guide industry stakeholders and customers.



## What do we propose to do?

### What we propose to continue doing

STRATEGY
Increase the capabilities of the livery industry to support accessibility for all Calgarians.
Level the playing field of all livery stakeholders by conducting a review of the Livery Transport Bylaw.
Ensure state of readiness for growth within sharing economies such as Transportation Network Companies (TNCs).

#### Why?

Transportation Network Companies offer new opportunities and challenges as their impact continues to change the way services have been delivered. Awareness and accountability are key to ensuring The City delivers equality to citizens, TNC, Taxi and Limousine stakeholders. By revisiting existing bylaws and keeping dialogue focused on service and safety, the future of services will positively contribute to the overall mobility of the city and its citizens.

### What we propose to do less of

STRATEGY
In-person driver training program (through an e-Learning option to better meet the evolving needs of the industry).

#### Why?

The e-Learning option creates an effective option for applicants to complete training from their home, providing flexibility and choice. The efficiency created will increase capacity of staff to focus on delivery of services.

### What we propose to do more of or include as a new offering

STRATEGY
Implement recommendations of the City Auditor's Livery Transport Services audit.
Deliver the endorsed framework for an Accessible Taxi Incentive Program and monitor the effectiveness.
Pilot a centralized dispatch system for on-demand wheelchair accessible taxi service.

#### Why?

Growth trends in the number of vehicles-for-hire continue to pose new opportunities for economic growth and transportation but add challenges as stakeholders in the industry contend with multiple changes in the consumer market and technology. The depth of change created by the Sharing Economy is an evolving trend which will require responsive action to meet citizen expectations.



## What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Per cent of livery related complaints resolved within 30 days (Percentage)	100	↔
Per cent of customers served at Livery Transport Service counter within 15 minutes (Percentage)	88	↑
Per cent of customers satisfied with Transportation Network Companies services (Percentage)	95	↔
Per cent of customers satisfied with Taxi/Accessible Taxi services (Percentage)	88	↔
Number of taxi driver licences issued (Number of licences)	5,000	↔

### Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	-	350	350	-
Less Previous Year one Time	-	(350)	(350)	-
Base	-	-	-	-
Revenue Changes	(364)	(110)	(92)	(85)
Internal Recovery Changes	-	-	-	-
Inflation	79	90	92	85
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	20	-	-
Efficiencies	-	-	-	-
Service Reductions	-	-	-	-
Service Increases	285	-	-	-
One Time	350	350	-	-
Realignments	-	-	-	-
Total	350	350	-	-

### Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	4,486	4,850	350	5,200	4,960	350	5,310	5,052	-	5,052	5,137	-	5,137
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(4,486)	(4,850)	-	(4,850)	(4,960)	-	(4,960)	(5,052)	-	(5,052)	(5,137)	-	(5,137)
Net	-	-	350	350	-	350	350	-	-	-	-	-	-



# Recommended Capital Investment to Support Service Delivery

For Council Approval

## Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		80	80	80	80	-	320
480403	CCS LTS Equip Lifecycle	80	80	80	80	-	320
Project(s)		100	100	150	150	-	500
462260	Livery Technology	100	100	150	150	-	500
Program(s)		-	200	100	-	-	300
480404	OneCity Coord RMS - LTS	-	200	100	-	-	300
<b>Sub-Total (New Budget Requests)</b>		180	380	330	230	-	1,120
Previously Approved Budget Remaining		-	-	-	-	-	-
<b>Total Capital Investment</b>		180	380	330	230	-	1,120

## Explanation of Capital Budget Requests

### Annual Investment Program(s)

#### Activity 480403: CCS LTS Equip Lifecycle

New Budget Request of \$320 thousand to the LTS communication lifecycle program which addresses the upgrade or replacement of communication equipment essential to frontline personnel.

Funding from Capital Reserves

Operating Impact of Capital: None

### Project(s)

#### Activity 462260: Livery Technology

New Budget Request of \$500 thousand to implement an online-enabled application platform that allows Taxi and Limousine drivers to apply for municipal driver licenses through an online system.

Funding from Capital Reserves

Operating Impact of Capital: None

### Program(s)

#### Activity 480404: OneCity Coord RMS - LTS

New Budget Request of \$300 thousand to create an integrated information management system, for coordinated information sharing to support effective service delivery, investigations and enforcement.

Funding from Capital Reserves

Operating Impact of Capital: This request requires \$20 thousand base funding of operating costs starting in 2020.