

# 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

### Key Service Results

The Public Vehicle Standards (PVS) division is improving customer services for the vehicle-for-hire industry by modernizing and streamlining the licensing system. This includes aligning license renewal dates and standardizing documentation, resulting in efficiencies and increased customer satisfaction. (Initiative 3)

In 2023, PVS saw a 46 per cent increase in customer volume and processed 65 per cent more electronic records than in 2022. A new customer queuing system improved in-person service by providing virtual entrance licensing services and instant mobile responses. The system allows for the collection of real-time data on customer service operations by identifying process changes and highlighting areas for improvement. (Initiatives 1,8)

Calgarians are utilizing vehicle-for-hire services in record numbers, surpassing pre-pandemic levels. As a result, the PVS division Enforcement team has increased their vehicle inspections. The team is reporting a drop in remediation orders indicating the vehicle-for-hire fleet is safe, accessible and reliable. (Initiative 8)

### Service Challenges

Industry drivers and brokerages face difficulties finding and procuring newer model vehicles. Continued delays and cost increases are impacting the wheelchair accessible taxi platform. The cost of purchasing and outfitting a new wheelchair accessible vehicle costs over \$40,000. This is substantially higher than a non-accessible vehicle and is a barrier to providing wheelchair accessible taxi service.

The service's Accessible Taxi Incentive Program is working on launching a Wheelchair Ramp Installation Incentive Program to offset the costs that are currently acting as a barrier for industry participation.

A recent online survey revealed that 67% of industry drivers were unaware of incentives offered through the Wheelchair Accessible Vehicle Program (WAV). Upon learning of available incentives, 59% have expressed interest in knowing more about becoming an accessible taxi driver in Calgary. Improved communication campaigns and targeted engagement will support improved program outcomes.

### Trends & Potential Uncertainties

In 2023, Public Vehicle Standards' centralized dispatch program for wheelchair accessible service (WAV Calgary) received a record number of calls to book wheelchair accessible taxis. To better understand supply and demand, PVS is creating a strategy to identify opportunities and challenges within the vehicle-for-hire industry. This includes exploring the release of accessible taxi plates and providing additional incentives to bring newer accessible vehicle-for-hire into the fleet.

To increase awareness of WAV Calgary, Vehicle-for-Hire is collaborating with industry and accessibility groups to familiarize themselves with this service and gather feedback from users.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

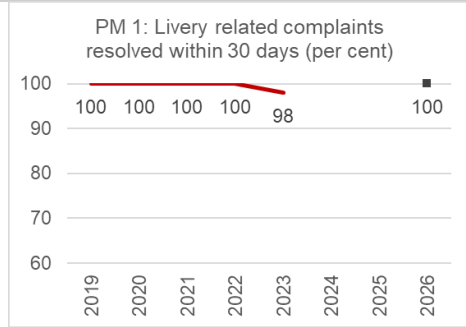
➔ Progressing as planned

⊖ Not progressing as planned

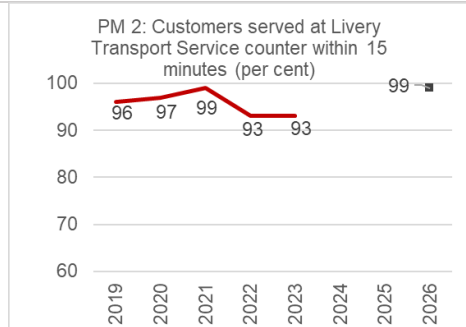
## Performance Measures

## Story behind the numbers

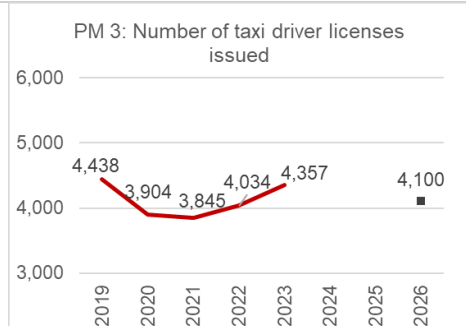
## Status



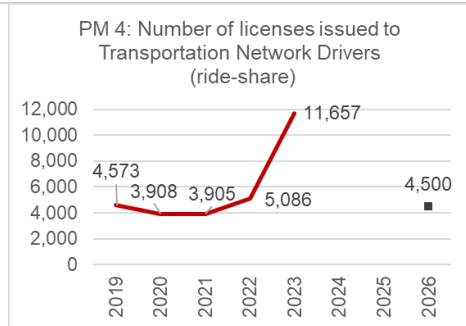
Improved technical systems, coordination with our partners and maintaining effective resource management and service level agreements have ensured a timely and efficient complaint and resolution process.



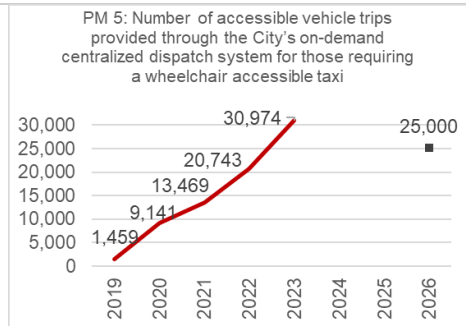
Staffing levels are adequate to meet the post-pandemic increase in demand for licensing services across Vehicle-for-Hire. VFH licensing saw over 24,000 in-person customers with the average wait time for service being four minutes.



The demand for taxi services has been increasing since the pandemic, leading to a rise in the number of drivers and licenses issued. Work continues towards an online licensing platform which will remove additional barriers for taxi drivers seeking to enter the industry.



The demand for ride-sharing services has surpassed 70 per cent of all vehicle-for-hire trips in Calgary and is expected to continue to increase, highlighting the need for enhanced efficiency in the renewal process for Transportation Network Companies (TNC) drivers. To address this, the Vehicle-for-Hire Licensing Team has shifted its focus in 2024 to conduct renewals for Transportation Network Drivers' Licenses in person at the front counter. This customer-centric approach, developed in collaboration with the TNC broker, aims to reduce delays caused by waiting for document uploads and adherence to TNC availability and processing times.



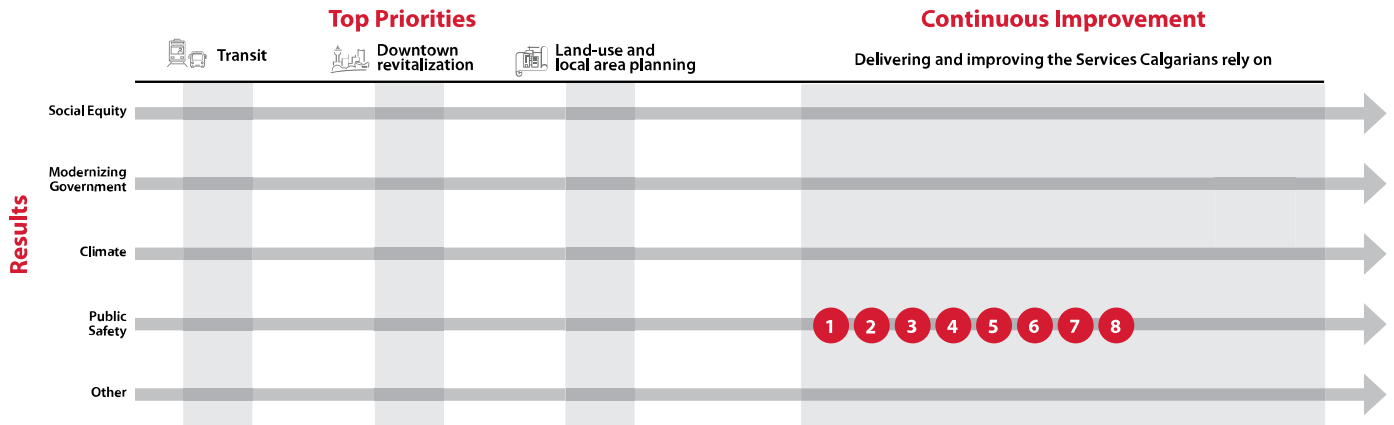
The Accessible Taxi Incentive Program and the Wheelchair Accessible Taxi service (WAV Calgary) were implemented in 2019 to provide on-demand taxi service for people who require assistance to accommodate a wheelchair or other mobility device. Since then, trip volumes have been increasing and have surpassed pre-pandemic levels. Vehicle-for-Hire is continuing to reach out to advocacy groups to increase awareness of WAV Calgary.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - 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.	The City of Calgary is working towards creating equity across service streams by better aligning Vehicle-for-Hire licensing services among different transportation options. Work is also 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. The upcoming Vehicle-for-Hire Strategy, which will be presented to Council in 2024, will expand this initiative.	
2 Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.	In 2023, Vehicle-for-Hire organized and actively participated in two formalized engagement sessions and two townhall meetings with industry participants. Two industry surveys were completed in 2023 to hear from industry participants regarding possible changes to the Vehicle-for-Hire's licensing procedures and to provide their thoughts on the industry. The feedback is being used to inform the upcoming Vehicle-for-Hire Strategy.	
3 Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	The City of Calgary is working towards modernizing its licensing system by introducing public-facing online services that will streamline licensing for drivers and brokerages, creating an easier and faster process. Information Technology is currently in the 'proof of concept' stage to ensure this product is viable for licensing and online services. Enhancing the licensing system will improve customer service for the licensees, such as on-line applications, and reduce wait times for in-person vehicle-for-hire licensing support.	
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 was reviewed and amended to ensure alignment with The City's values. The online format of the Vehicle-for-Hire Driver's Training Program allows for the immediate ongoing adaptation of training materials based on trends and needs of the industry.	
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.	The City of Calgary delayed the planned taxi license release due to the Council recommendations on January 24, 2023, while various licensing models are being explored. Administration is working on a Vehicle-for-Hire Strategy that will explore options pertaining to the allotment and supply of taxi plate licenses and the timing of any potential plate releases. This strategy will be presented to Council in 2024.	

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 Jan. 1, 2023, the Accessible Taxi Incentive Program was amended based on industry feedback. The 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. With the increasing expense to purchase/modify and maintain wheelchair accessible vehicles, Vehicle-for-Hire is presently working on a new Wheelchair Ramp Installation Incentive to offset these costs which will be launched in 2024.	
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. Joint engagement/communication sessions with industry participants are being planned to explore the Climate Strategy and find ways for industry partners to participate in climate initiative pilot projects. Vehicle-for-Hire has been meeting with other regulator groups throughout Canada with the explicit goal of developing best practices for the early adoption of climate initiatives pertain to the vehicle-for-hire industry.	
8 Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.	The City of Calgary is currently working on a Vehicle-for-Hire Strategy to ensure equity and inclusion in all aspects of the industry while maintaining a high safety standard for Calgarians. The Vehicle-for-Hire enforcement team is committed to leading with education for industry participants before additional enforcement actions are taken whenever possible. Enforcement officers continuously seize on opportunities to have informal engagement conversations with drivers on topics pertaining to the industry.	

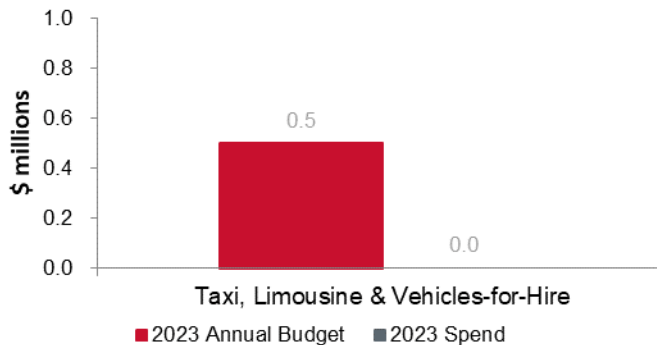


## Service Updates on Financial Performance

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

Taxi, Limousine & Vehicles-for-Hire has no operating budget variance. This is a self-supported service line and any operating surplus or deficit would be contributed to the Livery Transport Services Sustainment Reserve. In 2023, Taxi, Limousine & Vehicles-for-Hire had an operating surplus of \$1.6 million, due to salary savings from intentionally managing the workforce which was contributed to the Livery Reserve.

### Capital Budget and Spend as of December 31, 2023



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

Taxi Limousine & Vehicles-for-Hire has spent 8.8 per cent of the 2023 approved capital budget. The continued development of an online licensing tool for taxis and limousines is underway, however year to date spend is lower than expected as this work has been paused to assess integration potential thus leading to lower than expected spend this year.

In 2023, the capital expenditures includes modernization of government through technology initiatives such as ongoing investment in the One City Coordinated Records Management System (OCRMS) program. 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.