City of Winnipeg Regulation of Vehicles for Hire



November 14, 2017

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MNP LLP

Introduction

Purpose

This report provides background, context, analysis and recommendations for requirements to administer a vehicle-for-hire by-law by the City of Winnipeg.

Background

Vehicles for Hire in Winnipeg were previously regulated under *The Taxicab Act* and Regulations, administered by the Taxicab Board. In the spring of 2017, the Province of Manitoba tabled Bill 30, *The Local Vehicles for Hire Act* (the *Act*). The purpose of this Act is to provide municipalities with specific powers to make by-laws regulating vehicles for hire. The *Act* states that in regulating the vehicle for hire industry, a municipality "must have regard for the desire to create and maintain a sustainable industry that meets the needs of the travelling public within the municipality as well as those that work within the industry".

The *Act,* effective February 28, 2018, obligates the City of Winnipeg to establish by-laws to regulate vehicles for hire under *The City of Winnipeg Charter*. The current regulatory structure includes two major licencing requirements – a taxicab business licence and a taxicab driver licence. There are currently twelve (12) sub-categories of taxicab, limousine or bus. A notable change enabled by the *Act* is the inclusion of vehicles 'hired by way of an online application, a digital network or platform, a website or any other similar manner' (personal transportation provider, or PTP) as vehicles for hire.

Approach

The City of Winnipeg engaged MNP to provide background and insights from the 2016 Taxicab Services Review to support transition of regulatory authority to the City of Winnipeg. This included

- Assistance in development of the draft by-law for regulation of the industry
- Support for stakeholder engagement processes
- Analysis and recommendations for the administrative structure and requirements to enable implementation.

Guiding principles for this activity included modern, fair regulation, efficient administration, responsible enforcement and full cost recovery. The approach also needs to enable implementation by February 28, 2018, recognizing there may be future adjustments in the by-law or organizational structure as the City learns more through its implementation.

Assistance in Development of Draft By-Law

MNP provided examples of regulatory language from other jurisdictions, and participated in discussions regarding options for the approach in Winnipeg. MNP offered recommendations for inclusion consistent with recommendations contained in the 2016 Taxicab Services Review, including:

- Focusing regulatory attention on key areas of public interest, including passenger safety, driver safety, consumer protection and accessibility

- Expanding market choice for vehicle for hire services, and in doing so enabling competitive market forces to drive standards of customer service and reduce associated regulation and administrative involvement
- Establishing similar obligations on all classes of vehicle for hire, except where clearly necessary for reasons of passenger safety, driver safety, consumer protection or accessibility.
- Reducing licence classifications and supply limits where unnecessary for consumer protection
- Creating a new licence category that places obligations on dispatchers, including dispatching only to eligible drivers and vehicles, tracking and responding to complaints, maintaining records, and providing detailed trip data to enable the City to effectively monitor supply and demand for consideration of supply limits where necessary
- Maximizing the efficiency of by-law administration to enable full cost recovery.

MNP also calculated changes in costs experienced by the taxi industry, applied on the basis of a Taxi Cost Index contemplated in the MNP 2016 report. This calculation is included in Appendix B.

Support for Stakeholder Engagement

MNP provided information regarding previously conducted consultations, assisted in identifying stakeholders for inclusion in engagement processes related to the proposed by-law, attended engagement meetings to provide background on the original study, and assisted with facilitation as necessary to enable participation of all attendees.

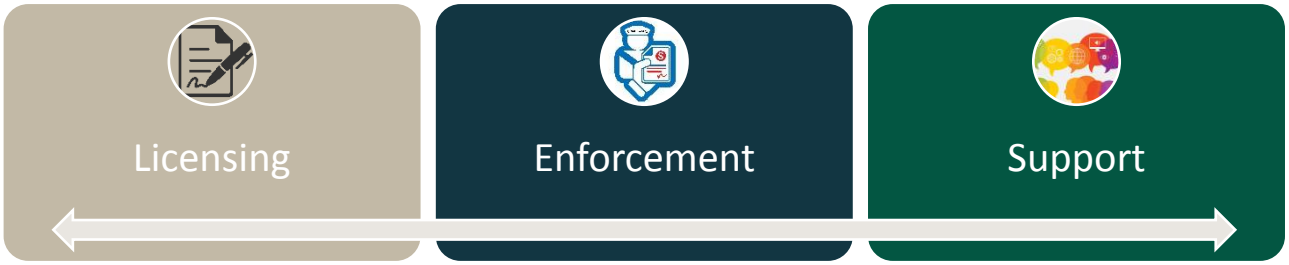
Organizational Structure Analysis

In addition to participation in development of the draft by-law and related stakeholder engagement, MNP updated and validated information regarding the administrative resources employed by the Taxicab Board to administer the current Act and regulations. MNP also researched structures, activity levels and resources in other municipalities that have recently implemented vehicle for hire by-laws enabling personal transportation providers (PTPs) as vehicles for hire to gain insight into their experience.

MNP then reviewed the existing organizational structure and mandates of City of Winnipeg departments that had similar functional responsibilities. MNP met with the management of these departments to discuss alignment, capacity and organizational capability related to implementation of a vehicle-for-hire by-law. Based on this discussion, MNP gathered specific information from each functional area to identify the existing knowledge, capabilities, resources and capacity.

Functional Requirements to Administer Vehicle for Hire Bylaw

There are three primary functional areas of activity required to support regulation of the vehicle-for-hire industry: Licensing, Enforcement, and Support (IT, Finance, HR). An overview of these requirements is shown below. Specific activities within these functional areas reflect adjustments in approach identified by the City of Winnipeg to streamline the regulatory approach, maximize efficiency and enable full cost recovery for regulation of this industry.



Activities:

- **Receive and process driver, vehicle and dispatcher license applications**
  - Screen application forms
  - Review supporting documents according to terms and conditions
    - Manitoba driver licence and safety rating
    - Criminal record checks
    - Training certificates
    - Vehicle registration
    - Insurance
    - Corporate information (dispatch only)
  - Issue or decline license
- **Respond to queries, customer service requests**

Activities:

- **On-street monitoring for non-compliance**
  - Evident mechanical safety issues
  - Unauthorized activity by non-metered (street hail, taxi stand, cash)
  - Metre and camera checks
  - Unlicensed participant activity
- **Complaint investigation (regulatory matters)**
- **Audit / sample dispatch records of registered drivers / vehicles**
- **Assessment of fines, license suspension**

Activities:

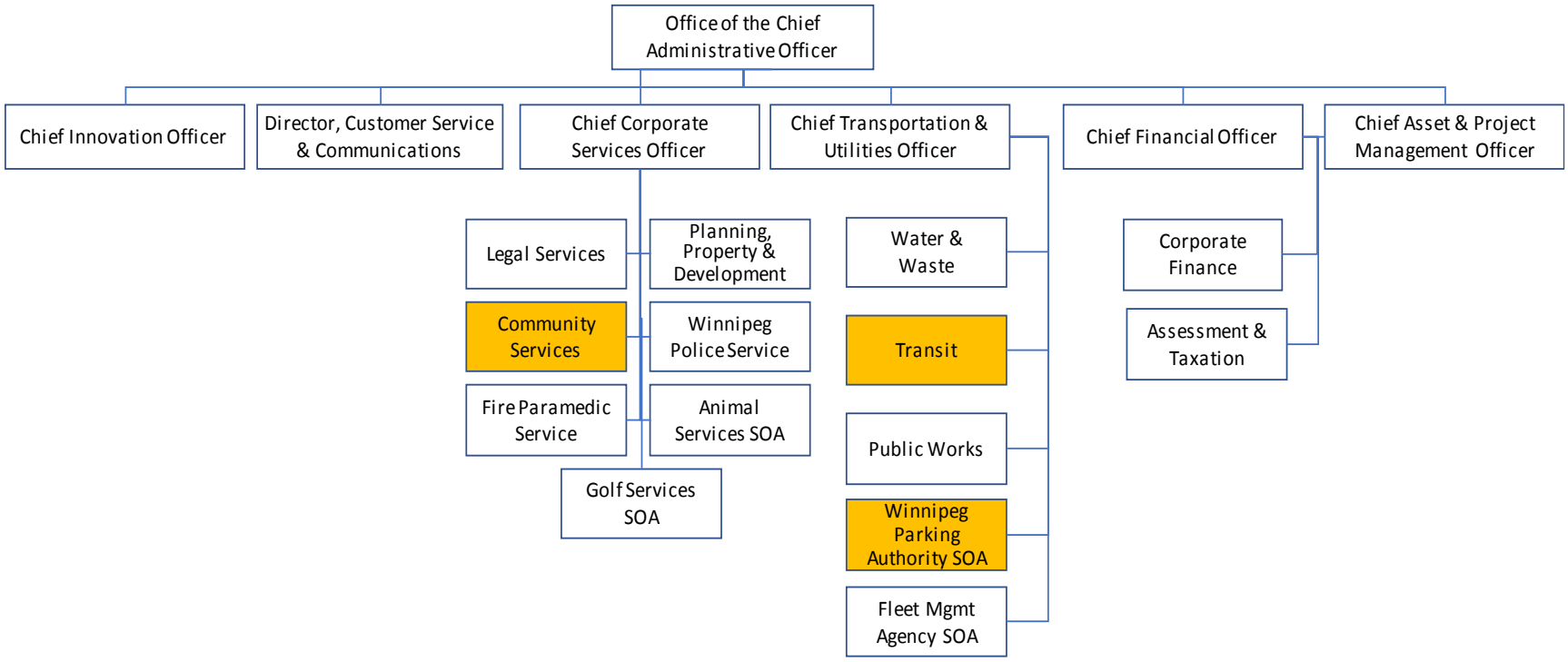
- **Data management and reporting**
  - Licences
  - Enforcement activity
  - Trip data
    - Supply and demand
    - Service levels
- **Financial management**
  - Invoicing trip fees and surcharges
  - Reconciliations
  - Budgets / reporting
  - Fee schedule
  - Fine collections
- **Policy**
  - By Law and Policy
  - Number of metered cabs
  - TCI Fare adjustments
- **Communications**
  - Stakeholder relations
  - Public and industry communication

Historic Volume (Oct 2017)	***Historic Volume***			***Historic Volume***
2,600 Drivers		*Inspections*	*Complaints*	n/a
661 Business Licences	2015/16	4,999	155	
120 Seasonal business licences	2014/15	1,743	109	
	2013/14	1,940	123	

Organizational Analysis

Current City Structure

The City of Winnipeg has a number of departments that currently support services related to licencing, enforcement, and public transportation. Following an initial review, the departments with the greatest alignment are highlighted in the organizational chart below.



Departments Identified for Consideration

Departmental Business Alignment and Capabilities

The information below reflects an overview of the knowledge, capabilities, resources and capacity of the identified departments in the functional areas required for administration of the by-law.

FUNCTIONAL AREA	LICENSING	ENFORCEMENT	SUPPORT
BUSINESS LICENSING 4 FTE Revenues $675,000 (est)	- Property based licensing - Street front customer service counter, 8:30 – 4:30 (2 desks) - AMANDA database, with automatic internal referrals for approvals - Experience reviewing documentation for terms and conditions, including CRC - Renewal notice / payment annually (no approvals required) - No available office space within existing offices	- Enforcement services provided by Community By Law Enforcement Services. - Estimated resource allocation of <1 (of 18) FTE - Activity tracked in PPD Property Database (AMANDA)	- Regulatory orientation - Community By-Law Enforcement Services receives internal supports for HR, Finance, IT and Strategic Support/Communications.
WINNIPEG PARKING AUTHORITY 53 FTE 80 External FTE (multiple contracts) Revenues $16.9 MM (2017 adopted budget)	- Vehicle based permitting - Street front permitting and customer service desks (5 desks) - Experience reviewing documentation for terms and conditions, including CRC - Internal permit adjudication (accept/decline), escalation process for appeals - Permitting information system (analytical functionality, scalable, linked to license plate) - 24/7 customer service - Capacity for additional staff within existing offices	- 24/7 on-street contract enforcement officers -- contract scalable to meet demands, internal oversight - 24/7 Dispatch, intuitive routing and live location monitoring centre - Automated licence plate recognition (ALPR) technology linked to permitting information system - 15 mobile units, 7 with ALPR - Foot patrol officers have access to permit information through hand held units	- Regulatory orientation - Self-sustaining mandate - SOA flexibility, authority for use of contracts - Segregated budgeting, reporting capability - Invoicing, reconciliation experience - Dedicated collections staff, contract support - Responsible for Manitoba Bylaw Enforcement Act (MBEA) – screening and adjudication process for all City departments, fines, collections, liens capability

FUNCTIONAL AREA	LICENSING	ENFORCEMENT	SUPPORT
			- Internal IT support, business analysis - Policy analysts - Quality Assurance Auditing department - Stakeholder relations (including MB Justice)
WINNIPEG TRANSIT 1,586 FTE Operating budget $191.3 MM; Subsidy $55.1 MM (2017 adopted budget)	- Handi Transit passenger registration, dispatch centre - Council mandated appeal board for passenger eligibility - Handi Transit driver training, testing and certification – administer language tests, review background checks and driver abstracts (78 vehicles) - Establish and monitor Handi Transit vehicle requirements - Planned renovations to better accommodate existing staff (no excess office space) - Customer service centre 8 am - 10pm, 7 days per week- take / schedule trip requests - After-hours service 6 am - 12:30 am	- 2 on-street inspectors for Handi Transit – driver/vehicle spot checks, complaint response - Mobile and foot patrol supervisors designated as Special Constables that support and monitor Transit bus operators. - Uniformed instruction staff ride buses, make observations - Non-uniformed investigation officers (contract) - Enforcement oriented to ensuring own service/employees conforms to standards -	- Service delivery orientation - Subsidized service - Information systems – Custom built dispatch, scheduling and client maintenance system (converting to RouteMatch) - Maintenance garage, Provincial Vehicle inspections - Invoicing / contract payment, reconciliation - Financial management - Policy development, approved by council

Best Fit

A summary comparison of the business alignment, capability and capacity of each area is shown below.

	BUSINESS LICENSING	WINNIPEG PARKING AUTHORITY	WINNIPEG TRANSIT
Business Alignment			
Regulatory focus	✓	✓	
Licencing / permitting processing	✓	✓	
Customer service	✓ (licensee)	✓ (licensee)	✓ (passenger)
Adjudication and appeal	✓	✓	✓ (HT passenger)
Compliance monitoring	✓	✓	✓
Enforcement	✓ Business hours	✓ 24/7	✓
Street/vehicle orientation		✓	✓
Cost recovery		✓	
Capability and Capacity			
Suitable management structure		✓	
Enabling technology		✓ Permitting system, ALPR	✓ HT dispatch / database system
Scalable resources / flexibility		✓	
Extended hours		✓ 24/7 Enforcement Monitoring/ Dispatch Centre	✓
Stakeholder relations		✓	
IT/ Business analysis		✓	✓
Financial analysis		✓	✓
Other relevant capabilities		- MBEA Responsibility	- HandiTransit (HT) standards, training - Mechanical inspection

Based on our analysis and the information available, the best fit and most efficient use of existing resources would place responsibility for administration of the By-law with the Winnipeg Parking Authority for the following reasons:

- Current business activity focuses on vehicle-based permitting and enforcement
- Existing knowledge, capabilities and experience administering regulatory requirements of similar scale on a cost recovery basis
- Powerful permitting system capabilities adaptable to VFH licensing requirements
- Scalable, Automated Licence Plate Recognition (ALPR) technology-enabled on-street enforcement capabilities

- 24-7 customer service capability, with street level customer access during business hours
- Alignment with responsibility for implementation of Municipal By-law Enforcement Act (MBEA), management of on-street parking and loading zones used by taxis
- Management structure capable of overseeing functional activities and experience operating with a transparent, full cost-recovery mandate
- Internal supports for financial management, IT, policy
- Resourcing flexibility as a Special Operating Agency.

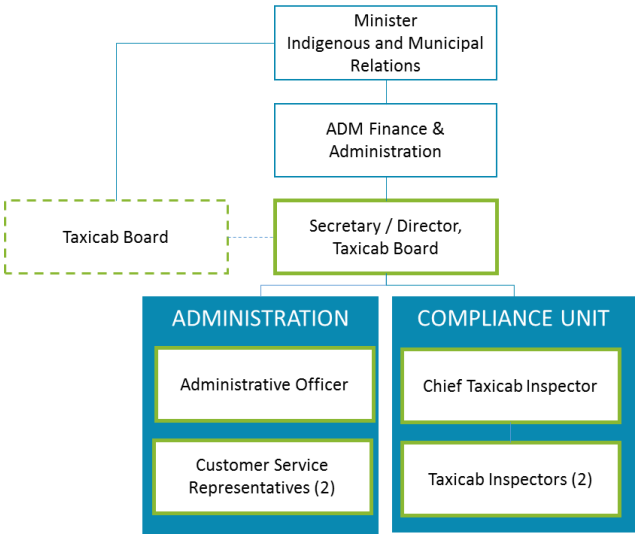
While Winnipeg Transit has many capabilities suitable for administration of the VFH By-Law, its core business is oriented more toward service delivery than third-party regulation. Transit is also a very large functional area and may dwarf the addition of the small VFH administration team, making it difficult to maintain a view of its functioning, effectiveness and cost-recovery. The training and testing delivered by Handi Transit, while similar to that required for accessible vehicles for hire, is currently and would continue to be a market-delivered service accessed directly by industry participants.

The Business Licensing Branch has very limited resources, and is oriented to property-based licensing and enforcement.

Resource Requirements

Staffing

Administration of the current Act and Regulations is supported by seven (7) full time equivalent employees, as shown to the right. While at times backlogged, the administrative resources were sufficient to process licences, queries, inspections and complaints. The Taxicab Board office was unable to gather or analyze industry information to inform policy or regulatory development with existing resources. Additional enforcement officers may be required should there be an increase in licences and to perform evening enforcement under the current structure.



The City expects to significantly streamline the issuance of new licences, complaint management, and fare adjustments that previously involved the Taxicab Board. For the immediate transition, licence renewals may need to be processed using Taxicab Board legacy processes and database, until the permitting system can be adapted for use. The introduction of a new licence category for dispatchers and the addition of PTPs will add administrative workload that can be estimated with less certainty than the existing requirements, and will vary with the intended level of enforcement activity.

With the opportunity to streamline the regulatory structure overall, the City will also reduce the frequency of inspections for customer service and other minor infractions. Mechanical inspections will be referred to certified service providers, also reducing demand for this expertise. The concerns expressed by the public in the 2016 Review indicate a greater emphasis is required in some areas,

including choice, public safety and consumer protection. The introduction of PTPs also creates a new enforcement environment and related challenges. The net impact is expected to be a re-orientation versus a lessening of enforcement resources.

Within the existing WPA structure, an addition of approximately five (5) full time equivalent administrative staff, an Investigations Coordinator, plus the contract equivalent of approximately four (4) full time equivalent enforcement resources are recommended to administer the vehicle-for-hire by-law for the first 12-24 months. These resources are reasonably similar to those employed in other municipalities (see Appendix A). It is also important to note that these other municipalities had established structures for regulating vehicles for hire, and only needed to adjust for the addition of PTPs. Most are still learning what will be required on an ongoing basis. Once the function is fully established in Winnipeg, and supporting technology is in place, the resources required to implement the by-law should be reviewed again. Term or contract resources may facilitate this flexibility.



Systems and Equipment

Technology: Some customization of the existing permitting system is required to fully support the new licence applications. A database with an on-line portal to enable licensee data uploads of trip data and registered driver and vehicle information will need to be developed or purchased and customized for this application.

Vehicle: 1-2 mobile units (vehicles with ALPR capability and hand-held computers) will be required to support on-street enforcement (two during peak times), subject to fit with the schedule of the current fleet.

General Office: Work stations for licensing / registration staff.

Implementation

The Vehicles for Hire By-Law must be implemented effective March 1, 2018. A number of activities will be required to implement the by-law:

Policy

- Develop policy to support consistent implementation of the by-law in all areas where authority is given to the Designated Employee
- Communicate the by-law requirements to existing license holders, new licencees (dispatchers and PTPs) and the public

Structure / People

- Develop or refine position descriptions for required staff
- Recruit and train licensing staff
- Train customer service staff
- Organize and train contract enforcement resources

Process

- Design business processes and procedures to enable efficient administration
- Develop scripts, referral protocols and provide training for 311 staff

Technology

- Determine protocols for data entry and/or customize existing systems to enable input of licencee information. Secure software licence for existing taxicab licence database (if needed to support transition).
- Determine requirements and source system or service to enable ongoing upload of data from dispatch companies.

Transition Existing Licences

- Issue new licences (renewals): Approximately sixty-seven (67) person-days of effort may be required to transition licences under the new by-law for existing industry participants:
    - All business licenses (currently 661, plus 120 seasonal) will expire as of February 28, and will need to be renewed for March 1. These licenses also all expired on the same date under the current system. The Taxicab Board annually takes about a week to prepare documentation for business license renewals in advance, and then approximately 5-10 minutes to process each licence renewal with the client. Combined, these renewals would require approximately twenty (20) person-days.
    - There are currently 1,600 licensed drivers. At an average of six renewals per hour (45 per day) these would require approximately thirty-five (35) person-days.
    - New dispatch licences can be expected to require more time. Approximately forty-four (44) cab and limousine companies are currently listed by the Taxicab Board, and at least one PTP

company has expressed interest. If four (4) licences per day can be issued this would require approximately twelve (12) person-days based on the number of existing companies.

Implementation Resources

Given the intensity of the effort required in a short period of time (assumed to begin approximately mid-December), a dedicated project manager is recommended to coordinate all activity and support effective change management for a minimum of six months. Full-time resources for policy development, business process design and systems development can be expected to be required for three to six months to compliment internal resources. Communications support will be needed for a similar period of time.

Appendix A - Other Municipalities

Administrative Structures

Municipality	Department Responsible	Operating Budget	Staffing	Systems / Equipment	Other Resources
Edmonton 2016 Population: 932,546 (CMA 1,321,426) PTP Drivers: 1,139 Dec 2016 *Commercial License Required*	- Development Services, Business Licensing - Citizen Services, Community Standards (enforcement)	$1.2 million revenue $1.5 million expenses for administration and enforcement in first year	7-8 FTE (est) Program Manager Policy Analyst (2) Service Team (2 est.) - *Part of team of 7 for all business licencing* Peace Officers (6) - *For both parking and VFH*	Database system in development	Centralized Permit & Licensing Service Centre Customer Service Supervisor
Ottawa 2016 Population: 934,243 (CMA 1,323,783) Taxis: 1:806 (1,192) PTP Drivers: 3,500 PTP Trips: 6.4 MM first year	Emergency and Protective Services, By-law & Regulatory Services Branch	Estimated $500,000 salaries	Approx. 7 FTE + access to additional periodic capacity Program Manager (whole unit, incl VFH) 2 Taxi Inspectors (6 am-2am); additional support from other inspectors for semi-annual inspections 1 Coordinator 1 Business Licensing Assistant (6 during peak time of year) Operations support (IT) 1 FTE Strategic Support Coordinator (Policy) 1 FTE	TIM (Taxi Information System) – custom build database Access to UBER App and data Inspectors use laptops in field (no access to TIM)	Complaints through 311
Waterloo Region 2016 Population: 523,894 Taxis: 368 max.	Licensing and Enforcement Services (also business licences)	Cost recovery Fees est $480,000 2017	5.5 FTE Manager 1 clerk* Broker processes driver and vehicle licenses 3.5 FTE enforcement officers (8am – midnight, 7 days) –	ARIS database, receive files in csv format. Implementing GovPilot with portal for industry uploads ($25,000/yr); enables text complaints	

Municipality	Department Responsible	Operating Budget	Staffing	Systems / Equipment	Other Resources
New PTP by-law Sept 2016			compliance auditing of broker records (10/day) as well as on-street enforcement Considering contract forensic auditor		
Hamilton 2016 Population: 536,917 (CMA 747,545) Taxis: 1:1,170 (459)	Planning & Economic Development, Licensing & By-Law Services - Licensing Unit - Municipal Law Enforcement Unit	Not segmented	Existing compliment for taxicab industry +1 admin +2 PT enforcement to administer PTP	Access database with online portal	
Winnipeg 2016 Population: 705,244 (CMA 778,489) Taxis: 661 (1:1,066) + 120 Seasonal	Manitoba Municipal Affairs, Winnipeg Taxicab Board	$260,000 Revenue (2014) - *Fees only. Fines assessed through court.* $764,000 Expenditures - *$606,000 Salaries* - *$148,000 Other*	7 FTE Total - Director - Licensing Administration (3) - Compliance Unit (3)	- Proprietary Taxicab Database for Licensee information (in VB.NET(Visual Studio 2005), with SQL Server 2005 and Infragistics .NET components) - Mobile Units	- Taxicab Board - Departmental Finance, HR

Source: Interviews with representatives from functional areas in each municipality; Published reports; Statistics Canada population

Lessons Learned

The following further observations were offered by the cities identified above as lessons learned through their implementation of by-laws enabling personal transportation providers (PTPs).

- The degree of impact of PTPs on the taxi industry is not yet clear. From what data is available so far, other cities have indicated reductions in fees or trips of 10-20%. One city indicated that total trips by all categories of VFH doubled since introduction of PTPs.
- The number of PTP drivers varies by City (not reliably similar based on population). For example, despite similar population numbers, Ottawa has a much higher number of PTP drivers than Edmonton. Some effect may be due to market conditions driving demand. Some may be the impact of regulatory requirements. For example, only a general driver's licence is required in Ontario. There are two layers of regulation in Alberta, and a commercial driver's licence is required.
- Trip data has value to a city's transportation planning and transit departments. There may be other uses for the data. Including permission in dispatcher licence agreements to use or share this information may be needed to enable this use.
- Clear definitions and communication to educate the public and vehicle for hire drivers on the by-law is important, particularly regarding street hails and licence requirements.
- Regular (daily / weekly) audit of PTP driver and vehicle records is part of standard enforcement practices. Ottawa's update report confirmed satisfactory compliance was evident on both audit and field enforcement (including no street hailing, acceptance of cash, proof of insurance).
- It is important to establish clear criteria where driver / vehicle screening is done by the dispatcher.
- Enforcement capacity ranges (2-3.5 officers). Most have indicated that more would be better.

Appendix B – Taxicab Cost Index Calculation

TAXICAB COST INDEX CALCULATION

Category	Weight	2010	2017	Change	Weighted Change	
Wages	0.30	894.61	1051.22	18%	0.0525	
Fuel	0.22	93.9	87.6	-7%	-0.0148	
Insurance	0.10	6563	10360	58%	0.0579	
All other	0.38	114.5	129.8	13%	0.0508	
	1.00				14.64%	Total weighted change in costs

Category weightings based on average cost percentages of total from industry-supplied information in 2016 study

Source of Benchmark Data:

Wages	Statistics Canada Cansim Table 281-0063 Weekly Earnings for Transportation and warehousing, Manitoba, July 2010 and July 2017
Fuel	Statistics Canada Cansim Table 326-0009 Average Retail Prices for Gasoline and fuel Oil, Winnipeg, July 2010 and July 2017
Insurance	MPI, Premium Rate for Taxicabs (note, the general rate increase was used in MNPs 2016 report and under-estimated the change in the premium rates for taxicabs)
All other	Statistics Canada Cansim Table 326-0020, Consumer Price Index, Winnipeg, All Items, July 2010 and July 2017

Appendix C – Other Jurisdiction Comparisons (2016 Report)

The following comparisons with other municipalities were prepared for and included in the 2016 Taxicab Services Review report. Unless specifically noted (Tables 9, 14, 18, 20, 21 – Hamilton and Edmonton), the information has not been updated since the 2016 report. Table numbers are as referenced in the 2016 report.

Table 1 Ratio of Standard and Accessible Taxicabs to Population

	Calgary	Edmonton	Hamilton	Ottawa	Vancouver	Winnipeg
Population	1,235,171	812,900	519,949	960,756	648,608	718,400
Standard Licences	1,699	1,235 (max)	431	1,001	475	410 (+112 Nov-Mar)
Accessible Licences	210	95 (8%) (max)	16	187 (19%)	133 (22%)	52 (13%)
Combined Ratio	1:647 (calculated)	1:611 (calculated)	1:1,170	1:806	1:1,066 + peak period part-time (calculated)	1:1,555 (1:1,252 Nov-Mar)
Method	Formula	Maximum # in By-Law	Population Ratio	Population Ratio		Public Convenience & Necessity

Table 2 Regulatory Framework Across Jurisdictions

TNC Regulations	Edmonton	Calgary	Ottawa	Hamilton*	Toronto	Waterloo
By-Law No.	17400; Amended by 17946 July 2017	12M2016	2016-272	Schedule 24, By-Law 07-170	575-2016	16-044 / 045
Effective date	Mar 1/16	Apr 4/16	Sept 30/16	Jan 25/17	Jul 15/16	Nov 1/16
Licence Requirement	Class 4 (Commercial)	Class 4 (Commercial)	Class G (General)	Class G (General)	Class G (General)	Class G (General)
Insurance (all by TNC)	$1MM TPL; $2MM Auto	$1MM TPL; $2MM Auto	$5MM GL; $2MM Auto	$5MM CGL; $5MM auto	$5MM GL; $2MM Auto	$5MM GL; $2MM Auto
Criminal Record Checks	Yes – City PS	Yes – City PS	Yes – City PS	Yes – TNC	Yes - TNC	Yes - TNC
Drivers Abstract	No	Yes	Yes – TNC	Yes - TNC	Yes – TNC	Yes – TNC
Training	Yes – TNC	No	No	No	No	Yes – TNC
Vehicle Age	No	10 years	10 years	10 years	7 years	No
Licence Fee	***As amended July 2017*** TNC Dispatch $3,000-$20,000 +$0.30/trip Regional PTP $1,020 dispatch	Varies by size $5,000-$20,000 for 1001+ vehicles) +$0.20/trip	Varies by size $807- $7,253 for 100+ vehicles +$0.11/trip	Varies by size 1-24 vehicles $5,073 25-99, $20,073 100+, $50,073	$20,000 +$0.30/trip	Varies by size $150 - $50,000 for up to 2,999 vehicles +$0.11/trip + $0.07/trip accessibility surcharge
Driver Licence Fee	***As amended July 2017*** TNC - No Regional PTP - $62/yr or $102/ 2 yrs	$15 per driver (paid by TNC)		No	$15 per driver (paid by TNC)	No (per trip fee)
Fares	TNC set; $3.25 min	TNC set	TNC set	TNC set	TNC set	TNC set

Source: Municipal By-Laws and Reports; City of Mississauga Public Vehicle Pilot Program Committee Meeting materials, October 25, 2016. ***Edmonton information updated by By-law 17942, approved July 2017.***

* ***Hamilton Information added, source Schedule 24 to By-Law 07-170, January 2017 and Business Licence Reference Guide (fees), updated May 2017.***

Table 3 Dispatch Licence Fees Across Jurisdictions

	Calgary	Edmonton	Hamilton	Ottawa
Taxi Broker Licence	$1,753	$1,020 ***(Jan 2017)***	$1,143; $1,038 renewal	Varies by size $807- $7,253 for 100+ vehicles + $0.11 per trip fee
TNC* Licence	Current: $1,753 Proposed: Vary by size from $5,000-$20,000 for 1001+ vehicles + $15 per driver + $0.20 per trip	***As amended July 2017*** Regional PTP: $1,020 (driver and vehicle must also be licensed) Commercial PTP (200+ drivers): $3,000-$20,000 +$0.30 per trip (replacing driver and vehicle licence) Accessibility surcharge $50 per vehicle to max $50,000	PTP ***(May 2017)*** 1-24 vehicles $5,073 25-99 vehicles $20,073 100+ vehicles $50,073	

Table 4 Driver Licensing Requirements Across Jurisdictions

	Calgary	Edmonton	Hamilton	Ottawa	Vancouver	Winnipeg
Drivers Licence	Professional	Professional	General	General	Commercial	Professional
Criminal Records	Yes	Yes	Yes	Yes	Yes	*Yes
Driving Records	Yes	No	Yes	Yes	Yes	No
Service & Skills Training	Yes	Accessible taxi drivers only	Yes Additional for accessible only	Yes Additional for accessible	Yes	Yes
English Proficiency	No	No	Yes	No	Yes	Yes
Driver Licence Fee	$135 annual renewal; $220 TNC driver	$100/2 years driver (all)	$281; $209 renewal	$96 $0 accessible	$70 record check	$30 annual renewal
Driver Training Cost	$330	Provided by dispatchers	$500	$1,200 Program currently being revised	$550	$300 + $100 for Accessibility Training

Table 5 Comparison of Fees Across Jurisdictions

	Calgary	Edmonton	Hamilton*	Ottawa	Vancouver	Winnipeg
Taxicab License Fee	$135 reg. cert + $1051 new. +$877/yr; $220/yr AT	$408 Taxi $408 AT	$4,544 $617 renewal, $305 late fee (all licence categories) Priority list fee $95 before Sept 30; 168 after	$600	$559 + PTB fee ($100-200) $179 handicab van	$200; $100 AT
Transfer Fee	$250 appln; $250 tsf	$949	$785	$4,033	$136	$400
Driver Licence Fee	$135 annual renewal; $220 TNC driver	$102/2 years driver (all)	Taxi - $192; $100 renewal, Limo - $286; $194 renewal $19 photo fee (3 yrs)	$96* $0 accessible	$70 record check	$30 annual renewal
Dispatch / Broker Fee	$1,753 new; $1,753/yr $5,000 to $20,000 minimum ($0.20 per trip + $15 per driver) TNC	*Taxi* - $1,020 TNC[1] 1-15 vehicles - $3,000 16-50 - $10,000 51+ - $20,000 + $0.30 per trip; Accessibility surcharge $50/vehicle to max $50,000	Taxi $1,166; $1,059 renewal, $305 late fee PTP 1-24 vehicles $5,073 25-99 vehicles $20,073 100+ vehicles $50,073	$807* (1-24) $2,470* (25-99) $7,253* (100+) + $.11/trip	No	No
Limousine License Fee	$703	$408	$691 new; $618 renewal	Owner $996; $600/vehicle/year	$129 per office + $213 per vehicle	$200

[1]Amended July 2017; all others updated Jan 2017

****Revised May 10, 2017***

Table 6 Taxi Cost Index – 2012 Base Rate

Cost Category	BC	Calgary	Ottawa	Hamilton *	Winnipeg	Change since 2012	Weighted Calculation
Wages (Statistics Canada, Transportation & Warehousing)	31%	51.1%	50.7%	29.2%	30%	+2.7%	.027*.3
Fuel (Statistics Canada)	19%	21.6%	23%	22.5%	31.7% (combined on form)	Fuel: -24% Insurance: +4.3%	-.24*.2 .043*.1
Insurance (MPI base rate adjustments)	13%	6.2%	6.2%	8.0%			
CPI (All other) (Statistics Canada)	37%	20.1%	20.1%	40.3%	38%	+7.2%	.072*.38
				**** January 2017***			**Total -0.8%**

Table 7 Comparison of Taxicab Fares Across Jurisdictions – 2016

	Calgary	Edmonton	Hamilton	Ottawa	Vancouver	Winnipeg
Limousine Fare	$84.60 per hour; zone fares + surcharges	No	$60 per hour $110 per day	$67.50 for first 90 min; $45 each additional	No	Min $44.70/hr Max $96; $170 specialty
Taxicab Fare*	$3.80 + $1.67/km max; no rate if booked on App	$3.60 + $1.48/km min, 4 x above max. for hail dispatch, no rate	$3.90 + $1.80/km *Meter cabs by agreement - $37/hr	$3.45 + $1.86/km max. No rate if booked on App. Max surcharge for premium service $15	$3.20 + $1.84/km	$3.50 + $1.38/km
10 km fare	$20.50	$18.40	$21.90	$22.05	$21.60	$17.20

**Updated July 2017*

Table 8 Summary of Safety Measures Across Jurisdictions

	Calgary	Edmonton	Hamilton	Ottawa	Vancouver	Winnipeg
Camera (taxicab)	✓	No	✓	✓	✓	✓
Shield Required	No	No	No	No	No	✓
Criminal Records	✓	✓	✓	✓	✓	✓
Driving Records	✓	No	✓	✓	✓	No
Mechanical Safety Inspections	6 mo.; Annual for stretch	Annual, all	Annual; 2/yr if over 3 yrs. old	Annual <5 years old; 6 mo. if older	6 mo.	6 mo.
General and/or Road Inspections	Can inspect at any time inspector finds livery vehicle operating	Upon the direction of a by-law enforcement officer or the City Manager	As required by Issuer of Licenses	Annual ≤5 yrs ; Semi-annual >5 years	Annual for Limo; Taximeters every 6 months	Minimum 6 mo.; Annual for limo
Vehicle Age Restriction	8 years	No	6 years; 7 if hybrid; 10 if accessible	8 years	7 years	Taxicab – no restriction Exec. car – 8 yrs. Classic limo – 25 yrs. or older Premium / speciality vehicle limo – 5 yrs.

Table 9 Inspector to Metered Taxicab Ratio Across Jurisdictions

	Calgary	Edmonton	Hamilton	Ottawa	Vancouver	Winnipeg
Number of Taxicabs	1,699 + 210 AT	1,235 + 95 AT	450	1,188	475 + 133 AT	410 + 52 AT (565 Nov-Mar)
Number of Inspectors	7	4	4	40	1	3
Inspector to Taxicab Ratio	1: 273	1: 333	1:150	1: 30	1:608	1:154 (Apr- Oct) 1: 188 (Nov-Mar)