



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

July 15, 2020, 4:00 PM  
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair  
Councillor E. Woolley, Vice-Chair  
Councillor S. Chu  
Councillor D. Colley-Urquhart  
Councillor J. Davison  
Councillor J. Farkas  
Councillor J. Magliocca  
Mayor N. Nenshi, Ex-Officio

#### ***SPECIAL NOTES:***

*Public are encouraged to follow Council and Committee meetings using the live stream  
<http://video.isilive.ca/calgary/live.html>*

*Public wishing to make a written submission may do so using the public submission form at the following link:  
[Public Submission Form](#)*

*Public wishing to speak are invited to contact the City Clerk's Office by email at  
[publicsubmissions@calgary.ca](mailto:publicsubmissions@calgary.ca). to register and to receive further information.*

*Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES  
None

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS  
None

5.2 BRIEFINGS  
None

6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Friends of HMCS Calgary Committee Terms of Reference, CPS2020-0790

7.2 General Hospital Legacy Endowment Fund – Bridgeland-Riverside Community Association Application, CPS2020-0765

7.3 Livery Regulatory Framework Options, CPS2020-0708

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

City Clerk's Office Report to  
SPC on Community and Protective Services  
2020 July 15

ISC: UNRESTRICTED  
CPS2020-0790

## **Friends of HMCS Calgary Committee Terms of Reference**

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### **EXECUTIVE SUMMARY**

This report responds to Council's direction to prepare a proposed Terms of Reference for the newly-created Friends of Her Majesty's Canadian Ship (HMCS) Calgary Committee.

#### **ADMINISTRATION RECOMMENDATIONS:**

1. That the Standing Policy Committee on Community and Protective Services recommend that Council approve the Terms of Reference for the Friends of HMCS Calgary Committee outlined in Attachment 1; and
2. That the Standing Policy Committee on Community and Protective Services forward this report to the 2020 July 20 Combined Meeting of Council as an item of Urgent Business

### **PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2020 May 12 Special Meeting, Council adopted Notice of Motion CPS2020-0790, which directed Administration to establish preliminary terms of reference for a "Friends of HMCS Calgary" committee and to advertise for public participation in the committee during the annual citizen recruitment campaign.

### **BACKGROUND**

2020 May 12 is the 25th anniversary of the commissioning of Her Majesty's Canadian Ship Calgary. HMCS Calgary is a multi-role patrol frigate that has served the Royal Canadian Navy since 1995 and is based in Esquimalt, BC. HMCS Calgary and the City of Calgary have a special Ship-City relationship, and Council has directed that a committee be struck to strengthen public awareness of and support for this relationship.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The establishment of the Friends of HMCS Calgary Committee is meant to create a model for supporting and promoting Ship-City relationships throughout Canada. The Committee will focus on charitable works, wellness and support programming and leadership development within Calgary communities and Calgary's youth, particularly for those onboard the HMCS Calgary, among Canadian Forces members, retiring sailors of the HMCS Calgary, and their family members.

In consultation with the City Clerk's Office, the Boards, Commissions and Committees (BCC) classification is modeled as an "Interest Group", which is established by Council when advice or delegated work is desired from specific stakeholder groups. Stakeholder groups specifically included in the composition of the Friends of HMCS Calgary Committee are the Royal Canadian Navy, HMCS Calgary sailors, Calgary City Council, citizens at large and Calgarians with ties to civil societies dedicated to the welfare of Canadian Forces members.

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SPC on Community and Protective Services  
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CPS2020-0790

## **Friends of HMCS Calgary Committee Terms of Reference**

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### **Stakeholder Engagement, Research and Communication**

The Ward 9 Office consulted with the Royal Canadian Navy, the Mayor's Office, City Clerk's Office and Law Department in preparing the interim terms of reference and initial scope of the committee.

### **Strategic Alignment**

This report aligns with One Calgary's citizen priority: A Well-Run City (One Calgary 2019-2022).

### **Social, Environmental, Economic (External)**

No social, environmental, or external economic impacts were identified.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no current and future operating budget impacts.

#### ***Current and Future Capital Budget:***

There are no current and future capital budget impacts.

### **Risk Assessment**

Should the adoption of a Terms of Reference for the Friends of HMCS Calgary Committee be delayed past 2020 July 27<sup>th</sup>, it will not be possible to include the Committee in the 2020 City Clerk's Office recruitment for BCC's. A separate recruitment at a later date would incur additional advertising expenditures.

### **REASON FOR RECOMMENDATIONS:**

The attached proposed Terms of Reference must be adopted by Council in order to advertise and recruit for members of the Friends of HMCS Calgary Committee.

### **ATTACHMENT**

1. Proposed Terms of Reference



## 1. Authority

The Friends of HMCS Calgary Committee was established by Council on 2020 May 12 with Notice of Motion PFC2020-0478.

## 2. Mandate

May 12, 2020 marked the 25th anniversary of the commissioning of HMCS Calgary, a multi-role patrol frigate that has served the Royal Canadian Navy since 1995.

The City of Calgary is taking steps to celebrate and improve our unique Ship-City relationship; many Calgarians are unaware of our namesake ship and the work it does representing and projecting Canadian values on an international stage.

## 3. Responsibilities

The “Friends of HMCS Calgary” Committee’s first order of business shall be to establish more robust terms of reference that may include:

- Calgary-based charitable works;
- Events designed to enhance awareness of the HMCS Calgary and the Ship-City Relationship;
- Work with the Royal Canadian Navy to establish an HMCS Calgary-City of Calgary Canadian Leaders at Sea program; and,
- The development of Calgary-based employment and wellness/support programs for retiring HMCS Calgary sailors.

## 4. Reports To

The Friends of the HMCS Calgary Committee reports to Council through the SPC on CPS.

## 5. Composition

The Friends of the HMCS Calgary Committee is composed 9 members, appointed by resolution of Council at the annual Organizational Meeting of Council:

- 1 representative of the Royal Canadian Navy, nominated by the Royal Canadian Navy
- 6 public members as follows:
  - 1 HMCS Calgary crew member, or a Canadian Forces member, current or former
  - 1 member representing a Calgary-based civil society agency or organization, dedicated to the welfare of Canadian Forces members and their family
  - 4 citizens-at-large with experience in one or more of the following:

- Events management planning
- Human Resources
- Finance (accounting designation)
- Organization of charitable works
- Communications: development and execution of communication plans
- 1 member of Calgary City Council
- 1 member of City Administration (non-voting) nominated by the Chief Financial Officer

## 6. Term

Public member terms will be two years.

Council may stagger the appointments and appoint 4 members for one-year terms in the first year.

A public member may serve a maximum of 6 consecutive years.

A public member may serve until his or her successor is appointed. The service of a public member beyond the appointed term shall not count toward the limit on the length of service set out above if the additional service is one year or less.

When an appointment is made to fill a public member vacancy:

- If the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service; and
- If the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service.

A public member may serve more than six consecutive years by a two-thirds vote of Council.

## 7. Quorum

Quorum is established as greater than 50% of voting members (which is five voting members).

## 8. Chair and Vice-Chair

The Friends of the HMCS Calgary Committee will elect a Chair and Vice-Chair at its first meeting.

## 9. Meetings

Meetings are open to the public. The Friends of the HMCS Calgary Committee meets monthly, or as determined appropriate by the Friends of the HMCS Calgary Committee to



meet a given timeline for an initiative. A meeting may be called or cancelled at the call of the Chair and notice provided via email.

#### 10. Meeting Support

City Administration representatives will act as a resource to the Friends of the HMCS Calgary Committee.

Administration will arrange venues, agendas and minutes, and distribute required materials.

#### 11. Procedures

The Friends of the HMCS Calgary Committee will follow the Procedure Bylaw and may establish its own policies and procedures. The Friends of the HMCS Calgary Committee must pass a resolution to establish policies and procedures, and the resolution must be documented in the meeting minutes.

#### 12. Code of Conduct

Citizen members of the Friends of the HMCS Calgary Committee must abide by the Council policy on *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* (CC045).





**Community Services Report to  
SPC on Community and Protective Services  
2020 July 15**

**ISC: UNRESTRICTED  
CPS2020-0765**

**General Hospital Legacy Endowment Fund – Bridgeland-Riverside Community  
Association Application**

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**EXECUTIVE SUMMARY**

The Bridgeland-Riverside Community Association (BRCA) is requesting use of the General Hospital Legacy Endowment Fund (the Fund) to assess the feasibility of a multi-modal bridge connection from Bridgeland-Riverside to St. Patrick's Island. The need for better connectivity at this location has been a recurring theme identified through a series of community design collaborations that have taken place over several years and involved a variety of engagement techniques and community input. The bridge would provide a more direct link from the community across Memorial Drive to St. Patrick's Island regional park, and would also serve all Calgarians with improved access from the Bridgeland/Memorial C-Train station to the park and the East Village. The BRCA application is included as Attachment 1.

A General Hospital Legacy Endowment Fund Review Committee (the Committee) was established at the 2017 Organizational Meeting of Council to evaluate applications and this recommendation is coming forward to the SPC on Community and Protective Services per the Fund Terms of Reference (Attachment 2). The Committee recommends approving the BRCA's application for up to \$75,000 from the Fund based on the project's alignment to supporting the health of Calgarians. If approved the funds will be used to: *engage consulting services through the Calgary Municipal Land Corporation (CMLC) to project manage a feasibility study of a multi-modal bridge crossing from the north side of Memorial Drive to St. Patrick's Island.*

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council approve a one-time budget appropriation in 2020 to the Neighbourhood Support service line of \$75,000 funded from the General Hospital Legacy Endowment Fund (portion of the Real Estate and Development Services Reserve) for the Bridgeland-Riverside Community Association.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 October 30, the General Hospital Legacy Endowment Fund Review Committee was established at the 2017 Organizational Meeting of Council.

On 2016 July 25, Council approved the updated Terms of Reference for the General Hospital Legacy Endowment Fund (PUD2016-0524).

On 1997 May 26, Council adopted a motion by Alderman Bob Hawkesworth to establish a permanent endowment legacy fund, the capital of which would be provided by the net proceeds accruing from the sales and/or leases of the Calgary General Hospital lands; and that the income from the fund would generally support "healthy" Calgary initiatives and programs.

**BACKGROUND**

In 1997, Council directed Administration to undertake a public process for a land use concept plan leading to the redevelopment of the former Calgary General Hospital Bow Valley Centre site. Developed from the Bow Valley Centre Concept Plan, The Bridges is a 14.0 hectare (36.8 acre) redevelopment project located in the community of Bridgeland-Riverside.

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While considering the project in 1997, Council also directed Administration to establish the General Hospital Legacy Endowment Fund (the Fund) as a way to use proceeds from the project to support healthy community initiatives. Terms of Reference for the Fund were approved in 1998 and then updated in 2016 to better align with current City structure and policy (Attachment 2). Per the Terms of Reference, healthy Calgary initiatives shall be defined as those projects and programs that promote and/or contribute to the physical, mental and social health and well-being of all Calgarians. The Fund is available to Municipal, and non-profit public or private agencies/organizations who may apply for funding individually or in partnership with another agency/organization. The current Fund balance is approximately \$17.088 million (at December 2019) with \$2.0 million of the balance comprised of interest.

The General Hospital Legacy Endowment Fund Review Committee (the Committee) was established at the 2017 Organizational Meeting of Council and comprises a citizen representative, a business representative from the Bridgeland-Riverside community, the area Councillor and business unit representatives from Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, and Finance. The Committee's mandate is to specify the total funds available for disbursement in any given year for Council's approval, review and evaluate applications and present recommendations to the SPC on Community and Protective Services.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

In June 2020 an application from the Bridgeland-Riverside Community Association (BRCA) was presented to the Committee. This is the first community-based application for use of the Fund. The application is for up to \$75,000 from the Fund to undertake a feasibility study for a multi-modal pedestrian bridge that would connect from the community of Bridgeland-Riverside, across Memorial Drive to St. Patrick's Island in the East Village.

The Committee has reviewed the application and recommends the payment of up to \$75,000 from the fund for the following reasons:

- Per the Terms of Reference requirements, the application is from a non-profit agency and has the potential to support, promote, or enhance the health and well-being of all Calgarians through improved walkability in the area.
- The application is based on community engagement through a series of community design initiatives undertaken between the BRCA and the University of Calgary, Sustainable Calgary, and The City of Calgary and would include exploration of a multi-modal bridge design.
- The study would inform decisions to improve access and walkability to St. Patrick's Island regional park in East Village from Bridgeland-Riverside and the Bridgeland/Memorial C-Train station.
- Calgary Municipal Land Corporation (CMLC) will provide existing studies completed for the redevelopment of St. Patrick's Island to inform the study. A letter of support from CMLC is included as Attachment 3.
- Per the Terms of Reference, upon completion of the feasibility study the BRCA will return to the Committee with a final report including financial accounting in accordance with generally accepted accounting principles. Any un-used funds will be returned to The City.

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**Stakeholder Engagement, Research and Communication**

The need for better connectivity in this location has been a consistent theme identified by the community of Bridgeland-Riverside over several years. Community engagement has occurred through a series of community design initiatives between the BRCA and the following partners:

- City of Calgary (2017-2020) – Bridgeland-Riverside Area Redevelopment Plan engagement included community open houses, online engagement and community advisory group working sessions
- B + A Planning (2015-2017) – East Riverside master planning exercise that included a design charrette and a series of community open houses
- University of Calgary (2016) – Urban design initiative that included an additional design charrette with over 100 participants and an open house. Design briefs were presented to over 80 community members and all concepts included a bridge connection option over Memorial Drive per public feedback
- Sustainable Calgary Active Neighbourhoods (2014-2015) – this initiative engaged over 600 community members and 22 local businesses, and identified four areas of need with concepts to address each. One of these concepts was a green or soft landscaped multi-modal bridge “Inviting the River Back into Riverside”

The BRCA will partner with Calgary Municipal Land Corporation (CMLC) on the project; CMLC will hire the consultant to undertake the Bridgeland-Riverside pedestrian bridge feasibility study. The City's Transportation group is supportive of a feasibility study at this time. Future collaboration with Transportation will be required pending results.

**Strategic Alignment**

The proposed use of funds for a feasibility study on a multi-modal bridge connection from Bridgeland-Riverside to St. Patrick's Island supports the following Citizen Priorities:

- A healthy and green city – proposal will look at ways to improve connectivity to the Bow River park and pathway system with consideration of environmental impacts;
- A city that moves – will consider multi-modal options to improve accessibility between two inner-city neighbourhoods and an existing C-Train station
- A city of safe and inspiring neighbourhoods – the feasibility study will explore options for upgraded bridge infrastructure that would improve safety in the area and create a comfortable environment for users

**Social, Environmental, Economic (External)**

The study will explore the potential of a green or soft landscaped multi-modal bridge design that would provide an environmental benefit to the area by ensuring minimized impacts to the river valley and existing parks, and improve access between two inner city redevelopment areas (The Bridges and East Village) and the Bridgeland/Memorial C-Train station. The options developed through the study will consider active modes of transportation and ways to connect Bridgeland-Riverside residents more directly to the river pathway system and St. Patrick's Island while also linking into the existing C-Train station. The study will consider Crime Prevention Through

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Environmental Design (CPTED) and universal access principles in all options to ensure a safer link for citizens and area residents including seniors.

**Financial Capacity**

***Current and Future Operating Budget:***

A one-time increase of up to \$75,000 to the 2020 Neighbourhood Support operating budget funded by the General Hospital Legacy Endowment Fund will enable the funding of the business case from the Bridgeland-Riverside Community Association. As per the Fund Terms of Reference, this budget increase will be funded from the annual interest income which was \$2 million at 2019 December 31. The Fund balance was \$17.088 million and after this payment will be \$17.013 million.

***Current and Future Capital Budget:***

The proposal will have no impact on current capital budgets. Impact on future capital budgets is dependent on the results of the feasibility study and the bridge option identified.

**Risk Assessment**

As this is the first disbursement of funds for a community application, there is a risk in working through a new process. Per the General Hospital Legacy Endowment Fund Terms of Reference, all projects must provide to The City a program report and financial accounting in accordance with generally accepted accounting principles upon completion, thus reducing risk. The Terms of Reference also state that unused portions of funds, must be returned to The City. The risk is further mitigated by referencing funding processes and agreements established through other community granting programs.

There is a risk that momentum and project support gained from community engagement may be lost if the study shows that a multi-modal or green bridge is not a feasible and/or cost effective option at this location. The study will provide additional options and a cost/benefit analysis for The City and community to consider.

**REASON(S) FOR RECOMMENDATION(S):**

The General Hospital Legacy Endowment Fund was established to support projects and programs that promote and/or contribute to the physical, mental and social health and well-being of all Calgarians. The proposed feasibility study for a multi-modal bridge will lead to options for improved access and walkability between Bridgeland-Riverside, the Bridgeland/Memorial C-Train station and St. Patrick's Island park, located in the East Village.

**ATTACHMENT(S)**

1. Bridgeland-Riverside Community Association Application
2. General Hospital Legacy Endowment Fund Terms of Reference
3. Letter of Support – Calgary Municipal Land Corporation

## General Hospital Legacy Fund

### Business Case Application

*All Information Provided is Public*

**Purpose:** The General Hospital Legacy Fund is to support healthy Calgary initiatives (i.e., projects and programs seeking to promote and/or contribute to the physical, mental and social health and well-being of all Calgarians. Municipal, non-profit or private organizations are eligible to apply for funding, in accordance with the General Hospital Legacy Fund Terms of Reference.

### SECTION A: GENERAL INFORMATION

<b>Submission Date</b>	June 1, 2020
<b>Organization Name</b> (legal name)	Bridgeland-Riverside Community Association
<b>Contact for Organization</b> (with signing authority who has approved submission of this proposal)	Ali McMillan, Planning Director
<b>Mailing Address</b>	917 Center Ave NE Calgary, Alberta T2E 0C6
<b>Street Address</b> (if different from above)	
<b>Program Name</b>	N/A
<b>Contact for Program</b> (if different from contact for organization)	
<b>Registration Number</b> (Societies Act of Alberta, Companies Act of Alberta or Business Corporations Act)	500016860
<b>Requested Amount</b>	Up to \$75,000

### SECTION B: PROJECT INFORMATION

<b>1. Describe the program this project aims to solve or the opportunity it aims to develop</b>
<p>This project would enable a scoping/ feasibility report to be completed exploring the potential of a green bridge to span Memorial Drive connecting the community of Bridgeland-Riverside, its C-Train station and St. Patrick's Island. Memorial Drive has long been a barrier from the community to the Bow River, downtown, and adjacent regional park St. Patrick's Island. This bridge will reconnect people with the river, St. Patrick's Island Park and neighbouring communities. Furthermore it will provide a C-Train stop for St. Patrick's Island so all Calgarians can access this world-class park. This will improve the physical, mental and social well-being of all Calgarians.</p> <p>The current bridge that spans this area is not inviting or conducive to pedestrians, people with limited mobility or cyclists. This crossing it is not easy to navigate by bicycle, scooter, or mobility device. Although St. Patrick's Island it is only 100m from the train you must travel almost a kilometer extra on foot at present to be able to access the island. Additionally, this area of the River Pathway and community see high amounts of social disorder. We are confident that through updated CPTED design principles, creating a welcoming environment, and increasing active mode transportation, we would also see a reduction in social disorder and crime occurring in the area.</p>

## 2. Describe the target users or beneficiaries of this project

This project benefits the local community of Bridgeland-Riverside as well as all Calgarians. The Bridge will assist in the continued redevelopment of Bridgeland and East Riverside making it an attractive place for local business and the development industry to invest. This bridge will increase tourism to the Island as it would create a C-Train stop with direct access to St. Patrick's Island on the way to the Calgary Zoo – creating a tourism corridor with multiple amenities tied together. As mentioned this bridge would allow easy access for all to St. Patrick's Island park which will contribute to the physical, mental and social well-being of all Calgarians.

## 3. Describe the current situation

Currently Memorial Drive acts as a barrier to access St. Patrick's Island Park. The existing connections require lengthy trips on foot/ bicycle to access points that are far away/ difficult to reach from the C-Train or access points into Bridgeland or downtown. Improving the connection at the C-Train will make the park on the island much more accessible, access shortened and will increase use by more Calgarians, including those with mobility/ accessibility challenges.

The Community has been engaged on a green bridge project several times. Here is a timeline and summary of engagement activities:

### **Sustainable Calgary Active Neighbourhoods Design Schemes**

**2014-2015**

Active Neighbourhoods worked with Bridgeland-Riverside since July 2014. Since it began, the process engaged over 600 residents and business owners and 22 organizations. Active Neighbourhoods Canada is a collaboration between Sustainable Calgary, the Montreal Urban Ecology Centre, and the Toronto Centre for Active Transportation.

This project identified 4 areas of need and concepts to address each. One of which was Landscape LRT Bridge "Inviting the River Back into Riverside". The 'Landscape LRT Bridge' scheme reconsidered the existing pedestrian crossing at the Bridgeland-Riverside LRT station and proposed an elevated park space that created functional and inviting links between the community, the Bow River pathway, and the newly renovated St. Patrick's Island Park. On the north end of the bridge, a pathway roundabout links various access points and helps bring the bridge to the required elevation. On the south end, a broad landscape span reaches up from St. Patrick's Island and over Memorial Drive, inviting the landscape of the river back into the neighbourhood. These two systems meet at the LRT station, which now exits onto a floating park space. Below the bridge, the 9th Street exit into the neighbourhood would be reconfigured slightly to calm traffic entering the neighbourhood from Memorial Drive. The broad bridge helps establish this as a 'gateway' both for the vehicles below and the pedestrians and cyclists above.

The 4 design concepts were voted on by the Community and the Green bridge was the most popular.

### **University of Calgary Urban Design Projects**

**2016**

The Bridgeland Riverside Community Association partnered with the University of Calgary Urban Design Program to create visions for the community to 2050 and shorter 10 year land use visions/ local area plans.

The project began with a large design charrette with over 100 community participants on Feb 27, 2016. Students continued to engage the planning committee and stakeholders until their design briefs were presented to the community in April/ May 2016 at a public open house which was attended by over 80 community members. All concepts included a “bridge” concept improved for over Memorial Drive responding to public feedback.

**East Riverside Master Plan – B and A Planning**

**2015-2017**

This project started with a Design Charette with 21 participant stakeholders/ landowners in the area. A Community public Open House was held Oct. 17, 2015 and again on Jan 25, 2017 – with an Open House on East Riverside, Main Streets, Flyover. Several hundred people attended these. The green bridge was seen as key when density gets added to this area to connect residents to downtown, the river path, C-Train and St. Patrick’s Island

**Bridgeland Area Redevelopment Plan**

**2017-2020**

This work was visioning for the future of Bridgeland-Riverside and has had broad public engagement opportunities over the past several years.

- Community Advisory Group work Fall 2017 – Spring 2020 – 11 residents worked on this plan for two years meeting monthly.
- Fall 2017 – Open House and online public engagement by the City
- April 30, 2018 – Open House and online public engagement by the City
- Summer 2018 – Open House by the City

Key repeated components of the “what we heard reports” were the importance of walkability to St. Patrick’s Island, downtown and access to the river. The C-Train station was referenced as unsafe and lacking connectivity.

**4. What are the assumptions that are built into this project proposals?**

The assumptions are that the feasibility study will be funded and options thoroughly explored through an initial scoping report that will identify major risks and general feasibility of the project. This will allow us to gage the practicality of exploring this project further.

**5. List the risks that could prevent the success of this project**

Lack of funding will not allow information about this option to be explored.

**6. List the opportunities that could enhance the success of this project**

Opportunity exist to leverage other funding sources for the green bridge project, depending on scoping report and timing.

**7. List the required resources (detailed budget to be attached)**

Budget to be attached

**8. What is the governance and accountability structure for this project?**

The governance structure will be consistent with the BRCA's bylaws and governance. The scoping report would be performed by the CMLC and they would distribute funds to contractors / topic matter experts as they deem necessary.

**SECTION C: BUDGET**

DESCRIPTION	\$ AMOUNTS
<b>Expense Categories</b>	
Project Initiation and Site Analysis	\$12,000
Alignment and Preliminary Options Development	\$24,000
Bridge Concept Design and Urban Integration Plan	\$24,000
Structural Coordination	\$5,000
Class D Cost Estimate	\$5,000
CMLC Fee	\$1,794
Contingency	\$3,206
<b>Total Expenses</b>	\$75,000
<b>Other Sources of Revenue:</b>	
N/A	
<b>Total Other Sources of Revenue</b>	\$ N/A
<b>TOTAL REQUEST</b>	\$75,000

**SECTION D: ADDITIONAL INFO**

See attached presentation



## **Updated Terms of Reference - General Hospital Legacy Fund**

### **PURPOSE**

On 1997 May 26, Council considered, in principle, a motion by Alderman Hawkesworth to establish a permanent endowment legacy fund, the capital of which the originating permanent capital would be provided by the net proceeds accruing from the sales and/or leases of the Calgary General Hospital, Bow Valley Centre lands (BVC Lands), and that the annual investment return from the fund would generally support healthy Calgary initiatives and programs.

In keeping with Council's intent as outlined above, the purpose of the Calgary General Hospital Legacy Fund (the Fund) is to encourage municipal, private/corporate and non profit participation in the health of Calgarians.

### **"Healthy" Calgary Initiatives**

For the purposes of the fund "healthy Calgary initiatives" shall be defined as those projects and programs which promote and/or contribute to the physical, mental and social health and well being of all Calgarians. Such projects/programs may include but not be limited to areas of health promotion, recreation, social services, environmental and special needs housing.

### **FUNDING**

#### **Contributions**

Net proceeds from sale of the BVC lands, net proceeds from rental of the Calgary Regional Hospital Laundry, accumulated interest and other rental income or donations shall comprise the financial assets of the Legacy Fund.

Revenue from the sale of the BVC lands and rental income from the Calgary Regional Hospital Laundry shall be net of the following financial commitments:

- i) the purchase of a future healthcare site for the Calgary Regional Health Authority in accordance with the terms of the Master Agreement for the Real Estate Settlement for Calgary General Hospital, Bow Valley Centre between the Province, The City and the Calgary Regional Health Authority;
- ii) the planning and development costs associated with redevelopment of the BVC lands including: (a) the establishment of a separate reserve to cover the future demolition or retrofit of the Calgary Regional Laundry facility once the current lease with K Bro' Linens Ltd. Is terminated; (b)

## **Updated Terms of Reference - General Hospital Legacy Fund**

the potential relocation or retrofit of the Bridgeland-Riverside Community Association facilities;

- iii) repayment of all outstanding City debentures associated with establishment of the north hospital parking lot (between 1<sup>st</sup> Avenue NE and the former BVC facility).

The fund may receive and accumulate assets from sources other than the Calgary General Hospital, Bow Valley Centre Lands, should such assets, for example donations, become available.

### **Fund Management**

Management of the Fund will be governed by The City's Investment Policy. An external manager may be appointed to manage the Fund.

### **Disbursements**

The annual investment return (which will be the sum of interest, dividends, other current earnings plus capital appreciation or less capital depreciation) earned by the Fund will be available for disbursement to eligible projects and programs on an annual basis subject to the following:

- (a) Until the Fund balance reaches \$2.0 million, 50% of the annual investment return will be allocated to the Fund's capital and become permanent capital.
- (b) Once the Fund balance reaches \$2.0 million, in order to uphold the value and earning power of the Fund, a portion of the annual investment return, sufficient to offset the rate of inflation (CPI index), will be added annually to the Fund's capital account and become permanent capital.
- (c) Disbursement of funds in any given year shall be subject to Council's approval as outlined in Administrative Procedures.

### **Funding Criteria**

Municipal, and non-profit public or private agencies/organizations may apply for funding individually or in partnership with another agency/organization.

Projects and programs that support, promote, or enhance the health and well being of all Calgarians are eligible and may be approved for funding (capital or operating).

## **Updated Terms of Reference - General Hospital Legacy Fund**

Funding provided may complement but not duplicate other funding sources/bodies.

Funding shall be awarded to projects and programs generally on a one time only basis.

Subject to unique circumstances, funding may be approved for an extended period not to exceed three years.

All projects must provide to The City a program report and financial accounting in accordance with generally accepted accounting principles upon completion.

Unused portions of funds, including those subject to proportionate contribution from other funding sources, must be returned to The City.

### **ADMINISTRATIVE PROCEDURES**

A Legacy Review Committee, comprised of business unit representatives from Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, Finance, a Citizen Representative, a business representative from the Bridgeland-Riverside Community, and the Area Councillor shall be established at the 2017 Organizational Meeting of Council and commence the meeting.

The Legacy Review Committee shall specify the total funds available for disbursement in any given year for Council's approval, as part of the annual budget review process.

Applications shall be received on an annual basis on a specified date for review and evaluated by the Legacy Review Committee.

Applications and recommendations for funding will be presented annually through the S.P.C. on Community and Protective Services to Council for approval.

*Adopted by Council on 2016 July 25 (PUD2016-0524)*





June 29, 2020

To: Bridgeland Riverside Community Association, Planning Director  
Cc: Councillor Gian-Carlo Carra

Calgary Municipal Land Corporation is pleased to provide professional project management services for the Bridgeland Multi Modal Bridge project. As part of CMLC's project management services, CMLC will procure and retain a design firm to produce a Feasibility Report on the viability of providing a multi modal bridge from Bridgeland to St. Patrick's Island within the existing and planned context. The vision will provide a framework through which the stakeholders can facilitate decision-making and subsequent phases of design. The bridge is a substantial piece of civic infrastructure that will help provide access to surrounding amenities, alleviate current mobility challenges and signify a gateway to the community. The Feasibility Report will explore potential concepts and opportunities to leverage the existing infrastructure to implement placemaking strategies to the design that integrate the bridge with surrounding urban context.

#### PROJECT ASSUMPTIONS

The proposed fee does not include the procurement of additional consultant or construction services, procurement of goods or materials, oversight of construction, maintenance post construction, or creation of marketing materials or reports for grant applications. The design consultant will hold contract with CMLC and CMLC will invoice the Bridgeland Riverside CA.

#### PROPOSE FEE

CMLC proposes a total fee of \$1,794 calculated on a 2.5 % of the total scope of work for the feasibility study.

Should additional services be required such as additional specialist procurement, marketing, programming assistance, or contract administration, hourly rates are identified as follows:

Project Executive/Director	:	\$220
Senior Project Manager:		\$180
Project Coordinator:		\$150

Administration and handling of additional fees 10%.



#### DISBURSEMENTS

Disbursements will not include a markup and will be accompanied with receipts. Disbursements will not exceed \$500.

Thank you for this opportunity to submit this proposal. We look forward to working with you.

#### AUTHORIZATION TO PROCEED

The undersigned provides CMLC with the authorization to proceed with the work outlined in this document.

Project Name: Bridgeland Multi Modal Bridge Project  
Proposal Date: June 29, 2020

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Bridgeland Riverside Community Association



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Clare LePan, Vice President, Marketing and  
Communications  
Calgary Municipal Land Corporation

**Community Services Report to  
SPC on Community and Protective Services  
2020 July 15**

**ISC: UNRESTRICTED  
CPS2020-0708**

## **Livery Regulatory Framework Options**

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### **EXECUTIVE SUMMARY**

In 2019 May, Council directed Administration to conduct an accelerated review of the Livery Transport Bylaw 6M2007, which regulates drivers, vehicles and companies in Calgary's taxi, limousine and vehicle-for-hire (rideshare) industry. In 2016, Council approved regulations to allow Transportation Network Companies (TNCs) to operate in Calgary. Now that TNCs have been part of Calgary's livery industry for over three years, a review of the bylaw is being conducted to make sure the regulations are still supporting customers and industry participants.

Administration analyzed potential regulatory options to better meet the current and future needs of customers and industry. The options considered cover major aspects of Calgary's regulations, including how The City regulates fleet supply, fares charged to customers, driver licensing, and vehicle identification and safety requirements. The options were evaluated using a strengths/challenges analysis and how each option affected The City's transportation network goals of providing a variety of safe, accessible, convenient, affordable and efficient mobility choices for all Calgarians. This report presents a set of regulatory framework options for Council's consideration, which will shape the update of the Livery Transport Bylaw.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council endorse the proposed regulatory framework options to guide the update of the Livery Transport Bylaw by directing Administration to:

- a. Continue the current hybrid open/closed entry approach to livery fleet size;
- b. Investigate opportunities to streamline processes for issuing taxi plates that reduce Administration costs and Council involvement;
- c. Allow taxi companies the option to offer upfront pricing to all street hailed and dispatch customers, instead of the taxi meter rate;
- d. Create a unified taxi/limousine driver's licence and retain the separate Transportation Network Company driver's licence;
- e. Standardize the vehicle age limit to a maximum of 10 years for all livery vehicles subject to exceptions approved by the Chief Livery Inspector and standardize the inspection frequency to every 12 months for all livery industry vehicles;
- f. Allow more flexibility in vehicle marking requirements for taxis while still meeting safety requirements and require TNC vehicles to include a visible company decal on the rear windshield and a company decal or beacon in the front windshield; and
- g. Add requirements for any livery vehicle with a camera to have visible notification to customers that camera footage is being recorded.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 May 27, Council directed Administration to accelerate the planned review of the Livery Transport Bylaw 6M2007 and report back to Council through the Standing Policy Committee on Community and Protective Services with proposed amendments to the Bylaw and its fee schedule no later than 2020 Q4. (Council later authorized Administration at the 2020 June 15

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Combined Meeting of Council, to defer any Council or Committee report due Q3 or Q4 2020 to 2021.)

On 2018 November 30, as part of One Calgary 2019-2022 Service Plans and Budget, Council approved a review of the Livery Transport Bylaw as a key deliverable for Taxi, Limousine & Vehicles-for-Hire line of service.

### **BACKGROUND**

#### *Current State of Regulatory Framework*

The Livery Transport Bylaw 6M2007 (the “Bylaw”) was originally passed in 2007 to regulate the taxi and limousine industry and was based on a controlled entry (closed system) regulatory framework for taxis. Council has approved over 28 amendments to the Bylaw since 2007 reflecting the continuous change and complexity of the livery industry.

In 2016, Calgary’s livery industry was transformed by the arrival of rideshares and Council’s approval of regulations to allow Transportation Network Companies (TNCs) to operate in Calgary. Council adopted Bylaw amendments in alignment with a hybrid open/closed entry regulatory approach, which allowed TNCs and limousines to increase supply as needed to meet consumer demand (open system) while the taxi system remained closed under a Council-approved limit on the number of taxi plate licences issued. Regulations were approved to ensure that livery options continued to meet The City’s high standards of safety through driver licensing, operating conditions and vehicle requirements. A key difference between taxis and TNCs is that TNCs would not be allowed to street hail, use telephone dispatch, or accept cash payments. A key similarity was that rates could be set by the companies or brokers for any livery trip arranged through a Smartphone application. Numerous changes to the Bylaw have been approved by Council since 2016, including licence fee options for TNCs.

#### *Industry Trends*

Research compiled on Calgary’s livery industry shows there is increased growth in the combined taxi and TNC market since TNCs were allowed to operate in Calgary. Meanwhile, other aspects of the system show stability such as high customer satisfaction levels across industry sectors, overall number of drivers and limousine fleet size. Data seems to indicate that TNCs filled a gap in customer demand for livery services. The number of taxi trips has declined but continues to provide a significant share of overall livery trips. Attachment 1: Industry Trends discusses these trends in more detail.

Of the 1881 taxi plates (including 189 accessible plates) released by Council to date, approximately 60 per cent are held by individuals, and 40 per cent by brokerages. More than 70 per cent of taxi drivers do not actually hold a plate and therefore are a driver for someone else’s taxi. For further reference on the release and distribution of taxi plates over time, see Attachment 2: Taxi Plate Distribution. Conversely, every TNC driver is associated with a vehicle as they are privately owned vehicles without City issued plates.

#### *Customer Satisfaction Trends*

From 2014 through 2018, The City commissioned annual third party citizen satisfaction research via telephone surveys regarding the livery industry in Calgary. The surveys have shown a consistently high level of customer satisfaction results, including satisfaction with drivers, the ride experience, and obtaining taxi services, as well as feeling safe during their last ride. Taxi



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## **Livery Regulatory Framework Options**

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users were less satisfied with value for money from rides in the 2018 survey (67 per cent were satisfied, consistent with levels since 2014) compared to limousine (85 per cent) and TNC (89 per cent) users, indicating that price sensitivity may be an ongoing concern for taxi users.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Key research and engagement initiatives were completed as part of the accelerated Bylaw review deliverables proposed to Council in 2019 May, which included a best practices scan of regulatory approaches in other municipalities, and public and stakeholder engagement.

#### *External Scan of Other Municipalities*

A scan of 15 other North American municipal regulatory frameworks was conducted. The report prepared was shared on calgary.ca in 2020 February and an overview of the key findings is provided in Attachment 3: Municipal Best Practices Review Summary. Calgary faced many similar regulatory challenges to other municipalities covered in the scan although there were differences in the level of provincial or state involvement in regulating TNCs and taxis, and larger cities appeared to have more concerns about managing congestion and higher growth of TNCs. Numerous opportunities for updating Calgary's regulatory framework were identified based on industry practices, covering topics such as fleet size, fare regulation, driver licensing accountability and process and vehicle requirements.

#### *Public and Stakeholder Engagement*

A public survey, industry survey, and targeted stakeholder workshops were conducted between 2019 October and November. A summary of both the public and industry What We Heard reports are provided in Attachment 4: Public & Industry Engagement Summary, and the What We Heard reports were shared on [www.engage.calgary.ca/liveryreview](http://www.engage.calgary.ca/liveryreview).

### **Options Analysis**

Administration began the analysis of potential regulatory framework options in early 2020. This analysis involved several steps: 1) identifying potential options from the first phase of the Bylaw review deliverables already completed (discussion paper, best practices municipal scan, public and stakeholder engagement), 2) evaluating each option with a comprehensive strengths and challenges analysis, and 3) identifying the most preferred set of framework options for Council's consideration considering the guiding principles and transportation goals.

Guiding principles for the Bylaw review were developed by Administration and shared with Council and the public in 2020 February (Attachment 5: Guiding Principles for the Bylaw Review). The key principles to guide the analysis of framework options for Council's consideration were aligned with previous Council direction and The City's transportation goals. They include: ensuring public safety, ensuring consumers have affordable, accessible and convenient vehicle-for-hire choices, and streamlining regulations across sectors where feasible.

#### *Regulating Fleet Size*

A critical consideration for Calgary's regulatory approach is whether to continue with the current state of a hybrid open/closed system for regulating the supply of livery vehicles. The current system is closed (City-set limits) for taxi plates while the system is open (no City-set limits) for limousine plates and TNC vehicles. The strengths and challenges of the current state; deregulation (opening) of the taxi plate system; and increased regulation (closing) of TNC

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supply were considered. The resulting analysis is provided in Attachment 6: Regulatory Framework Options Analysis.

Based on Calgary's comparatively stable industry growth to date, high levels of customer satisfaction, and no significant concerns with safety or livery vehicle congestion, there is a lack of rationale for The City to regulate the supply of TNCs at this time or to open the taxi plate system. As Attachment 2 shows, there is room in the current system to distribute more plates as the taxi industry grows. However, the current plate approval and release process lacks flexibility for The City to respond quickly to increase taxi supply, and involves a two-step approval from Council, a plate application process, and an external consultant hired to run the plate selection process to distribute plates to applicants. Administration recommends continuing with the current open/closed livery system, but with plate issue process improvements that will expedite the release of plates to meet customer demand.

### *Regulating Fares*

Administration examined several opportunities within this framework category. The current system allows all livery options to set their own fares (rates) for trips booked through an approved Smartphone application. The City metered rate for street hailed and dispatched taxi trips is set as a maximum, although a lower rate can be charged. These practices were identified as being consistent with effective industry practice in other jurisdictions. However, Administration heard from the public that there is a desire for predictable fares. Fare evasion (also known as "fare-jumping") is a common complaint received by The City from taxi drivers, when customers leave the vehicle without paying. Administration considered possible solutions to these issues garnered from other municipalities, and input from public and stakeholders, as well as market readiness in Calgary. Options considered ranged from establishing minimum base fares or deposits, to complete fare deregulation. The analysis of these options is included in Attachment 6.

Administration's proposed framework option expands the taxi industry's ability to provide competitive upfront pricing to all customers through soft meter technology, while providing more choice and price transparency for taxi customers. A "taxi soft meter" is a smartphone or tablet (with a touchscreen) that is used as a taximeter. Safety, accessibility, and affordability are ensured by mandating that pricing cannot exceed the City-regulated meter rate for street hails and dispatched rides. Price transparency may help reduce incidents of fare evasion by customers. Administration will work with industry to fine-tune this regulatory approach before updating the Bylaw to ensure reasonable timeframes for alignment with taxi soft meter technology and a communications strategy is developed for brokers, drivers and customers to ensure safety.

### *Driver Licensing*

All livery industry drivers are required to obtain a City-issued driver's licence for each sector. Many similarities exist across driver licence requirements, including the recently launched sector-wide on-line livery training module for new applicants. Since a key strength of the current licensing approach is public and driver safety, the opportunities for improving the current regulatory approach are mainly focused on making the driver licensing process more streamlined and business-friendly for industry stakeholders. Options considered ranged from removal of direct City driver licensing to extending driver licence renewal periods, and are evaluated in Attachment 6.

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Administration is recommending unifying taxi and limousine driver licensing. TNC driver's licences would still be applied for and issued separately due to the unique "one driver, one vehicle" relationship of the TNC model and the specialized provincial requirements for TNCs including police checks and insurance. The City plans to continue to work with industry stakeholders towards streamlined submission of required documentation for all driver applicants, such as enabling electronic submission where feasible.

### *Vehicle Requirements and Safety Considerations*

Numerous ideas from best practices and engagement were considered by Administration for improving the consistency in regulatory approaches for vehicle licensing and inspection requirements, as well improving public and driver safety through vehicle markings and camera equipment. There were several solutions identified that could ensure safety while streamlining the regulatory requirements. These proposed options and rationale are described in Attachment 7: Vehicle Requirements & Safety Considerations.

### **Stakeholder Engagement, Research and Communication**

A summary of public and industry engagement activities associated with this report is provided in Attachment 4.

### **Strategic Alignment**

This report aligns with the following 2019-2022 Citizen Priorities:

- A City That Moves - Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices.
- A Well-Run City - Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others

### **Social, Environmental, Economic (External)**

Administration is committed to providing a safe, and customer-focused livery regulatory system. Livery service enhances mobility and reduces social isolation for Calgarians including those with disabilities. It also provides a social benefit by providing a safe and convenient alternative to driving. Further, the livery industry serves to facilitate the city's economic development, while supporting the use of environmentally and economically friendly modes of transportation by enabling personal travel by an integrated network that does not require vehicle ownership.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Livery Transport Services is funded through a cost recovery model where the fees collected from industry are sufficient to cover costs. A proposed fee schedule to cover Administration's operating costs will be presented to Council based on Council's recommended regulatory framework options for amending the Bylaw. This fee schedule would follow the activity-based costing methodology presented in report CPS2019-0609 in 2019 May.

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### ***Current and Future Capital Budget:***

The Livery Transport Services Sustainment Reserve supports capital costs associated with licensing and regulating the livery industry. Administration's proposed framework in this report will ensure an appropriate balance is being maintained in the reserve to support future capital expenditures.

### **Risk Assessment**

The risks associated with implementing each of Administration's proposed framework options have been considered during the options analysis phase. With some proposed changes to the regulatory framework, there is the risk that timeframes for some initiatives may take longer or be more complex to implement than others. For those initiatives, such as proposed upfront pricing for taxis, Administration is committed to engaging with industry prior to bringing forward related Bylaw amendments to ensure reasonable timeframes for implementation.

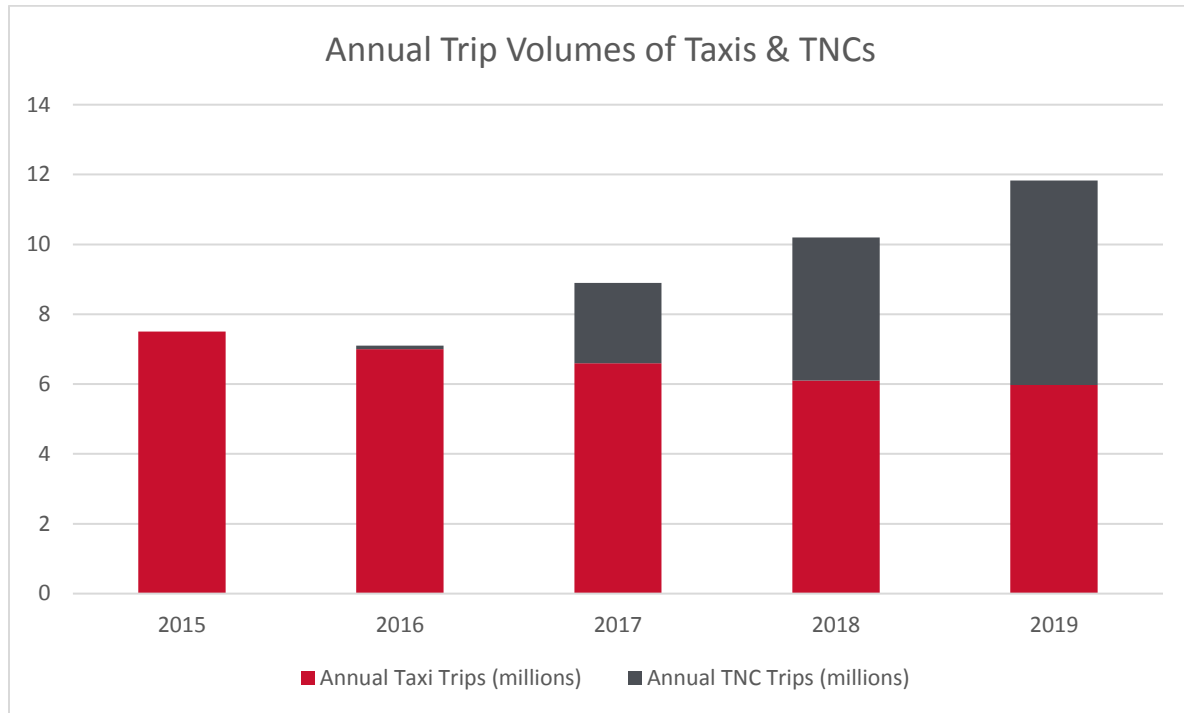
### **REASON(S) FOR RECOMMENDATION(S):**

Council directed Administration to complete an accelerated review of the Bylaw and associated fee schedule. With Council's endorsement, the proposed regulatory framework options of this report will help shape the detailed Bylaw updates and fee schedule, to be presented to Council in 2021 Q1. The proposed regulatory framework is designed to streamline regulations and operations, ensure public and driver safety, and provide accessible, affordable and convenient choices for customers. Administration will conduct further stakeholder engagement to develop detailed Bylaw amendments based on the proposed framework and ensure reasonable timeframes for implementation of regulatory improvements. Additional opportunities to streamline the Bylaw will be considered by Administration in alignment with Council's approved regulatory framework.

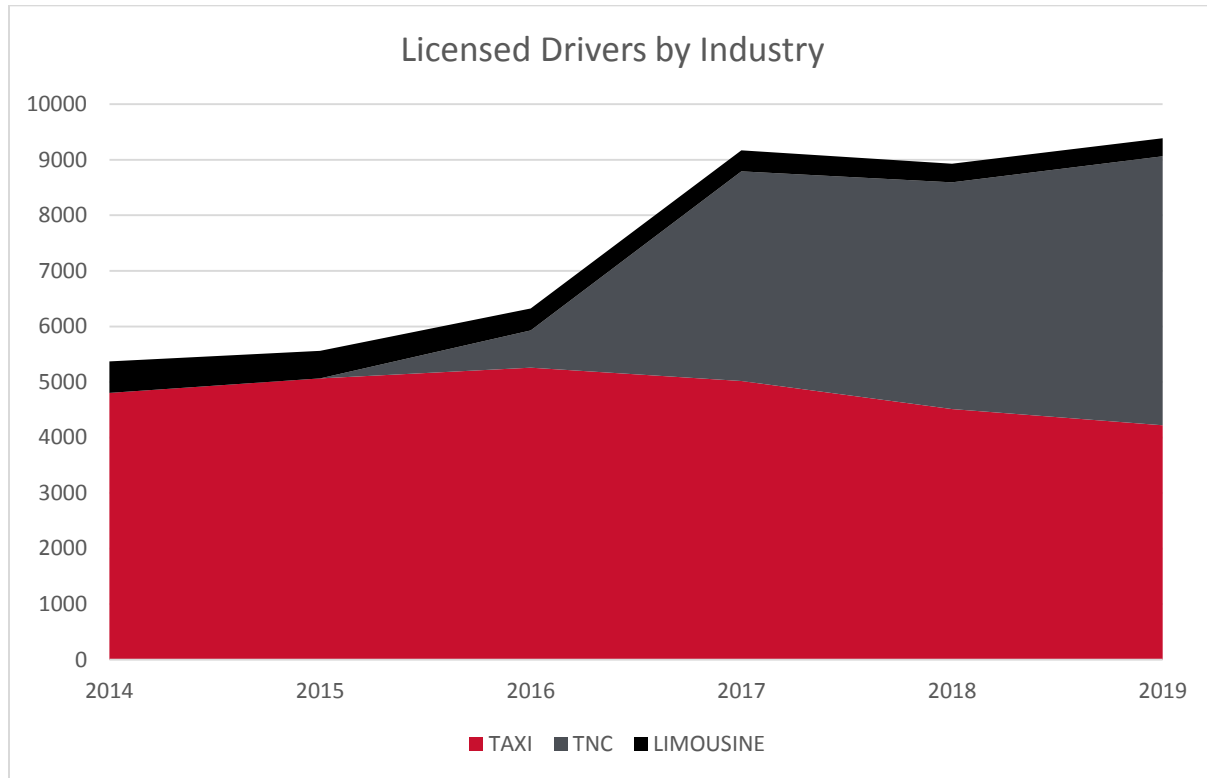
### **ATTACHMENT(S)**

1. Industry Trends
2. Taxi Plate Distribution
3. Municipal Best Practices Review Summary
4. Public & Industry Engagement Summary
5. Guiding Principles for the Bylaw Review
6. Regulatory Framework Options Analysis
7. Vehicle Requirements & Safety Considerations

### Industry Trends



The year over year trends in passenger trips taken reveal that the vehicle-for-hire market size has grown 58 per cent since 2015 (during an economic recession) from 7.5 million trips taken solely in taxis in 2015 to a combined 11.8 million trips on both taxis and TNCs in 2019. By 2019, each sector (taxis and TNCs) accounted for approximately half of the trips. Annual taxi trips have declined by 20 per cent since 2015, pre-TNC arrival.



The number of licensed drivers is also an indicator of levels of activity in the industry, although these numbers are fluid and at any time these licensees may not be actively driving or driving full-time. At the end of 2019 December, there were almost 9400 City driver's licences issued for vehicle-for-hire drivers, including 4220 taxi driver's licences, 4843 TNC driver's licences, and 325 limousine driver's licences. Compared to end of 2017, the overall number of livery driver's licences has risen only 2 per cent, showing stability after the initial influx of TNC drivers from 2016 to 2017. Some drivers hold licences in multiple livery sectors.

**Taxi Plate Distribution****History of Controlled Entry System for Taxis**

The vehicle-for-hire industry has a long history of providing transportation options for Calgarians and visitors to the city. For many years the taxi industry was the dominant vehicle-for-hire option and therefore the main focus of City regulation to ensure public safety and service standards. During the mid-80s, Alberta was experiencing economic recession and taxi drivers had petitioned The City for taxi licence limits to make a better living. In 1986, a temporary freeze was placed on the number of City-issued taxi licences available to the taxi industry (no more than 1311 plates). This freeze was approved to be continued by Council in a 1987 May decision as was the regulatory approach of a controlled entry system of City-set limits on taxi licences issued. Transferability of plates was added in 1993. No additional plates would be issued by Council until 2006.

**History of Taxi Plate Release**

Plates issued from 2012 onwards were non-transferable. Seventy-five percent of the 1881 plates released to date are transferable from one plate-holder to another. It should be noted that in the current regulatory approach, new taxi plates (both regular and accessible) must first be approved by Council, and then approved again by Council for release to industry by Administration. Council has approved no more than 1909 plates be issued. Refer to the Chart below titled "**Taxi Plates Issued**" for a timeline of when each type of plate was released.

**Taxi Plates Issued**

Plate Series	Issue Date	Type	Transferable	Total
1-1311	Pre 2006	Regular	Yes	1311
1312-1411	2006	Accessible	Yes	100
1412-1466	2012	Accessible	No	55
1467-1479	2013	Accessible	No	13
1480-1526	2013	Regular	No	47
1527-1638	2014	Regular	No	112
1639-1652	2014	Accessible	No	14
1653-1659	2015	Accessible	No	7
1660-1881	2016	Regular	No	222
<b>ATPL</b>				<b>189</b>
<b>TPL</b>				<b>1692</b>
<b>Transferable</b>			1411	75%
<b>Non-Transferable</b>			470	25%
<b>Total Taxi Plates Released</b>				<b>1881</b>
<b>TPLs approved, not yet released</b>				7
<b>ATPLs approved, not released</b>				21





## Municipal Best Practices Review Summary

### Background

On 2019 May 27, Council directed Administration to undertake a full review of the Livery Transport Bylaw 6M2007 and report back with proposed Bylaw amendments and fee schedule. As part of the Bylaw review, an external contractor, CPCS Transcom Limited (CPCS), led an evaluation of municipal approaches to regulating taxis, limousines and rideshares. CPCS compared livery regulatory practices in Calgary against 15 other jurisdictions in North America.

This briefing provides a summary of the CPCS final report, entitled *Municipal Best Practices Review Livery Transport Regulatory Framework* (the CPCS Report), highlighting broad industry practices and regulatory elements that may merit further examination by The City of Calgary. The full report is also available on [calgary.ca](http://calgary.ca).

### Regulatory Considerations

#### Limits on Number of Vehicles

The City sets limits on the number of taxi plate licences issued, while there are no limits placed on the number of private for hire vehicles (PFHVs) allowed to operate through a TNC. While most jurisdictions scanned had a similar model, the City of New York set a cap on the number of PFHVs permitted in 2018 in an effort to reduce congestion. The CPCS Report noted, however, there appeared to be limited evidence of vehicle capping policies directly helping to address congestion issues, except within cases of high levels of congestion in core areas such as New York. Capping vehicles might lead to increased wait times in non-core areas, while increased driver earnings are not guaranteed with higher utilization due to dependency of economic profits through companies and plate holders. At the time of CPCS' scan, Los Angeles and the Government of Quebec were planning to move away from a system that limits the number of taxi licences.

In most municipalities reviewed, the market/street value of taxi licences was significantly reduced when rideshares entered the market. Eliminating the cap on taxi licences in some jurisdictions poses a risk of further reducing the market value of taxi licences and potentially financially impacting existing taxi plate licence holders. This, in turn, may pose a financial risk to the issuing authority, although the legal aspect of this risk for Calgary was outside the scope of the CPCS report. In Quebec, the provincial government (not municipalities) issues taxi plate licences, and through its recently adopted Bill 17, has attempted to address this concern by offering \$814 million in compensation to taxi plate holders, although the matter is still being litigated.

#### Fare Regulation

Like most jurisdictions in the scan, The City regulates maximum rates for taxi trips that are not arranged through an approved app (i.e. street hails and dispatch). There are jurisdictions that are trying to discontinue regulating taxi rates, on the condition that upfront pricing is provided to the customer. Flat rates are also being explored for street hails in some jurisdictions for certain vehicle types, and the use of soft metering technology may enable further dynamic rate options. It was noted in the scan that the City of Winnipeg began a mandatory taxi fare prepayment pilot in 2019 September for certain times of

## Municipal Best Practices Review Summary

day to help reduce fare disputes between drivers and passengers and prepayment is being considered in at least one other Canadian jurisdiction.

### Licensing Drivers

The City directly licenses drivers across all sectors of the vehicle-for-hire industry. In some jurisdictions, other orders of government have restricted municipalities' authority to issue vehicle-for-hire driver licences (e.g., BC). Regulators in other comparable jurisdictions no longer license drivers directly, shifting the responsibility for conducting driver eligibility checks to companies. Regulatory authorities verify compliance through regular auditing of data on driver eligibility requirements submitted by companies.

Reducing administrative costs has been cited as the primary reason for shifting the onus of licensing drivers from municipal regulators to taxi and rideshare companies. This shift has also subsequently resulted in reducing licensing fees. Most jurisdictions that no longer have a direct role in licensing report compliance rates for licensing drivers were maintained by the companies. In this model, regulatory objectives are achieved through ongoing audits, which would still require positions to adequately monitor industry compliance.

### Vehicle Age Limits

The City has different vehicle age limits for different sectors, with taxi and sedan limousines having a limit of eight years and PFHVs and stretch limousines having a limit of 10 years. All vehicles may be granted an extension once they reach their age limit, at the discretion of the Chief Livery Inspector. Many jurisdictions have vehicle age limits, ranging from five years to 15 years, while a few have none.

The CPCS Report suggests if there is interest in normalizing the age limit between sectors, regulation could specify a maximum of 10 years or a kilometer limit, whichever is achieved first. This model would address potential differences in annual vehicle kilometers that occur in different subsectors. Because vehicle age is only a proxy for safety, another consideration is to remove the age limit, but mandate increased inspections beyond 10 years.

### Vehicle Markings

The City has a requirement for distinctive markings on taxis. In addition, taxis are required to have a plate identifier, whereas limousines have decal requirements and TNC vehicles need a sticker for LTS enforcement purposes. The jurisdictional scan noted that the taxi industry has been subject to more prescriptive vehicle markings, which in turn increases costs for the industry. These requirements have been justified by jurisdictions in part due to safety considerations around accepting street hails.

Although vehicle markings are increasingly viewed as a company/management decision, there is an opportunity to consider making prescribed markings removable or less intrusive (i.e. using a window decal). In Alberta, the lack of a provincial requirement for a front licence plate creates unique challenges for consumers to identify a vehicle approaching.

## Public & Industry Engagement Summary

**What We Heard reports** summarizing public and industry engagement conducted in late 2019 on Calgary's livery regulatory framework were shared and are available on [www.engage.calgary.ca/liveryreview](http://www.engage.calgary.ca/liveryreview). Following is a brief summary of the engagement activities and themes identified in the What We Heard reports.

### Public Engagement

Public engagement was conducted via an on-line survey and an in-person engagement session with customer groups. The engagement was designed to determine what is important to users of Calgary's livery options and to inform our understanding of their experiences with the current livery system. Several themes of what was important to survey users and customer groups emerged:

- Price (predictability/certainty of price, digital receipts and ease of payment) was a key consideration for all users. Convenience could also influence people's value of price.
- Safety and security, such as selecting a driver through driver ratings, regular vehicle inspections, use of security cameras, and payment methods.
- Convenience, such as the importance of arranging rides using apps and digital payment.
- Training for drivers, particularly rideshare drivers.
- Wait times and associated predictability of ride arrival times.

Participants offered various service improvement ideas for all livery services, which fell into key themes of cost/price (lower fares and upfront cost), accountability of drivers, and convenience (booking through apps, tracking rides, reduced money-handling and instantaneous receipts).

### Industry Engagement

Industry stakeholders (including drivers, plate-holders, garages, and brokers/companies) were invited through targeted communication channels such as e-mail and RED-FM, to provide their input on potential changes to Calgary's regulatory framework via either an on-line survey or through in-person workshops during 2019 November. Feedback was requested on key aspects of The City's framework including: municipal driver licensing, ways to improve the customer/driver relationship, regulating fleet size, rate setting, and vehicle and safety requirements.

An overarching theme that emerged across industry engagement was a desire for fairness and consistent treatment across all livery service groups. This was particularly evident for driver licensing requirements, rate-setting and vehicle requirements. When it came to questions about opening up the taxi plate system or, conversely, limiting the fleet size of TNCs, there were mixed reactions. Generally there were varying degrees of opposition to opening up the taxi system, while there were varying degrees of support to controlling the fleet size of all livery sectors, although the perspectives were not consistent across different sectors.

The taxi sector indicated there was a disparity in rideshares having flexibility to charge market pricing to meet changes in supply and demand and some suggested a guaranteed rate per trip or surge pricing would help taxis be more competitive. The rideshare and limousine industry participants preferred to continue having flexibility to charge competitive rates and some suggested The City should let all of the sectors set their own rates. Across all themes discussed, limousine drivers saw themselves as least impacted.



**1. A Fair and Transparent Process**

The City is committed to an open, fair and transparent process for reviewing the Livery Transport Bylaw.

**2. Authority to License and Regulate the Taxi, Limousine and Vehicles-for-Hire Industry**

The Livery Transport Bylaw Review will be guided by the authority granted to The City through the *Municipal Government Act* to pass bylaws respecting businesses to ensure the safety, health and welfare of citizens.

**3. Align with The City of Calgary's Transportation Goals and Directives to Serve Citizens**

The Livery Transport Bylaw Review will be aligned with One Calgary Directives to provide transportation options that fulfill citizens' needs to have timely access to safe, quality and economical livery services.

**4. Evaluate Mandate for Livery Transport Services**

The Livery Transport Bylaw Review will evaluate the applicability of Livery Transport Services' mandate (to license and regulate livery services for the purpose of ensuring **public safety, consumer protection** and **service quality**) to Calgary's evolving livery industry.

**5. Streamline Licensing, Regulation and Enforcement as Appropriate**

The Livery Transport Bylaw Review will assess current requirements for licensing and regulating the industry and consider options for streamlining regulation as appropriate.

**6. Align Fees to Reflect Costs Associated with Licensing and Regulation**

The Livery Transport Bylaw Review will ensure the fees charged to industry participants align with the costs associated with licensing and regulating the livery industry.

**7. Engage Stakeholders in the Livery Transport Bylaw Review**

The City will provide opportunities for stakeholders to be engaged in the Livery Transport Bylaw Review.

**8. Incorporate Best Practices and Lessons Learned where Appropriate**

The Livery Transport Bylaw Review will be informed by a study of best practices from other municipalities experiencing similar evolving issues in their livery transport system

**9. Recommend Amendments to the Livery Transport Bylaw**

The Livery Transport Bylaw Review will provide Council with recommendations for licensing and regulating the livery industry, specifically in relation to:

- Open, Controlled or Hybrid entry licensing system;
- Livery Transport Services mandate;
- Public safety mechanisms;
- Training requirements for industry participants
- Responsibilities for customer service, including accessible service;
- Fee schedule to recover costs associated with licensing and regulating the industry.



## Regulatory Framework Options Analysis

### Regulating Fleet Size Options

Options Considered	Strengths	Challenges
<p><b>Recommended Option:</b>  <b>Continue with Current Open/Closed System with Streamlined Taxi Plate Issuance.</b></p> <p>The City places limits on the total number of taxi plate licences issued, but does not limit the number of TNC licences or limousine plate licences.</p>	<ul style="list-style-type: none"> <li>• Citizen satisfaction high, few taxi supply complaints.</li> <li>• Closed entry for taxis aligns with other jurisdictions.</li> <li>• Closed system lowers congestion issues.</li> <li>• Vehicle supply is manageable for enforcement.</li> <li>• Helps ensure sufficient accessible taxi supply.</li> <li>• Streamlined taxi plate process will enable industry to better respond to customer demand.</li> <li>• Pre-approved taxi plates are available should demand increase.</li> </ul>	<ul style="list-style-type: none"> <li>• Cap may create entry barrier for new drivers who must associate with a broker or plate-holder.</li> <li>• Limited flexibility for taxi industry to increase supply if demand grows while limousines and TNCs can.</li> <li>• Legacy 3-tier licensing structure for taxi industry (driver, plate-holder, and brokerage) requires more administrative costs, and fees passed on.</li> <li>• Complex, with different rules for different plates - legacy plates are transferable, newer are non-transferable.</li> </ul>
<p><b>No Cap on any Sector</b></p> <p>Remove the City-set limits on numbers of taxi plate licences that can be issued, letting the market dictate supply needs, i.e. an Open System for all sectors.</p>	<ul style="list-style-type: none"> <li>• Free market for all sectors.</li> <li>• Increase in taxi fleet sizes, could reduce wait times.</li> <li>• Could increase in Independent Taxis - not brokerages.</li> <li>• More freedom and flexibility for drivers.</li> <li>• More opportunity for individual plate-holders (vs brokers).</li> <li>• City wouldn't manage supply for industry.</li> <li>• Streamlines the Bylaw, easier to regulate.</li> <li>• No selection process means reduced costs to LTS (~\$250K.)</li> <li>• No management of "plates on shelf" or transfers.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in service to wheelchair taxi customers, accessible taxi plates less attractive.</li> <li>• Disrupts relative stability of vehicle-for-hire industry as shown by industry trends.</li> <li>• Financial risks for existing plate-holders, potential perception of City liability,</li> <li>• Potential congestion, too many taxis.</li> <li>• Increased competition for taxi driver.</li> <li>• Could increase administration costs to manage higher demand for plates, e.g. staffing resources, upgrading system.</li> <li>• Large influx of new entrants could lower service quality and create enforcement challenges.</li> </ul>
<p><b>Cap # of TNC licences (either drivers or size of TNC companies)</b></p>	<ul style="list-style-type: none"> <li>• Could increase vehicle for hire driver income, including TNCs.</li> <li>• May ease some traffic congestion</li> <li>• Considered fairer to closed taxi industry, limits TNC competition.</li> <li>• More competition may mean better service quality &amp; more professional drivers.</li> <li>• Benefits existing livery participants, reduces competition.</li> </ul>	<ul style="list-style-type: none"> <li>• May lead to shortages at peak times/events.</li> <li>• May create a TNC licence 'black market'.</li> <li>• Increased administrative costs to oversee number of licences, high turnover in drivers is common.</li> <li>• More regulation required means, more administrative cost.</li> <li>• TNCs may choose to leave the market, affecting consumer choice.</li> <li>• Could create a near-monopoly for first market entrants.</li> </ul>

## Regulatory Framework Options Analysis

### Regulating Fares Options

Options Considered	Strengths	Challenges
<p>Recommended Option:  <b>Upfront pricing option (rate no higher than regulated meter rate) allowed by taxis for street hail/dispatch rides, instead of the meter rate option.</b></p>	<ul style="list-style-type: none"> <li>• More price transparency and choice for taxi customers, can compare/shop around.</li> <li>• Reduces “meter-anxiety” identified in engagement/research.</li> <li>• More equitable environment for industry, all sectors can provide unregulated upfront pricing.</li> <li>• Upfront price and payment, if chosen, helps address fare evasion.</li> <li>• Affordable meter rate still an option for taxi customers.</li> <li>• Most taxi brokerages already using soft meters.</li> </ul>	<ul style="list-style-type: none"> <li>• Relies on taxi soft meter to be “turned off” without turning off GPS.</li> <li>• Brokers/plate-holders would need time to implement, drivers may need training.</li> <li>• Challenges with industry communicating pricing options, may create initial confusion/delays.</li> <li>• Communication support from The City may be required.</li> <li>• Need to ensure that tips can still be provided to the driver at the end of the trip.</li> <li>• Brokers offering lower rate than meter rate means lower revenues for taxi drivers with same expenses.</li> </ul>
<p>Current State:  <b>Regulated Street Hail/Dispatch Taxi Fares (meter rate as a maximum). Flat rates for certain pick-up/drop-off locations (ie. airport). All other industry fares unregulated.</b></p>	<ul style="list-style-type: none"> <li>• Allows all industry players to surge-price and provide price transparency through Apps.</li> <li>• Continues to provide consumer protection with regulated meter rates.</li> <li>• Flexibility for taxi brokers to compete on price through Apps, limited use of flat rates and ability to reduce taxi meter rate.</li> <li>• Approach is consistent with common practices in other jurisdictions reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Customers have indicated preference for up-front pricing for street hails/phone dispatched taxis.</li> <li>• Brokers offering lower rate than meter rate means lower revenues for taxi drivers with same expenses.</li> <li>• Limited flexibility for taxis to compete with TNC upfront pricing other than through Apps</li> <li>• Taxi drivers experiencing “fare-jumpers,” impacting driver safety and livelihood.</li> </ul>
<p><b>Mandatory minimum deposit paid upfront for any taxi fare not booked through an App.</b></p>	<ul style="list-style-type: none"> <li>• Helps address customer “fare-jumpers” and no-shows.</li> <li>• Allows taxi drivers to collect sufficient fares for long customer waits.</li> <li>• Similar to pre-paid fuel currently in Alberta – parallel could be used in public education/awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• If not communicated properly or universally implemented customers could become suspicious.</li> <li>• Potential conflict between drivers and customers who refuse to pre-pay.</li> <li>• Difficult to verify through enforcement.</li> <li>• Challenging for ACE holders, taxi chit holders and gift card holders.</li> </ul>



## Regulatory Framework Options Analysis

### Regulating Fares Options

Options Considered	Strengths	Challenges
<p><b>Expand allowance for regulated flat rates as an option for street hailed or dispatched taxis.</b></p> <p>This option would allow, but not require, brokerages to offer flat rate options to all street hailed or dispatched customers, if those rates are approved by The City.</p>	<ul style="list-style-type: none"> <li>• More price certainty for customers</li> <li>• Drivers could communicate the cost upfront.</li> <li>• Eliminates potential for price-gouging.</li> <li>• Reduce late night 'fare jumpers' (based on industry feedback of when most occur).</li> <li>• Easier for broker dispatch to answer rate inquiries (point A to B – approximate fare).</li> </ul>	<ul style="list-style-type: none"> <li>• Confusing for drivers and customers to have flat rates available from only some taxi companies.</li> <li>• Requires greater regulation and oversight, difficult to enforce</li> <li>• Limiting for industry and customers (e.g. less flexibility to alter routes in progress).</li> <li>• Decreases cost-competitiveness of different sectors if rates aren't updated regularly.</li> <li>• Drivers may feel they have less control over fares and fuel costs.</li> </ul>
<p><b>Discontinue regulating taxi rates, on the condition that upfront pricing is provided to the customer.</b></p> <ul style="list-style-type: none"> <li>• Pricing could be based on soft meter technology for taxis, and market pricing applies to all.</li> <li>• Upfront payment is not mandatory unless already embedded in the service.</li> </ul>	<ul style="list-style-type: none"> <li>• More modern approach for taxi industry; TNCs already using this model.</li> <li>• Evens competitive pricing opportunities across industry sectors.</li> <li>• Less regulation required from the City, less costs.</li> <li>• Customer knows cost upfront, can compare/shop around.</li> <li>• Taxi drivers' income may increase with surge price even for street hails.</li> <li>• Most taxi brokerages already use soft meters.</li> <li>• Aligns with other private enterprise regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Less control for The City to regulate price when needed (i.e. high demand, special events).</li> <li>• Users become vulnerable to price surging; may impact availability of affordable choices.</li> <li>• Challenges with industry communicating fluctuating changes in pricing.</li> <li>• May result in more complaints to The City if significant surge pricing applied in peak demand.</li> <li>• May increase enforcement and complaint investigations for fare disputes.</li> </ul>
<p><b>Require a minimum base fare to be paid for TNCs</b> (similar to a "drop rate" for taxis)</p>	<ul style="list-style-type: none"> <li>• May even the perception of value between taxis and TNCs.</li> <li>• TNC drivers may be more motivated to pick up passengers for short trips.</li> <li>• More income for TNC drivers.</li> <li>• Responds to TNC driver feedback from industry engagement and other municipal practices (Edmonton, Toronto).</li> </ul>	<ul style="list-style-type: none"> <li>• Prescriptive approach by The City rather than being flexible to the market.</li> <li>• Difficult to determine appropriate "minimum" fare.</li> <li>• Concerns on who benefits, i.e. driver or company.</li> <li>• Penalizes TNC customers for taking shorter trips.</li> </ul>

## Regulatory Framework Options Analysis

### Driver Licensing Options

Options Considered	Strengths	Challenges
<p>Recommended Option:  <b>Create a unified taxi/limousine driver's licence and retain TNC driver's licence (TNDL).</b></p> <p><b>Continue to work with industry towards electronic submission of documentation for all sectors.</b></p>	<ul style="list-style-type: none"> <li>Many similarities between taxi and limousine driver's licence requirements, more efficient and cost saving for drivers and The City for one licence to drive either.</li> <li>More flexibility for drivers</li> <li>Aligns with provincial regulatory framework for TNC drivers (i.e. police checks, insurance requirements).</li> <li>Recognizes that taxi (TDL) and limousine (LDL) licence applicants are not affiliated with a vehicle. TNC drivers must be affiliated with a company to apply.</li> <li>TNC driver's licence continues with vehicle as single touchpoint with LTS rather than TNC driver coming back several times, i.e. TNDL, then verifying the vehicle driven.</li> </ul>	<ul style="list-style-type: none"> <li>Maintains licensing differences between TNC drivers and other vehicle-for-hire drivers.</li> <li>Implementation timeframes need to be determined to transfer LDL and TDL to unified licence.</li> <li>Taxi/limousine electronic submission will require significant initial investment of time and technology.</li> </ul>
<p>Current State:  <b>A separate driver's licence is required to be a taxi, limousine or TNC driver.</b></p> <p>TNC drivers can submit their information electronically through the company, while taxi and limousine drivers must submit information in person.</p>	<ul style="list-style-type: none"> <li>TNCs benefit from electronic data submission of TNDL documentation.</li> <li>Front counter interaction with drivers enables relationship-building.</li> <li>Aligns with provincial regulatory framework for TNC drivers (i.e. police checks, insurance requirements).</li> <li>Recognizes that taxi (TDL) and limousine (LDL) licence applicants are not affiliated with a vehicle. TNC drivers must be affiliated with a company to apply.</li> <li>TNC driver's licence continues with vehicle as single touchpoint with LTS rather than TNC driver coming back several times, i.e. TNDL, then verifying the vehicle driven.</li> </ul>	<ul style="list-style-type: none"> <li>Time required to review and process licence documentation and work with drivers to manage submission of information.</li> <li>Separate licences for taxi/limousines is less efficient.</li> </ul>

## Regulatory Framework Options Analysis

### Driver Licensing Options

Options Considered	Strengths	Challenges
<p><b>Drivers require a City issued licence however required documentation is submitted and reviewed through the company, i.e. broker, or TNC.</b></p> <p>Companies would be accountable for deficiencies in drivers.</p> <p>The City would only audit company records rather than process individual driver licences.</p>	<ul style="list-style-type: none"> <li>Limits administrative costs and reduces licensing fees.</li> <li>Helps to control the growth of regulatory resources required to license additional drivers.</li> <li>Anticipates autonomous vehicles, companies accountable to verify safe vehicle operation (see Best Practices report).</li> <li>Brokers may put additional requirements in place.</li> <li>May lower licence fees across sectors.</li> <li>Holds companies accountable for drivers.</li> <li>Streamline City services, less staff time needed (front counter).</li> <li>Easy process for applicants (drivers).</li> <li>More control for brokers.</li> </ul>	<ul style="list-style-type: none"> <li>Risk of lack of acceptance of accountability by companies.</li> <li>Potential lack of compliance by companies/drivers, unknown safety risk until records are monitored and audited.</li> <li>City would need to develop strong audit policies.</li> <li>Barriers for enforcement (production orders, warrants, limited information provided).</li> <li>Industry education campaign required.</li> <li>Increased enforcement costs &amp; resources.</li> <li>Driver applicants more susceptible to industry discretionary screening.</li> <li>Lack of transparency of driver information.</li> <li>Increased costs for data enforcement and auditing.</li> <li>More onus on brokers and more costs/work.</li> <li>Greater potential for unqualified drivers, fewer qualified accessible taxi drivers.</li> </ul>
<p><b>Extend driver licensing period from 1 to 2 years for renewals</b></p>	<ul style="list-style-type: none"> <li>Similar to Edmonton, with a one and two year driver's licence option.</li> <li>More convenience for drivers.</li> <li>Police checks could still be required annually.</li> </ul>	<ul style="list-style-type: none"> <li>Risk that driver could hold valid City livery driver's licence but expired Provincial Driver's Licence.</li> <li>Increases administrative oversight to monitor Provincial Driver Licence expiries, may increase fees charged (cost recovery).</li> </ul>



## **Vehicle Requirements & Safety Considerations**

The following is a summary of Administration's regulatory framework recommendations and rationale for vehicle and safety requirements.

### Vehicle Age Limits and Inspection Frequencies

The City currently allows different vehicle age limits and inspection frequencies for different vehicle-for-hire sectors. In response to best practices and industry feedback, the recommended approach standardizes the age limits and inspection frequencies for all vehicles, resulting in streamlined and equitable regulatory requirements that reduce costs for drivers while keeping safety standards in line with best practices.

### Vehicle Markings

The best practices report identified that there were opportunities to make vehicle markings for taxis less prescriptive or removable, providing vehicle owners with more flexibility and potentially reducing costs. Public engagement results indicated that customers would like TNCs to be more identifiable, particularly a visible company name or logo. This would also improve The City's ability to identify TNC vehicles and enforce the Bylaw, increasing safety. The associated recommended solution will allow more flexibility in removable markings for taxis while requiring company markings on TNC vehicles.

### Vehicle Security Cameras

In-vehicle security cameras are required in all taxis, and are allowed, but not required, in limousines and TNC vehicles. Administration considered the option of requiring cameras in TNCs and limousines, however the initial safety rationale for requiring cameras in taxis remains: Taxis still have exclusive access to street hail and dispatched rides (where the driver and passenger are unknown to each other), as well as the ability to accept cash payments for those rides. No change in policy is recommended for cameras other than adding requirements for any livery vehicle with a camera to have visible notification to customers that camera footage is being recorded.