

Calgary

Background

- Evolution of the Taxi Industry, introduction of TNCs
- Council direction in 2016 September to:
 - Conduct a review of the governance model and Terms of Reference for LTAC;
 - Collaborate and consult with the City Clerk's Office, LTAC and key stakeholders, in accordance with Council Policy CP2016-03; and
 - Report back to the SPC Community and Protective Services with the outcome of the review no later than 2017 Q4.
- Consultant secured to provide an external and unbiased perspective

12/06/2017
CPSP2017-1151





LTAC Governance Review

Presentation to Community Protective Services Committee
December 6, 2017

Dr. Dan Hara
Hara Associates Incorporated



Plan of Presentation

- Introductory Remarks
- Governance Issues
- Peer Cities
- Review Options & Recommendations



Governance Issues

- Sustainability of Current Mandate
- Perceived loss of credibility with Council.
- Segments of the industry feel they lack a voice.
- TNC's have an uncertain place.
- Size and effectiveness (& demands on LTS)



Calgary LTAC Membership History

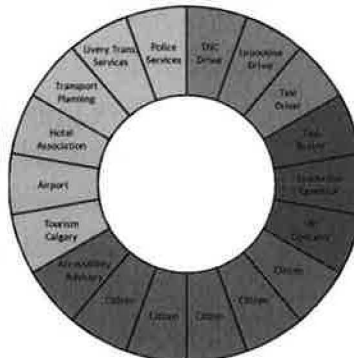
Pre-2011, 9 Members



2011, 13 Members



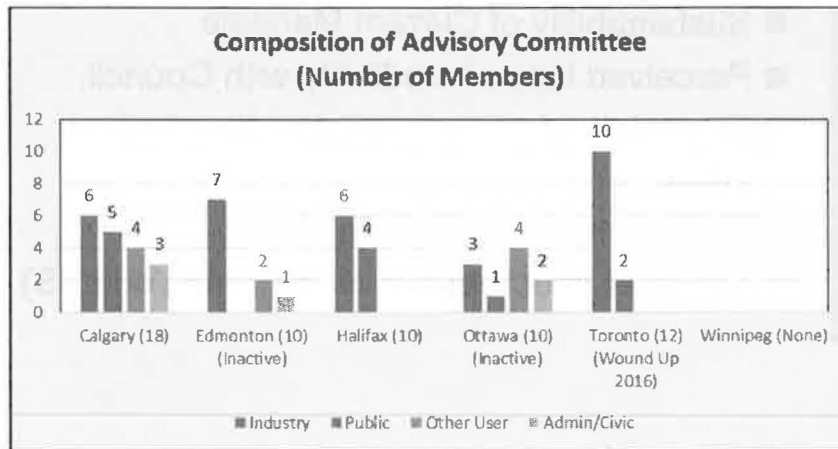
2017, 18 Members



Blue = Industry Representatives
Green = User Representatives
Orange = Administration



What are other cities doing?



Options Considered:

- First job: define clear choices of direction
- Options:
 - A. City Administration assumes direct responsibility
 - 1. An improved LTAC reporting through Admin
 - 2. An industry advisory committee reporting through Admin
 - 3. No Standing Committee
 - B. An improved LTAC advisory to Council
 - C. Livery Commission with Operating Authority



Option A1: Improved LTAC as advisory committee to Admin.

- Administration now accountable to Council for broader consultation.
- LTAC continues (improved), but not required to hold public hearings.
- Reduced Size: Restore Public members to 3 from 5. Drop Police required attendance. (User reps still 7 to industry's 6)
- Quarterly meetings instead of monthly. Chaired by LTS.



...Improved LTAC as advisory committee to Admin.

- Advantages:
 - Responds to changed context post-TNC.
 - Frees LTAC members to advise on own expertise.
 - Keeps high value citizen participation.
 - Reduces draw on Admin resources.
 - Majority user reps is maintained.
 - Greater Opportunity for industry direct interaction with LTS. Admin targeted outreach can reach drivers, TNCs.
 - Regular two-way forum maintained.
- Disadvantages: Still big, requires maintenance.



Option A2: Industry Advisory Committee to Administration

- Just the six industry members.
- Administration still accountable to Council for broader consultation.
- Advantages
 - More effective coherent input, plus previous advantages in elimination of public hearings.
- Disadvantages:
 - Loss of citizen participation.
 - Risk of “regulatory capture”
 - Risk of user and planning side issues going unrecognized until a crisis.



Option A3: No standing advisory committee

- Administration takes complete responsibility for consultation on a case-by-case basis.
- Advantages:
 - Greatest direct resource savings.
 - Flexibility in matching consultation to issues at hand.
 - Greatest potential for industry stakeholders to work directly with administration.
- Disadvantages:
 - from A2: Loss of Citizen volunteer contribution; greater risk of problems going unnoticed until a crisis.
 - Plus loss of regular forum for communication; lack of convenient method for consultation on small issues; cost and pressure for Admin to maintain communication through alternate means




Option B: Improved LTAC

- Restore direct relationship: Separate reports/attachments, LTAC advances to bar.
- Reduced Size: As in Option A.1
- Strengthen Driver Reps by adding “constituency” criteria (20 names).
- Resourcing support for independent LTAC reports.
- Improves functioning, but leaves bigger issues unaddressed.



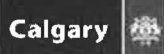
Option C: Livery Commission

- Not a short term possibility: requires amendments to MGA.
- Expensive, risks regulatory capture, bad experiences previously.
- However, recommend as a long term possibility in the context of a regional authority.
- With TNCs present – advantages of a regional commission are high, while obstacles reduced.



... Regional Livery Commission

- Commission requires changes to MGA.
- Poor historical experience but maybe worth it in regional context.
- Changes from TNCs:
 - Plate value no longer a significant barrier to merger.
 - Eliminating deadheading now a real gain in efficiency and lower costs/prices.
 - Municipal boundaries place taxis at a disadvantage.
 - Regionalized livery enables public transit innovation.
 - Increased livery service to rural areas.
 - *Potential to deal with fees per trip on TNCs* (possible solution to funding Accessible taxis).
- Therefore: Also recommend Council endorse the possibility of a regional livery authority and standards in future discussions of regional cooperation.



LTAC's Recommended Approach

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Administration Supports Option A.3

- Administration performs engagement on case-by-case basis
- May include separately convening driver representatives or TNCs
- Larger issues requiring comprehensive consultation
- Current approach in many other Canadian municipalities

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LTAC Expenses

(Dollars in Thousands)	2016 Actual	2017 Year End Estimate	Potential Savings
Staffing Costs	230	238	Staffing cost savings TBD
Honorarium expenses	47	49	These costs would be direct savings with the A.3 recommendation (total savings, \$74,000)
Meeting expenses	6	6	
Communications services	2	8	
Conference	10	10	
Supplies	4	1	Administration would continue this request
Contract Estimate - Research	0	40	
Total	298	350	

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Guiding Principles

- Facilitate the transition of responsibility for engagement from LTAC to Administration:
 - Commitment to consult with other jurisdictions
 - Provide Council with unbiased expertise, professional advice from stakeholders
 - Problem solving framework
 - Purposeful dialogue with citizens and livery users
 - Ongoing collaboration with subject matter experts and key livery industry stakeholders



Rationale

- Administration currently performs targeted engagement efforts
- Current LTAC process duplicates efforts of administration
- Mandate issues
- Concentrated response to issues arising, streamlines the engagement process
- Flexibility and adaptability
- Potential resource efficiencies



Administration Recommendation

That the SPC on Community & Protective Services recommends that Council:

1. Receive this report and attachments for information;
2. Endorse Option A.3 as described in Attachment 1, Livery Transport Advisory Committee Governance Review and disband the Livery Transport Advisory Committee, effective 2018 January 01;
3. Thank members of the Livery Transport Advisory Committee for their service; and
4. Direct Administration to adopt the Guiding Principles in Attachment 2.