

| Options | 1. Use Calgary Transit Access (CTA) as Dispatch Resource | 2. Centralized Dispatch Service Awarded to Third Party through Request for Proposal (RFP) Process | 3. Industry Collaboration to Adopt a Common Commercial Automated Dispatch App Product |
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| Description | Leverage existing CTA infrastructure to provide 24/7 central dispatch and field monitoring of Accessible Taxi Plate Licence (ATPL) holders for on demand accessible taxi service. | Contract with a third-party vendor to provide 24/7 central dispatch function for on-demand accessible taxi service. | Industry purchases a common software service that provides customers with a live feed of all available taxis 24/7 on-demand in a geographic area that can be booked through an App on a Smart-phone. |
| Estimated Capital and Annual Operating Cost to Implement & Sustain | <ul style="list-style-type: none"> Up to \$330K one-time capital (includes costs to develop interface with taxi providers and customize existing technology for field services) Up to \$680K annual operating (subject to program design and efficiencies with existing positions and operations. Costs include hiring additional dispatchers to ensure 24/7 operations, additional staff for 24/7 field services and ongoing system maintenance). | <ul style="list-style-type: none"> Up to an estimated \$350K annually (includes dispatch technology, driver outreach and training, customer marketing, Administration's costs associated with: developing an RFP, gathering stakeholder feedback and evaluating the pilot) There may be additional costs to customize the technology to support operations in Calgary. | <ul style="list-style-type: none"> Limited cost to The City as the software product is purchased by industry participants. There may be a cost to The City to enter into an agreement with the software service to access trip data collected from each trip to evaluate service performance. |
| Strengths | <ul style="list-style-type: none"> Existing infrastructure can be leveraged – accessible transit and accessible taxi services are complementary. CTA training can be leveraged as the industry standard to improve customer service. Enable customers to call one number for all on- | <ul style="list-style-type: none"> Low estimated annual costs – cost efficiencies can be achieved by contracting with vendors rather than building and maintaining City infrastructure and technology interfaces. Enable customers to call one number for all available accessible taxis in Calgary. | <ul style="list-style-type: none"> Cost to The City limited to securing access to trip data. Reduces City regulation and red-tape. Industry collectively determines the best solution to improve the service. The App can be used by all taxi plate holders and accessible drivers, |

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| | <p>demand available accessible taxis in Calgary.</p> <ul style="list-style-type: none"> ▪ The City retains the data compiled from the time the call was received to when a taxi arrives at the location, enabling evaluation of driver service performance. ▪ Customer complaints and concerns can be tracked through one number, allowing for a more timely resolution process. ▪ The dispatcher would oversee all CTA runs and on-demand taxi trips, improving efficiency and reducing conflicts between determining priority calls. | <ul style="list-style-type: none"> ▪ Through an agreement with the successful vendor, The City can ensure the service aligns with bylaw requirements for accessible trips to take priority. ▪ Through an agreement with the successful vendor, The City can establish data collection criteria on each trip that includes data compiled from the time the call was received to when a taxi arrives at the location. This would improve evaluation of driver service performance. ▪ As part of the service agreement with the vendor, could use the same phone number to track customer complaints and concerns allowing for a more timely resolution process. ▪ Clarifies for the customer the difference between taxi and transit trips. ▪ Aligns with technologies currently being used by Transportation Network Companies (TNCs). | <p>enabling taxi companies (brokers) to find cost efficiencies across their entire fleet.</p> <ul style="list-style-type: none"> ▪ Enables customers to choose their preferred service provider as they can view all available taxis in their pick-up area and book through the App. ▪ It is anticipated wait times for taxis would be reduced as customers book taxis that are closest to their location. ▪ Aligns with technologies currently being used by Transportation Network Companies (TNCs). |
| Weaknesses | <ul style="list-style-type: none"> ▪ Costly - requires additional capital and operating resources to run a 24/7 on-demand service as this would be a new service line for The City. ▪ Takes time to implement as the ability to begin the service would be | <ul style="list-style-type: none"> ▪ Would need to re-negotiate new service contracts or re-open RFP process upon the expiry of a term, which may lead to changes in the dispatch platform. ▪ Service interruption or delays may occur if a vendor goes out of | <ul style="list-style-type: none"> ▪ May be resistance from some taxi companies (brokers) to move to the industry selected product, limiting customer access to the entire accessible taxi fleet through an App. |

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| | <p>dependent on decisions to approve funding for required staff resources and to integrate with all taxi providers.</p> <ul style="list-style-type: none"> ▪ Potential confusion among customers around understanding differences between processes for booking a CTA pre-arranged (subsidized) service, ACE card service or 24/7 metered rate on-demand service. ▪ In addition to monitoring drivers who provide a booked in advance service, CTA would be required to monitor all ATPL holders and drivers who provide on-demand trips, potentially reducing the ability to manage driver performance. | <p>business, resulting in confusion among customers around who can be called for accessible service.</p> <ul style="list-style-type: none"> ▪ An increase in customer demand may lead to service delays if the number of available ATPLs cannot meet the demand. | |
| Implementation challenges | <ul style="list-style-type: none"> ▪ Would need to determine the budget source to fund this new service. ▪ Will require collaboration with taxi companies (brokers) to provide opportunities for their affiliated drivers to integrate with CTA dispatch system. ▪ When a customer calls for service, dispatcher needs to be clear about whether the call is for a shared-ride trip or an on-demand trip (different costs and response times associated with each). | <ul style="list-style-type: none"> ▪ Would need to determine the budget source to fund this new service. ▪ Will require collaboration with taxi companies (brokers) to provide opportunities for their affiliated drivers to integrate with a second dispatch system. ▪ Need to make bylaw changes to make this mandatory for all ATPLs. ▪ Implementation strategy needed for driver training on the interface. ▪ Need a communication strategy to promote the | <ul style="list-style-type: none"> ▪ App would need to clearly identify available wheelchair accessible vehicles. ▪ To effectively utilize the available accessible taxi fleet, all taxi companies (brokers) would need to adopt the App. ▪ Need a communication strategy to promote the new App and related service to customers. |

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| | <ul style="list-style-type: none"> Implementation strategy needed for driver training on the interface. Need time to complete appropriate App/web software currently under development to establish benchmarks for customer trip requests. Need to make bylaw changes to make this mandatory for all ATPLs. Need a communication strategy to promote the new service to customers. | new service to customers. | |
| Risks | <ul style="list-style-type: none"> There may be risks to The City associated with issues surrounding privacy and data sharing, contracts and insurance or liability. These risks would need to be mitigated as part of the contract development process. If accessible taxi vehicles are limited, there could be competition between CTA and on-demand taxi service. A clear and transparent hierarchy of calls will need to be developed. | <ul style="list-style-type: none"> There may be risks to The City associated with issues surrounding privacy and data sharing, contracts and insurance or liability. These risks would need to be mitigated as part of the contract development process. | <ul style="list-style-type: none"> The City is unable to compel Brokers to adopt a common App. |
| Impact to CTA Service | <ul style="list-style-type: none"> Would need to hire additional resources to ensure 24/7 operations (current Customer Service Centre operating hours: 9:00am – 5:00 pm – clients must call one day ahead to book pre-arranged trip; current field monitoring service hours: 6:00am – 12:00am). | <ul style="list-style-type: none"> No additional resources required for CTA Call Centre. Improving on-demand wheelchair accessible taxi service would enable CTA to be more responsive to trip requests from their eligible clients. Would need to coordinate the call | <ul style="list-style-type: none"> No additional resources required for CTA Call Centre Improving access to taxi services in Calgary will result in decreased demand for CTA pre-arranged trips. May be conflicts in the call priority impact between CTA and taxi drivers. |

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| | <ul style="list-style-type: none"> Improving on-demand wheelchair accessible taxi service would enable CTA to be more responsive to trip requests from their eligible clients. | <p>priority impact between CTA and taxi drivers (i.e. include an exclusion in the Livery Transport Bylaw around priority)</p> <ul style="list-style-type: none"> Potential to relieve demand on existing CTA service. | <ul style="list-style-type: none"> Potential to relieve demand on existing CTA service. |
| Impact to Access Calgary Extra (ACE) Card Services | <ul style="list-style-type: none"> Improving on-demand wheelchair accessible taxi service may result in an increased use of taxis by ACE clients. Currently, the funds loaded onto ACE cards for eligible clients are not being fully used due to uncertainty around securing an on-demand wheelchair accessible taxi. The City's reputation improves as on-demand accessible taxi service improves (The ACE card is a City of Calgary program, but its success is tied to a client's ability to secure an on-demand wheelchair accessible taxi) | | |
| Incentive Program Required? | Yes, incentives still required to improve customer service and compensate ATPL holders and accessible taxi drivers. | | |