



NORTH BAY POLICE SERVICES BOARD

135 Princess Street W., P.O. Box 717, North Bay, ON P1B 8J8



OPEN SESSION AGENDA May 13, 2014 1100 Hours

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| 1. Approval of Agenda | Chair |
| 2. Approval of Minutes of Open Session meeting of April 8, 2014 | Chair |
| 3. Business Arising:
Nil | Chair |
| 4. Correspondence: | Chief |
| 5. Taxi Business:
Taxi Licences
Taxi By-law | Chief
Chief |
| 6. Reports:
Chief's Monthly Report
Stats March/March Revised
2013 Annual Report on Policing – North Bay
2013 Annual Report on Policing - Callander | Chief
Deputy Chief
Deputy Chief
Deputy Chief |
| 7. New Business:
Contingency – Near North School Board Environment Committee | Chief |
| 8. Association Report: | President |



**MINUTES OF OPEN MEETING
North Bay Police Services Board
April 8, 2014**

Present:

Board Members: William Hagborg, Vice-Chair, Allan McDonald, Tiziana Silveri, Tanya Vrebosch

Police Service: Chief Paul Cook, Deputy Chief Shawn Devine

Board Solicitor: Peter Leckie (at 11:25 a.m.)

Association: Ken Rice

Communications Coordinator: Mary Lugli

Guests: The Media

Secretary: Carol Miller

Regrets: Dennis O'Connor, Chair,

In the absence of the Chair, Dennis O'Connor, William Hagborg, Vice-Chair called the meeting to order at 1102 hours.

Approval of Agenda:

Resolution: #057-2014:

Moved by Allan McDonald, Seconded by Tiziana Silveri

The North Bay Police Services Board hereby resolves to:

"Accept the amended Agenda as presented for the Open Meeting to be held on April 8, 2014".

Carried

Note: A request for a donation to Amelia Rising Sexual Assault Centre was provided Board Members just prior to the meeting.

Approval of Minutes:

Resolution: #058-2014:

Moved by Tanya Vrebosch, Seconded by Allan McDonald

The North Bay Police Services Board hereby resolves to:

"Adopt the Minutes of the Open Meeting held on March 11, 2014".

Carried

Business Arising:

Not applicable at this meeting.

Community Communications Officer

The Chief took a minute to introduce Mary Lugli our new Community Communications Officer. The successful candidate to replace Ted Whittle, Mary will be attending Board meetings and handling communications for the North Bay Police Services.

Presentation to Ms. Cindy and Mr. Joseph Jordan

The Chief, assisted by the Vice-Chair presented plaques to Ms. Cindy and her son Joseph Jordan for their heroic action in rescuing a very seriously injured snowmobiler. They noticed the individual, who had gone off the trail, hit a tree, and severely injured his legs and torso. The brought the gentleman to an area where he could be transported to hospital to be assessed and treated. The Chief explained that as a result of their actions a life was saved and commended them for their observation and compassion shown in this situation.

Correspondence:

Correspondence this month included letters of thanks for: the support of Cst. S. Brown for aid to a citizen; the assistance of Cst. Ethier with a citizen who was a victim of fraud; a donation to Clara's Big Ride, a mental health promotion, taking place June 28 and 29th; the professionalism and comfort from Cst. Marshall involving a victim of theft; and assistance with second year Canadore College Students as they complete their Police Foundation requirements from Instructor L. deJourdan.

Resolution: #059-2014:

Moved by Tiziana Silveri, Seconded by Tanya Vrebosch

The North Bay Police Services Board hereby resolves to:

"Note and file the correspondence received".

Carried

Taxi Business:

Resolution: #060-2014:

Moved by Allan McDonald, Seconded by Tiziana Silveri

The North Bay Police Services Board hereby resolves to:

"Approve the three (3) Taxi Drivers Licence Applications and two (2) Taxi Drivers Licence Application renewals for March 2014 as recommended by the Chief of Police in his letters dated March 31, 2014".

Carried

Reports:**Chief's Monthly Activity Report**

The Chief outlined the monthly activities either he and/or Deputy Chief Devine attended since the last Board meeting. The local events reported were: Cop Talk; One Pledge Presentations to DIA, Chamber of Commerce, Canadore College, Nipissing University and City Hall; Court Security Committee Meeting, Mobile Crisis Planning Meeting; Amelia Rising Evolution Presentation and "No one asks for it" Walk; Annual Pride Parade; Special Olympics Winter Games Committee Meeting, Opening Remarks at Special Olympics Indoor Soccer Tournament; Directors' of Education meeting; Polar Plunge Registration; OPP Sgt. Couchie's Retirement Dinner; Mess Dinner at 22 Wing; and Cancer Fundraising Supper at Davedi Club; .

Out of town events included: OACP Justice Committee meeting and OACP FPAC/Use of Force Videos in Brampton; OPTIC Board Meeting, Mental Health Commission of Canada Conference and OACP PFAC Meeting held in Toronto; Regional Meeting in

Gananoque; OACP Zone 2 Joint OCEB Meeting in Sudbury; OPP Change of Command at Nottawasaga Inn; and Keynote Speaker at OPC Graduation in Aylmer; .

Since the last Board meeting there have been amendments made to Standard Operating Procedures in relation to Social Media, the Ontario Sex Offender Registry, Purchase Orders, Expense Claims and Communications and Dispatch. There is also a new Memorandum of Understanding with the Criminal Injuries Compensation Board.

Statistical Reports

The Deputy Chief, Shawn Devine, presented the Condensed Monthly Statistical Reports for the month of February and February 2014 (Revised). He indicated that several motor vehicle accidents occurred during this reporting period, likely indicative of the weather. He also explained to Board members that a single fraud report lead to 25 charges being laid. Overall, as of the end of February there are increases over the 2013 totals of Police Activity and Calls for Service and the Criminal Offenses totals are decreased. Tanya Vrebosch request information on the installation of the new 4 way stop streets recently introduced. She is interested in knowing if there has been an increase in traffic violations as a result of these new stops. Deputy Chief Devine will gather relevant statistics from the traffic division and relay the result to Ms. Vrebosch.

Resolution: #061-2014:

Moved by Tanya Vrebosch, Seconded by Allan McDonald

The North Bay Police Services Board hereby resolves to:

"Accept the Condensed Monthly Statistical Reports for the month of February 2014 and February (Revised) 2014 as presented".

Carried

Annual Reports – 2013

One Annual Report – Human Resources was presented as information at this meeting. Deputy Chief Devine thanked Shelly Hampel and Amy Knight for their professionalism and expertise. He provided an overview of each of the areas outlined in the report and offered explanations when required.

New Business:

Contingency Account – Special Olympics "Adopt an Athlete"

The Chief outlined this program and will provide the Board Chair and Vice-Chair with a letter to take to the PSB AGM which will challenge other PSB's to follow our lead.

Resolution: #062-2014:

Moved by Allan McDonald, Seconded by Tiziana Silveri

The North Bay Police Services Board hereby resolves to:

"Donate \$500.00 from the contingency line in the Board's 2014 Operating Budget to support the Special Olympics Adopt an Athlete initiative".

Carried

Contingency Account – “Cops for Cancer”

Resolution: #063-2014:

Moved by Tanya Vrebosch, Seconded by Tiziana Silveri

The North Bay Police Services Board hereby resolves to:

“Donate \$250.00 from the contingency line in the Board’s 2014 Operating Budget to support this years, Cops for Cancer fundraising event”.

Carried

Contingency Account – “One Pledge”

Resolution: #064-2014:

Moved by Tiziana Silveri, Seconded by Allan McDonald

The North Bay Police Services Board hereby resolves to:

“Donate \$250.00 from the contingency line in the Board’s 2014 Operating Budget to support the One Pledge campaign to eliminate domestic violence in our community”.

Carried

Note: The Mayor thanked the media of their support and contribution to this initiative. Their \$100,000.00 in kind contribution to advertise this project is very much appreciated.

Contingency Account – “Amelia Rising Sexual Assault Centre”

Resolution: #065-2014:

Moved by Allan McDonald, Seconded by Tanya Vrebosch

The North Bay Police Services Board hereby resolves to:

“Donate \$250.00 from the contingency line in the Board’s 2014 Operating Budget to support the Amelia Rising Sexual Assault Centre”.

Carried

Association Update:

Ken Rice, Association Representative, shared that the Association is proud to be a sponsor for the Polar Plunge, Cops for Cancer, One Pledge and Special Olympics. He also reported that a hockey game between the North Bay Police Service and West Ferris Secondary School was a win for the Police Service. Things are working well for the Association and members will be attending a POA Conference.

Adjournment:

Resolution: #066-2014:

Moved by Tanya Vrebosch, Seconded by Tiziana Silveri

The North Bay Police Services Board hereby resolves to:

“Adjourn the Open Portion of the meeting held on April 8, 2014 at 1141 hours”.

Carried


Chair

April 8, 2014

Secretary

Chief Cook.

Please convey my heartfelt thanks to the two officers who attended to the Wellness Check on my sister Easter Sunday. Alagt. Randy Adams and Cst. Liz Bell were very respectful and caring on what certainly must have been very difficult for even them. Their kindness was most certainly appreciated.

Yours very truly,


Dic Deme - please pass on my thanks to both officers for their professionalism and compassion. Apr. 25, 2014 PC
C. HR - L PSB.

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire et des
Services correctionnels

Ontario Police College

Collège de police de l'Ontario

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Aylmer West ON N5H 2T2

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April 22, 2014

Chief Paul Cook
President, OACP
North Bay Police Service
40 College Street
Toronto ON M5G 2J3

Dear Chief Cook:

It was an honour to have your support as the Guest Speaker at the Ontario Police College (OPC) March Past and Review Ceremony, which was held on Thursday, April 3, 2014.

Your speech was an inspiration to the recruits and the audience. The quote, "*Act as if what you do makes a difference. It does.*" by William James, was an excellent message for the recruits and appreciated by the college staff, as it reinforced messaging delivered throughout the Basic Constable Training Program.

We know your time is precious and are grateful you shared some of it with us. We look forward to your on-going support of events at the Ontario Police College.

Yours sincerely,

Bruce Herridge, M.O.M. BA, MBA
Director

c: North Bay Police Service

THANK YOU

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Paul:

Just a note to say thank you
for talking with me today about
youth for Christ. I do my hope
that one day soon we'll see a
local chapter operating in our City,
"making a difference" in the
lives of young people.

Again my thanks.

All the best
Forsten

NEAR NORTH CRIME STOPPERS

April 7, 2014

Sgt. Mike Hunter
North Bay Police Service
135 Princess Street West
North Bay, ON P1B 6C2

DIC Deane
Please thank Sgt. Hunter
for assisting with this
community event. Apr. 8, 2014
C.H.R. + P.S.B.
Pz

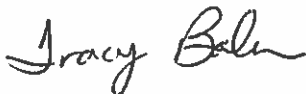
Dear Mike,

Near North Crime Stoppers would like to thank you and the members of North Bay Police Service who participated in the NDA All-Stars vs. Local Law Enforcement exhibition hockey game held on March 29, 2014.

The event was an ideal opportunity to promote the Crime Stoppers program, foster positive relations between our youth and police officers and collect food items for area food banks.

Due to the overwhelming success of the event, NNCS has decided to host this exciting event on an annual basis! We would be honored if you would consider being part of the organizing committee again in 2015. Please pass along our sincere thanks to the members of NBPS who supported this endeavour.

Sincerely,



Tracy Balen
Executive Director
Near North Crime Stoppers

cc. Chief Cook





North Bay Police Service

P.O. Box 717, 135 Princess Street West, North Bay, ON P1B 8J8

705-497-5555 FAX 705-497-5591

Website: www.northbaypolice.on.ca

Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

April 30th, 2014

CHAIR AND MEMBERS

North Bay Police Service Board

Re: Taxi Driver Licence Applications – April 2014

Dear Sir:

The following two individuals were issued with Taxi Licences. It is recommended that these Licence Applications be approved.

No.	Name	Company
182	Stephen Mountain	U-Need-A-Cab
183	Ronald Smith	5-0 Cab

Sincerely,


P.D. Cook
Chief of Police

/kp



North Bay Police Service

P.O. Box 717, 135 Princess Street West, North Bay, ON P1B 8J8

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Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 5, 2014
Date of Meeting: May 13, 2014

Chairman Mr. D. O'Connor
and Members of the
North Bay Police Services Board

Subject: North Bay Police Services Board By-law #20, Taxi By-law

Recommendation: That the Board hereby resolves, "to enact and pass North Bay Police Services Board By-law #20, which is a By-law specific to the Taxi Industry."

Find attached Board By-law #20 that deals with the Taxi industry and a memorandum from Sergeant Webber outlining proposed amendments. This By-law replaces our previous Taxi By-law.

As the Board is aware we invited the taxi industry and our community to attend a meeting to discuss the current Taxi by-law. Notification was provided in letters to the industry and in the form of a public notice in the North Bay Nugget.

Find attached S/Sgt. Dubeau's report which outlines who was in attendance and the discussions that took place on April 10, 2014.

As a result of this meeting and our internal discussions Sergeant Webber has amended the existing Taxi By-law #20 and listed the amendments in his memorandum.

I am requesting this By-law be enacted and passed by the Board.

I invite any questions or comments from the Board.

Sincerely,

Paul D. Cook, O.O.M.
Chief of Police



NORTH BAY POLICE SERVICE

MEMORANDUM

DATE: May 2, 2014
TO: Chief Paul Cook
FROM: Sgt. D. Webber
SUBJECT: Proposed Taxi By-Law Amendments

I have reviewed Staff Sergeant Dubeau's recommendations for amendments to the existing Taxi By-Law and can advise the following changes have been made for the Police Services Board's approval during their meeting in May.

Please note the new numbering format for By-Laws moving forward from this date.

As discussed we will have to address Schedule B section 1 with respect to the drop off fare in the future.

Please advise if you have any questions concerning the following amendments:

- ✓ Amend - section 13 – change reference to section 121(b) to 12(b).
- ✓ Amend - section 26 (1) (a) to read: the taxi is ten (10) years of age (by subtracting the "year date" from the current taxi licence year).
- ✓ Amend - section 27. (d) to read: the taxi is ten (10) years of age (by subtracting the "year date" from the current taxi licence year).
- ✓ Amend - section 32 (1) (b) to read: 3 to 4 years of age – an inspection every 6 months.
- ✓ Amend - section 32 (1) (c) to read: 5 to 8 years of age – an inspection every 4 months.
- ✓ Amend - section 32 (1) (d) to read: 9 to 10 years of age – an inspection every 3 months.
- ✓ Amend - section 65 (a) to meet the *Accessibility for Ontarians with Disabilities Act* and read: Every taxi owner shall, as a condition of their licence, display a number

plate issued by the Chief of Police, bearing the number of the licence for the current year on the rear bumper of the taxicab.

- ✓ Amend - section 26, 27 and 69 when referencing sections 68, 69 and 70 to sections 67, 68 and 69.
- ✓ Amend - section 68 when referencing sections 68 and 69 to read sections 67, 68 and 69.
- ✓ Amendments - to Schedule B sections 1, 2, 6, 7 and 8.
- ✓ New – Schedule B section 9 - Clean-up fee of \$50.00.

Respectfully,

A handwritten signature in black ink, appearing to read 'D. Webber', written over the word 'Respectfully,'.

D. Webber, Sgt.
Quality Assurance

**NORTH BAY POLICE SERVICES BOARD
BY- LAW NO. 20
TAXI BY- LAW**

INDEX NUMBER: 20
DATE: MAY 13, 2014

WHEREAS Section 151 and 156 of the *Municipal Act, 2001* authorizes a municipality to licence, govern and regulate the owners and drivers of taxi cabs;

AND WHEREAS Section 23.1 and section 23.2 of the *Municipal Act, 2001* allows a municipality, to delegate its powers and duties;

AND WHEREAS the City of North Bay has passed a by-law adopting a Policy for the Delegating of Power and Duties and said policy delegates the power to licence and regulate the business of taxi cabs to the North Bay Police Services Board;

NOW THEREFORE the North Bay Police Services Board hereby enacts as follows:

1. In this By-Law,

- (a) "Board" means the North Bay Police Services Board.
- (b) "City" means the City of North Bay.
- (c) "Chief of Police" means the Chief of Police of the North Bay Police Service or his designate.
- (d) "Corporation" means the Corporation of the City of North Bay.
- (e) "Certificate" means a Safety Standards Certificate issued by a Licensed Mechanic.
- (f) "Dispatcher" means a person who dispatches taxis.
- (g) "Door" means an entry and exit point for the driver or passengers of a vehicle and does not include a trunk, hatchback door or rear door of a van.
- (h) "Driver" means any person who is licenced or required to be licenced under Part I of this By-Law to drive a taxi.
- (i) "Licence" means a licence issued by the Board, under the provisions of Part I of this By-Law to own a taxi (Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence); drive taxis (Taxi Driver's Licence); or to act as a Taxi Broker (Broker's Licence).
- (j) "Police Officer" means a Municipal Police Officer or Special Constable and includes a sworn member of the Ontario Provincial Police or Royal Canadian Mounted Police.
- (k) "Police Service" means the North Bay Police Service.
- (l) "Prescribed Tariff" means the tariff set out in Schedule "B" of this By-Law.
- (m) "Taxi(s)" means all motor vehicles including wheelchair accessible vehicles that are used for hire for the carriage of goods only or persons, with or without goods, hired for one or more than one specific trip for the transportation exclusively of one passenger or a group of passengers, which contains or is dispatched by radio or any other telecommunications device within the City, and includes all taxis licenced or required to be licenced under Part I of this By-Law.

- (n) "Taxi Broker" means a person or company that accepts calls in any manner for taxis that are used for hire and are owned by persons other than that person or company, their immediate family, or their employer.
- (o) "Taxi Owner" means the person or company that owns a taxi and includes any driver who leases a taxi from a legal owner.
- (p) "Taxi Stand" means any place designed to accept calls for taxis and includes a public waiting area.
- (q) "Wheelchair Accessible Vehicle" means a van or a bus used for the purpose of transporting, for compensation, physically disabled or mentally disabled persons, which contains or is dispatched by radio or any other telecommunications device within the City.
- (r) "Year Date" means the year printed on the heading "year" on a Motor Vehicle Permit issued by the Ontario Ministry of Transportation.
- (s) "Revisions" mean documented changes to this By-Law from the pre-existing By-Law, 05/2010, that appear at the end of this document.

PART I ADMINISTRATION AND LICENCING
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- 2. The Board shall retain the right to issue, suspend, transfer, or revoke licences in accordance with the provisions of this By-Law.
- 3. The Chief of Police shall have supervision over all persons and vehicles licenced under this By-Law and all equipment used by such persons or in such vehicles.
- 4. The Chief of Police shall:
 - (a) furnish applications and transfer of licence forms, photo identification/ licence cards and licence forms required by this By-Law,
 - (b) make all necessary inquiries and investigations concerning licence applications, suspensions, transfers and revocations,
 - (c) arrange and conduct testing of all new licence applications to ensure compliance with the provisions of this By-Law,
 - (d) cause taxis to be inspected by a licenced mechanic to ensure compliance with the provisions of this By-Law,
 - (e) provide the Board with investigative results in relation to applications, transfers, revocations, suspensions, and recommendations on licencing in accordance with Part I of this By-Law,
 - (f) issue and sign licences as authorized by the Board and ensure licencees receive a copy of this By-Law, a tariff card, and in the case of taxi drivers, one (1) photo identification/licence card,
 - (g) maintain a register of all licences and transfers,
 - (h) enforce the provisions of this By-Law, and
 - (i) submit reports to the Board, as required.
- 5. The Board will limit the number of Owner's Licences to eighty-five (85) and the number of Wheel-Chair Accessible Vehicles Owner's Licence to six (6).

6. The Chief of Police may refuse to accept certificates from garages or mechanics in relation to this By-Law for just cause.
7. Tariff cards or photo identification/licence cards which are lost, stolen, defaced or destroyed may be replaced by the Chief of Police, upon verification of the existence of a valid licence, and in the case of photo identification/licence replacement, payment of the replacement fee set out in Schedule "A", of this By-Law.
8. The Chief of Police may authorize any member of the Police Service to exercise any power or perform any duty of the Chief of Police referred to in this By-Law.
9.
 - (a) In addition to any grounds set out in this By-Law for the suspension, revocation, or refusal of licences, the Board may, upon application of the Chief of Police, suspend, revoke or refuse a licence, in the public interest, at its discretion, subject to the *Statutory Powers Procedure Act*.
 - (b) Any hearing held by the Board in relation to section 9(a) of this By-Law shall be held after giving the licensee at least seven (7) days notice of said hearing and such notice shall be given by regular mail or personally.
10.
 - (a) Any act done by the Chief of Police under any of the provisions of this By-Law shall be subject to an appeal to the Board by the person affected by the said act. Such appeal shall be governed by the *Statutory Powers Procedure Act*.
 - (b) Any hearing held by the Board in relation to section 10(a) of this By-Law shall be held after giving the licensee at least seven (7) days notice of said hearing and such notice shall be given by regular mail or personally.
11. The Chief of Police, upon reasonable grounds, may require any person licenced under this By-Law to produce a medical certificate from a physician which states that the person is fit to operate a taxi in compliance with this By-Law.
12. No person shall be issued a licence under this Part unless he or she:
 - (a) is of good moral character and habits, and
 - (b) has no convictions pursuant to Federal or Provincial Statutes or Municipal By-Laws and is not currently charged with any such offences.
13. The Board may issue a licence to a person who has convictions or is facing charges as referred to in section 12(b) if the Board believes that it is not against the public interest to issue such licence.
14. Every Taxi Owner and Taxi Broker licence applicant shall provide sufficient proof that any Taxi Stand referred to in their application conforms to City zoning requirements.
15. Licence applicants and persons requesting renewal of licences shall:
 - (a) submit an application in the prescribed form to the Chief of Police,
 - (b) furnish information, as required,
 - (c) submit to any required testing, and
 - (d) provide payment of the prescribed fee as outlined in Schedule "A".
16. Every person licenced under this By-Law shall, upon changing their residential address, notify the Chief of Police, in writing within two (2) days of such change of address.

17. The Chief of Police may suspend any licence until the next meeting of the Board where the licensee has:
- (a) apparently contravened the *Criminal Code of Canada*;
 - (b) obtained a conviction pursuant to the *Highway Traffic Act* resulting in the loss of seven (7) demerit points or more;
 - (c) contravened the *Liquor Licence Act*;
 - (d) been charged pursuant to the *Highway Traffic Act* with any of the following offences:
 - (i) careless driving;
 - (ii) drive under suspension;
 - (ii) fail to remain; or
 - (iv) fail to stop for police;
 - (e) been charged pursuant to the *Compulsory Automobile Insurance Act* with owner operate or permit operation of motor vehicle with no insurance; or
 - (f) contravened the provisions of this By-Law.
18. a) The Board shall hear and determine the matter of a suspension pursuant to section 17 and may revoke, suspend, issue or renew a licence subject to such conditions as it deems fit. Such hearing shall be governed by the *Statutory Powers Procedure Act*.
- (b) Any hearing held by the Board pursuant to section 18(a) of this By-Law shall be held after giving the licensee at least seven (7) days notice of said hearing and such notice shall be given by regular mail or personally.
19. No person shall drive a taxi in the City unless the person holds a valid Taxi Driver's Licence issued under this Part.
20. Upon a date six months after this By-law comes into force and effect, Wheelchair Accessible Vehicle Owner plates that remain unaffixed will be remitted to the Board and the Wheelchair Accessible Vehicle Owner's Licence shall be revoked by the Board.

TAXI DRIVER'S LICENCE

21. (a) No person shall be issued a Taxi Driver's Licence under this Part unless he or she meets the requirements of Section 12, and
- (i) is at least 19 years of age,
 - (ii) possesses a valid Ontario Driver's Licence void of any restriction that would prohibit operation of a taxi, and is not a probationary driver, nor a Class G1 or G2 driver,
 - (iii) has a demonstrated knowledge of the landmarks and geography of the City, and
 - (iv) obtains a taxi owner's endorsement on the application form that he/she will be employed as a taxi driver.
- (b) A taxi driver, who for any reason during the term of their current Taxi Driver's Licence, fails to maintain a valid Ontario Driver's Licence, shall forthwith report the loss of such licence to the Chief of Police or designate and surrender his/her Taxi Driver's Licence.

- (c) A taxi driver who has surrendered his/her Taxi Driver's Licence may apply for a new Taxi Driver's Licence upon reinstatement of their valid Ontario Driver's Licence and their ability to satisfy all conditions of this By-Law.
 - (d) A taxi driver who fails to report the loss of their valid Ontario Driver's Licence pursuant to Section 21.1 is guilty of an offence.
22. Every taxi driver shall keep a photo identification/licence card in plain view by affixing it to the front of the left shoulder of their exterior clothing while on duty.
23. (a) Every taxi driver who is operating a taxi, shall upon request, produce their photo identification/licence card to a Police Officer.
- (b) Photo Identification/Licence cards are the property of the North Bay Police Services Board and every taxi driver who is suspended or surrenders his/her Taxi Driver's Licence pursuant to Section 21(2) of this By-Law shall forthwith surrender such card to the Chief of Police or designate.
24. No person shall drive a Wheelchair Accessible Vehicle unless:
- (a) they have obtained a Taxi Driver's Licence in accordance with this By-Law, and
 - (b) they have provided satisfactory proof to the Chief of Police that they have successfully completed a course in CPR (Cardio Pulmonary Resuscitation) and First Aid.

OWNER'S LICENCE

25. No person shall operate or permit the operation of a taxi within the City, except under the authority of a valid Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence, issued in relation to that taxi under this Part.
26. (a) An Owner's Licence shall only be issued when the Taxi Owner meets the requirements of Section 12, has submitted the taxi for visual inspection by the Chief of Police and produced satisfactory proof that:
- (i) the taxi is ten (10) years of age (by subtracting the "year date" from the current licence year);
 - (ii) the taxi possesses no less than four (4) doors, unless the taxi is a van which must have no less than three(3) doors;
 - (iii) the taxi has a minimum of 100 cubic feet of interior cabin space and be the sedan model, according to the manufacturer's specifications;
 - (iv) the minimum seating capacity of the taxi is five (5), including the driver;
 - (v) seatbelt assemblies exist for all seating positions within the taxi;
 - (vii) the taxi is affixed with a taximeter in accordance with Section 61; and
 - (vii) the taxi is insured in accordance with Sections 67, 68 and 69.
27. A Wheelchair Accessible Vehicle Owner's Licence shall only be issued when the Wheelchair Accessible Vehicle Owner meets the requirements of Section 12, has submitted the Wheelchair Accessible Vehicle for visual inspection by the Chief of Police and produced satisfactory proof that the Wheelchair Accessible Vehicle:
- (a) complies with R.R.O. 1990, Reg. 629, entitled Vehicles for the Transportation of Physically Disabled Passengers, pursuant to the *Highway Traffic Act*,

- (b) complies with Canadian Standards Association Standard D409-M84 (Motor Vehicles for the Transportation of Physically Disabled Persons), or D409-92 (Motor Vehicles for the Transportation of Persons with Physical Disabilities), as amended,
 - (c) has been issued a valid Certificate,
 - (d) the taxi is ten (10) years of age (by subtracting "year date" from current licence year),
 - (e) is insured in accordance with sections 67, 68 and 69.
28. Taxi owners shall be required to prove ownership of the taxi which is the subject of a licence. Where the owner of a taxi is a company or corporation, the applicant shall be required to provide an affidavit disclosing the officers and directors of the said company or corporation.
29. In the event of the death of a taxi owner or a taxi broker, the estate of the deceased may apply to the Chief of Police to transfer the licence(s) of the deceased to one or more immediate family member of the deceased, who are either a spouse, sibling, or children of the deceased.
30. (a) No Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence shall be transferred to a different motor vehicle owned by the same Taxi Owner, without the approval of the Chief of Police.
- (b) An Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence shall not be transferred or sold to another taxi owner without the consent of the Chief of Police.
31. An Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence issued under this Part, unless sooner revoked shall expire the last day of February of the year following the date of issue, and shall only be considered valid after the annual licence fee as illustrated in Schedule "A", attached, has been paid to the North Bay Police Service.
32. (a) Taxi owners shall submit a Certificate for each vehicle based on the year of the vehicle as set out below:
- (i) 2 years of age or less – 1 inspection certificate per year
 - (ii) 3 to 4 years of age or less – an inspection every six months
 - (iii) 5 to 8 years of age or less – an inspection every 4 months
 - (iv) 9 to 10 years of age or less – an inspection every 3 months
- (b) The age of the vehicle as referred to in Section 32(1) is calculated by subtracting the year date of the vehicle from the current licence year.
- (c) Such Certificates must be issued as a result of a safety inspection done no more than two (2) weeks prior to the date the Certificate is provided to the Chief of Police.

BROKER'S LICENCE

33. No Taxi Broker shall operate a taxi stand without a valid Broker's Licence, issued under this Part.
34. Taxi Drivers', and Brokers' Licences, issued under this Part, unless sooner revoked, shall expire on MARCH 31 of the year following the date of issue.

35. Taxi Brokers and Taxi Owners, shall upon request, and no more than two (2) times a year, submit to the Chief of Police, in prescribed form, a list of licenced persons in their employ including their names, addresses and licence numbers.
36. Taxi Brokers, shall upon request, and no more than two (2) times per year, submit to the Chief of Police, in prescribed form, a list of properties used as Taxi Stands by that brokerage.

PART II RULES

37. No taxi driver shall consume or be under the influence of liquor or illicit drugs while in charge of a taxi.
38. No taxi driver shall take or possess liquor, except in accordance with the *Liquor Licence Act*, while operating a taxi.
39.
 - (a) No taxi driver shall smoke in a taxi, and
 - (b) No taxi driver shall permit any person to smoke in a taxi.
40.
 - (a) No taxi driver shall use a cellular phone while they are driving a taxi unless the cellular phone is being used by means of a hands free device.
 - (b) No taxi driver, owner or broker shall use a cellular phone to receive calls from the public for taxi service.
41. No taxi driver, while on duty, shall refuse service to any person at any time prior to or during a trip, unless:
 - (a) the person refuses to give their destination;
 - (b) the driver has reason to believe the person poses a danger;
 - (c) the person is in possession of an animal other than a medical assistance animal;
 - (d) the driver has knowledge that the person has not paid a previous fare or appears to be unable or unwilling to pay the fare and has been unable or unwilling to satisfy the driver that he/she has the funds to pay the fare; or
 - (e) the person is unruly, obnoxious or abusive.
42. A taxi driver shall only convey as many passengers as there are properly installed seatbelts in the taxi.
43. A taxi driver shall not permit a taxi to be hired for more than one specific trip for the transportation exclusively of one passenger or group of passengers, except with the prior consent of the first passenger, or group of passengers.
44. A taxi driver, upon termination of any trip, shall immediately search their taxi to determine if any property may have been left therein, and all property or money recovered shall be delivered forthwith to the rightful owner, if known, or immediately turned over to the Police Service as found property.
45. No taxi driver shall possess or operate a Citizen's Band radio, radio scanner, or any other two-way radio, other than the taxi dispatch radio, in or near a taxi or taxi stand.
46. Every taxi driver shall be properly dressed, neat and clean in their person, and be civil and well behaved when operating a taxi.

47. (a) Every taxi owner who disposes of a taxi and acquires another in its stead, shall, before using the taxi apply for and obtain a transfer to the Owner's Licence or Wheelchair Accessible Vehicle Owner's Licence to apply to the newly acquired taxi.
- (c) Every taxi owner who applies for a transfer of an Owner's Licence must comply with section 26.
- (c) Every taxi owner who applies for a transfer of a Wheelchair Accessible Vehicle Owner's Licence must comply with section 27.
48. No taxi broker, taxi owner, or taxi driver shall change the place of their stand or business without prior notification to the Chief of Police and payment of the fee outlined in Schedule "A" attached.
49. No taxi owner or taxi broker shall employ a person to provide the services of a taxi driver who has not:
 - (a) obtained a licence under this By-Law, and
 - (b) complied with section 48 of this By-Law.
50. No taxi broker shall permit a taxi owner to operate a taxi in respect of which a deficiency notice has been sent if the deficiencies have not been repaired within the time allowed by the Chief of Police.
51. No taxi owner, taxi driver or taxi broker shall publish or use a tariff or demand or receive rates and charges other than those authorized by this By-Law, whether such rates and changes are determined by distance or by time.
52. A taxi driver shall conspicuously display a tariff card on the left sidewall of the interior of the taxi above the taxi driver's seat.
53. No taxi owner or taxi broker shall permit a citizen's band radio, radio scanner, or any other two-way radio, other than the taxi dispatch radio to be installed in or operated from or near a taxi or taxi stand.
54. No person, who is licenced under this By-Law, shall use deceit or falsehood, or mislead any person in an attempt to induce that person to engage the services of a taxi.
55. No person shall park or stand a taxi on property owned by the Corporation or on a highway in the City for the purpose of soliciting a ride or fare unless such driver is:
 - (a) taking on a passenger who has already engaged the taxi;
 - (b) discharging a passenger from a taxi;
 - (c) under the direction to remain by a passenger by whom the taxi is already engaged and in the continuance of such trip; or
 - (d) in a loading zone, in the 100 block of Main Street East and Main Street West, between 9:00 p.m. and 6:00 a.m.
56. No taxi owner or taxi driver shall operate, permit to be operated, or assist in the operation of any Wheelchair Accessible Vehicle unless the Wheelchair Accessible Vehicle:
 - (a) complies with R.R.O. 1990, Reg. 629, entitled Vehicles for the Transportation of Physically Disabled Passengers, pursuant to the *Highway Traffic Act*,

- (b) complies with Canadian Standards Association Standards D409-M84 (Motor Vehicles for the Transportation of Physically Disabled Persons) or D409-92 (Motor Vehicles for the Transportation of Persons with Physical Disabilities,
- (c) has been issued a valid Certificate, and
- (d) is insured in accordance with sections 68, 69 and 70.

PART III EQUIPMENT

- 57. No taxi owner or taxi driver shall operate, permit to be operated, or assist in the operation of any taxi unless the taxi is:
 - (a) equipped with an extra tire and wheel ready for use,
 - (b) clean and in good repair as to its exterior,
 - (c) clean, dry and in good repair as to its interior, and has sound and fit upholstery, and
 - (d) is free from mechanical defects.
- 58. A Police Officer shall not be prevented from inspecting a taxi that is not engaged for the purpose of ensuring compliance with these requirements.
- 59. A Police Officer may check taxis from time to time to ensure compliance with photo identification/licence card and tariff card requirements under this By-Law.
- 60. Every taxi owner shall have affixed to each taxi in respect to which they are licenced, a taximeter which shall register distances traveled and compute fares to be paid.
- 61. Upon request of the Chief of Police, every taxi owner shall submit any taximeter for inspection, approval, and sealing by the Chief of Police.
- 62. Upon a change to the power train of the taxi, which may affect the taximeter, every taxi owner shall advise the Chief of Police who may cause an inspection of the taximeter
- 63. Every taximeter shall be:
 - (a) illuminated between dusk and dawn,
 - (b) attached to the taxi in a location and manner approved by the Chief of Police,
 - (c) adjusted in accordance with the tariff prescribed by Schedule "B" of this By-Law,
 - (d) tested by running the taxi to which it is attached over a measured track or distance before being sealed,
 - (e) used only when the seal therein is intact or after due notice has been given by the Chief of Police and authority has been obtained to operate until the taximeter has been resealed,
 - (f) used for not longer than twelve (12) months without retesting and resealing,

- (g) kept in good working condition at all times and not used when defective in any way, and
 - (h) any subsequent re-sealing in a licence year will be subject to a fee as set out in Schedule "A" of this By-Law.
64. Every taxi owner shall, as a condition of the licence, display on the roof of every taxi belonging to them an illuminated sign that:
- (a) bears the name of the taxi stand from which the taxi operates, and
 - (b) is connected to the taxi meter whereby the light on the roof sign shall be caused to go out when the taximeter is in the recording position.
65. (a) Every taxi owner shall, as a condition of their licence, display a number plate issued by the Chief of Police, bearing the number of the licence for the current year on the rear bumper of the taxi cab.
- (b) Such number plate shall not be sold, given or transferred to a different taxi or taxi owner, without the prior approval of the Chief of Police.
 - (c) If a taxi owner no longer operates a particular motor vehicle as a taxi then the number plate issued by the Chief of Police in relation to that taxi shall be returned to the Chief of Police.
66. Every taxi owner shall procure a policy of insurance and a certificate of insurance endorsed to the effect that the Board shall be given at least five (5) days notice, in writing, of any cancellation, expiry or change in the amount of the policy and deposit a copy of the policy and certificate of insurance thereof with the Board.
67. Insurance policies shall insure the taxi owner and taxi driver of such taxi against loss or damage resulting from bodily injury or death to passengers as well as others and against damage to property in an aggregate maximum of not less than two million dollars (\$2,000,000.00) for all claims in any one (1) accident, exclusive of interest and costs.
68. Insurance policies and certificates referred to in sections 67, 68 and 69 of this By-Law shall be deposited with the Board before the taxi owner commences operation of the insured vehicle as a taxi and shall be kept in force by such taxi owner during the period for which the licence was issued to them. The Chief of Police, upon notice to the said taxi owner, may suspend the licence and seize the number plate, in the event that the owner has not complied with this section.
69. Each taxi owner, who cancels, suspends or fails to renew their insurance, shall notify the Chief of Police, *in person, forthwith*, when they do so and shall turn in the number plate for said vehicle to the Chief of Police. The taxi will not be put back in service until all insurance criteria as set out in sections 67, 68 and 69 have been met. Upon providing satisfactory proof of insurance, the number plate will be returned to the owner.

PART IV INSPECTION

70. For the purposes of this Part "MAJOR MECHANICAL DEFECT" means a mechanical defect or defects indirectly related to any part or parts of the motor vehicle involving or affecting the:
- (a) brakes or braking system;
 - (b) steering system;
 - (c) suspension system;

- (d) underbody;
 - (e) exhaust system; or
 - (f) tires.
71. The Chief of Police, if he has reasonable grounds to believe a taxi is unfit, may give a taxi owner or taxi driver written notice requiring such owner or driver at their own expense, to submit the taxi for examination by an approved mechanic within twenty-four (24) hours. If reasonable grounds exist that indicate that the taxi is unsafe or dangerous, such examination can be demanded forthwith and the number plate may be seized by the Chief of Police.
72. (a) Every taxi owner or taxi driver who receives notice from the Chief of Police, either verbally or in writing, that a taxi is not in fit and proper condition for use, shall within a reasonable time frame as allowed by the Chief of Police, correct the identified deficiencies to the satisfaction of the Chief of Police.
- (b) If deficiencies are not corrected within the time allowed by the Chief of Police, the taxi owner or taxi driver shall take the said vehicle out of service until repairs are made or deficiencies corrected. The number plate will be removed, given to the Chief of Police, and returned to the owner once repairs are made or deficiencies corrected.
73. (a) Every taxi owner, or taxi driver, who fails to submit taxis for examination by a mechanic, as required by this By-Law is guilty of an offence.
- (b) The Chief of Police may suspend the taxi owner's licence and seize the number plate, until the taxi is tested, inspected and approved.
74. When a licenced mechanic reports that a taxi is mechanically or otherwise defective or due to a major mechanical defect has failed an examination, the taxi owner's licence and number plate shall be seized by the Chief of Police, and shall remain in their possession until such time as an approved and licenced mechanic certifies that all defects are corrected and the taxi is issued a certificate.
75. Where a report is made under section 76, of this By-Law, the taxi owner shall be required to attend before the Board to determine whether or not his licence should be suspended.
76. A copy of any deficiency notice given to a taxi owner, or taxi broker may be sent by ordinary prepaid mail and shall be deemed to have been received three (3) days after being mailed.

PART V RECORDS

77. Every taxi owner and taxi broker shall keep a record of the date, time, origin and destination of each trip, the name of the driver and the number of the taxi. Such information shall be maintained for twelve (12) months and surrendered for examination on request of any Police Officer.
78. Every taxi owner and taxi driver, when requested, shall provide any Police Officer with full information on the address of any house or place to or from which they have driven any passenger and the description, name and address of the passenger, if known.

PART VI FARES

79. Every taxi driver shall charge the rate or fare indicated in Schedule "B" of this By-Law. That rate or fare is to be indicated on the taximeter. A taxi driver shall not be entitled to payment if the rate or fare is not as indicated on the taximeter or if the taxi driver has refused to show the tariff card.
80. The tariff in Schedule "B" shall not apply where the taxi owner or taxi broker is operating under a valid contract between the taxi owner or taxi broker and a recognized School Board or an organization which handles the transportation of the physically or mentally disabled, which contract has been approved by the Chief of Police.
81. Limousines that are not operated under radio dispatch and limousines engaged for services of a minimum of four (4) hours prior to the start of the trip are exempt from this By-Law.
82. When a passenger first enters a taxi, taxi drivers shall immediately place the taximeter in a recording position and the taximeter shall remain so throughout the trip. At time and place of discharge the fare charged shall be as indicated on the taximeter and the taximeter placed in a non-recording position.
83. Every taxi driver shall take the shortest possible route to the destination desired unless the passenger designates another route.
84. A taxi driver and passenger may, prior to the commencement of a trip, agree to a flat rate in the event a trip extends beyond the limits of the City. In such case however, the taximeter must be in the recording position at all times that the taxi is within the limits of the City.
85. No taxi owner or taxi driver shall charge any fee to any passenger for:
 - (a) lost time through defect or inefficiency of the taxi;
 - (b) the incompetency of the taxi driver thereof; or
 - (c) standing time at a call, when the taxi attends in advance of the time requested by the caller.

PART VII ENFORCEMENT AND PENALTY

86. Any person who contravenes any provision of this by-law is guilty of an offence and on conviction is liable to the penalties as provided by the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended, or any successor thereto and the *Municipal Act*, 2001, S.O. 2001, c. P.25, as amended, or any successor thereto.
87. A director or officer of a corporation who knowingly concurs in contravention of any provision of this by-law by the corporation is guilty of an offence and on conviction is liable to the penalties as provided by the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended, or any successor thereto and the *Municipal Act*, 2001, S.O. 2001, c. P.25, as amended, or any successor thereto.
88. Any police officer, provincial offences officer, or employee of the City whose duties include the enforcement of this by-law, is authorized to enforce this by-law pursuant to the provisions hereof, the *Municipal Act*, 2001, S.O. 2001, c. P.25, as amended or any successor thereof, and the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended, or any successor thereof.

89. (a) Any person who is authorized to enforce this by-law pursuant to Section 87 may enter on land at any reasonable time for the purpose of carrying out an inspection to determine whether or not this by-law is being complied with or a condition of a licence issued under this by-law is being complied with or to determine if an Order by any court of competent jurisdiction prohibiting the continuation or repetition of an offence has been complied with.
- (b) For the purposes of the above-noted inspections, the person authorized to enforce this by-law may:
- (i) require the production for inspection of documents or things relevant to the inspection;
 - (ii) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
 - (iii) acquire information from any person concerning a matter relating to the inspection; and
 - (iv) alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
90. Any person authorized to enforce this by-law has the power to undertake inspections pursuant to Orders made by a provincial Judge or Justice of the Peace pursuant to Section 438 of the *Municipal Act, 2001*, S.O. 2001, c. P.25, as amended, or any successor thereto.
91. By-Law Numbers 06-2002, 06-2005, 04-2006, 02-2007 and 01-2010 of the North Bay Police Services Board are hereby repealed.
92. By-Law Numbers 05/2010, 06/2010, 02/2011 and 02/2012 of the North Bay Police Services Board are hereby repealed. Amendments are as follows:
- (a) Amend - section 13 – change reference to section 121(b) to 12(b).
 - (b) Amend - section 26 (1) (a) to read: the taxi is ten (10) years of age (by subtracting the “year date” from the current taxi licence year).
 - (c) Amend - section 27. (d) to read: the taxi is ten (10) years of age (by subtracting the “year date” from the current taxi licence year).
 - (d) Amend - section 32 (1) (b) to read: 3 to 4 years of age – an inspection every 6 months.
 - (e) Amend - section 32 (1) (c) to read: 5 to 8 years of age – an inspection every 4 months.
 - (f) Amend - section 32 (1) (d) to read: 9 to 10 years of age – an inspection every 3 months.
 - (g) Amend - section 65 (a) to meet the *Accessibility for Ontarians with Disabilities Act* and read: Every taxi owner shall, as a condition of their licence, display a number plate issued by the Chief of Police, bearing the number of the licence for the current year on the rear bumper of the taxicab.
 - (h) Amend - section 26, 27 and 69 when referencing sections 68, 69 and 70 to sections 67, 68 and 69.
 - (i) Amend - section 68 when referencing sections 68 and 69 to read sections 67, 68 and 69.
 - (j) Amendments - to Schedule B sections 1, 2, 6, 7 and 8.
 - (k) New – Schedule B section 9 - Clean-up fee of \$50.00.

READ a first time this 13th day of May, 2014 .

READ a second time this 13th day of May, 2014 .

READ a third time and passed this 13th day of May, 2014 .

This By-Law is in force and effect on the 13th day of May 2014.

Denis O'Connor
Chair

Carol Miller
Secretary

SCHEDULE "A" TO BY- LAW NO. 20

Fees to be paid by taxi brokers, owners and drivers under the within By-Law are as follows:

1.	a.	Taxi Broker – Original Licence	\$1,614.28
	b.	Taxi Broker – Renewal of Licence	\$ 285.19
	c.	Taxi Broker – Transfer of Broker's Licence	\$ 242.15
2.	a.	Taxi Owner's Licence for each vehicle	\$ 645.72
	b.	Renewal of Taxi Owner's Licence per vehicle	\$ 263.66
	c.	Change by Taxi Owner of vehicle during the term of a licence	\$ 80.72
	d.	Taxi Owner – Transfer of Owner's Licence	\$ 215.24
3.	a.	Wheelchair Accessible Vehicle Owner's Licence for each vehicle	\$ 645.72
	b.	Renewal of Wheelchair Accessible Vehicle Owner's Licence per vehicle	\$ 263.66
	c.	Change by Wheelchair Accessible Vehicle Owner of vehicle during the term of a licence	\$ 80.72
	d.	Wheelchair Accessible Vehicle Owner – Transfer of Owner's Licence	\$ 215.24
4.	a.	Taxi Driver –Licence (includes photo)	\$ 96.85
	b.	Taxi Driver – Renewal of Licence (includes photo)	\$ 59.19
	c.	New Licence Applicant Test	\$ 26.91
5.	a.	Change of Stand By Taxi Owner/Broker	\$ 37.66
	b.	Change of Stand by Driver/Dispatcher	\$ 5.38
6.	a.	Replacement of photo identification/licence card (loss, theft or change of stand or name) Driver/Dispatch	\$ 16.15
	b.	Replacement of number plate	\$ 107.62
	c.	Resealing of Taximeter in a licence year	\$ 10.76

Note: All fees include HST

The fee payable for a Taxi Owner's Licence does not include the fee charged for a taxi mechanical fitness inspection where specifically ordered by the Chief of Police.

The fee payable by a Taxi Broker does not cover the licence fee for any taxi vehicle owned by such broker. If they are also an Owner, they must pay the Licence Fee indicated for the vehicles owned by them.

SCHEDULE "B" TO BY - LAW NO. 20

THE FOLLOWING TARIFF OF RATES SHALL BE CHARGED FOR USE OF EVERY TAXI OPERATING UNDER THE WITHIN BY-LAW. ALL RATES HAVE H.S.T. INCLUDED.

1. For each trip originating within the City of North Bay there shall be a charge for the first 100 meters or part thereof of actual transportation traveled a fare of \$4.20 and for each 51.42 meters or part thereof of actual passenger transportation travel, a fare of \$0.10, which is equivalent to \$1.94 per km.
2. For each period of waiting, while the vehicle is fully stopped there shall be a charged amount of \$30.81 per hour, prorated per second.
3. Where two or more passengers are carried from a common starting point to two or more destinations, the fare to be paid by each passenger shall be as follows:
 - (a) The passenger first disembarking shall pay the tariff shown on the taximeter at the point subject to any legitimate extras.
 - (b) The taximeter shall be then reset. The passenger next disembarking shall pay the tariff shown on the meter at their destination, subject to any extras and so on in a like manner until all passengers have been discharged.
 - (c) Whenever two or more passengers disembark at the same place, each shall pay their proportionate share of the charge registered at the point where they disembark.
4. Where a passenger enters a taxi, which is already engaged in carrying one or more passengers, the occupants of such taxi shall pay the fare to the point where such subsequent passenger or passengers embark. The taximeter shall then be reset and the person or persons so embarking shall be responsible for the fare to the common destination or to a point where one or more additional passengers embark, whereupon the taximeter shall be reset. This procedure shall be carried on until parties have reached their common destinations.
5. A taxicab engaged in carrying a passenger shall not depart from its direct route to its engaged destination without the consent of the passenger being so carried. If the taxi, with such consent, deviates from its route to pick up a passenger otherwise than at the direction of the passenger then engaging the taxicab, the taximeter shall forthwith be turned off and the passenger so carried shall be liable to pay their fare only up to that point.
6. All transportation rates which are set out in this Schedule shall be amended on an annual basis to reflect changes in the Consumer Price Index as published by Statistics Canada from the year previous.
7. The changes as indicated in paragraph 6 shall take effect February 15TH each year.
8. In order to comply with the change in rates as set out in paragraph 6, taxi owners shall have 15 business days from February 15TH to have their taxi meter inspected and re-sealed.
9. Where a passenger enters a taxi and causes a situation where it must be cleaned before the taxi can be operated again, the taxi owner is permitted to charge the passenger a cleaning fee of no more than \$50.00. This fee is not associated as a transportation rate and shall not be subjected to provisions related to the Consumer Price Index. Any attempts to collect outstanding cleaning fees shall be deemed as a civil litigation process and will not involve the North Bay Police Service.



NORTH BAY POLICE SERVICE

MEMORANDUM

DATE: 22 April 2014
TO: Chief Paul Cook
FROM: Staff Sergeant R. Dubeau
SUBJECT: April 10, 2014 Taxi Meeting

A Public meeting was held on April 10, 2014 regarding the North Bay Police Services Board Taxi By-Law. Ms. Karen Pendergast, the Traffic Administrative Assistant, took minutes of the meeting.

Recommendations:

1. Change Section 13 – change 121(b) to 12(b).
2. Change 26. (1) (a) to read “the taxi is ten (10) years of age (by subtracting the “year date” from the current taxi licence year)”.
3. Change section 27. (d) to read “the taxi is ten (10) years of age (by subtracting the “year date” from the current taxi licence year).
4. Change section 32 (1) (b) to read “3 to 4 years of age – an inspection every 6 months”.
5. Change section 32 (1) (c) to read “5 to 8 years of age – an inspection every 4 months”.
6. Change section 32 (1) (d) to read “9 to 10 years of age – an inspection every 3 months”.
7. Change section 65 (a) to meet the Accessibility for Ontarians with Disabilities Act and read “Every taxi owner shall, as a condition of their licence, display a number plate issued by the Chief of Police, bearing the number of the licence for the current year on the rear bumper of the taxicab”.

.../2

8. Change section 26, 27 and 69 "sections 68, 69 and 70" to "sections 67, 68 and 69".
9. Change section 68 "sections 68 and 69" to read "sections 67, 68 and 69".
10. Schedule B section to include paragraph 2 for the increase of Canadian Price Index.

For Consideration of the Board:

11. "Clean-up" fee of \$50.00 added in the posted fares.



Report on Recommended Changes to the North bay Police Service Board Taxi By-Law 05/2010

Attachments:

1. Taxi By-Law recommended changes
2. Analysis for changes to the Taxi By-Law
3. Minutes of April 10, 2014 meeting
4. Duties of Municipalities and Taxicabs – Accessibility for Ontarians with Disabilities Act
5. Hara Associates Inc Sudbury Taxi Regulation analysis and Peer Comparison

A handwritten signature in black ink, slanted diagonally across the page. The signature appears to read "R. Dubeau" followed by a date "April 25, 2014".

Submitted by:
Staff Sergeant R. Dubeau
April 25, 2014

Analysis of Taxi By-Law No. 05/2010

Introduction:

A Public meeting was held at the North Bay Police building on April 10, 2014 regarding Taxi By-Law No 05/2010.

The meeting was initiated due to the way that By-Law Section 26 and Section 27, the age of the taxi vehicle was being interpreted differently by the Supervisors that have been in charge of the Traffic Section over the last couple of years, The purpose was to have the wording corrected to be clear, not "grey" and subject to interpretation.

The Service assisted Hara Associates from Ottawa in a report to Greater Sudbury City regarding the Taxi industry. The company provided our Service with a copy of the report. "Taxi Regulation Analysis and Peer Comparison", and will be cited in this report.

Issues:

John and Katherine Strang, the owners of U-Need-A-Cab, suggested that there be a task force put in place to look at replacing the present system of using the Canadian Price Index (CPI) as the factor for the annual increase. Page 39 of the Hara Associates Report suggests the CPI, or a Taxi Cost Index which is more challenging to maintain. The final recommendation was to use the CPI for the annual increase. The CPI is published by Statistics Canada annually and it is recommended that we keep this system in place.

A second suggestion was to have the Certificate of Insurance and proof of insurance showing every licenced driver is insured and that there be notification from the Insurance Company if such insurance is cancelled at any time. The Insurance companies were contacted and advised that since the North Bay Police Service is not their client, they would not provide such documents unless requested by their clients. The present By-Law covers insurance under Sections 26, 27, 67, 68 and 69 of the By-Law. The insurance is confirmed annually and at the time a new taxi vehicle replaces an old taxi. The recommendation is to not change the present system.

For consideration of the Board:

The final suggestion from Katherine Strang was to have a "Clean-up" fee of \$50.00 added in the posted fares. This would address the issue of when an inebriated customer gets sick in the taxi.

On Page 34 of the Hara Associates Report states "This is always a disaster. The disincentive can be reduced by including a "cleaning fee" on posted fares (e.g., \$50). While it is not always possible to collect such a fee, it provides a quick standard for settlement when the fee can be collected."

Ottawa posts such a fee and Sudbury has recently adopted this rule. If the person does not wish to pay this fee, the taxi company would still have to take the client to small claims court to recuperate the cleaning cost.

I leave this to the Board for discussion and to decide, as it is only when a person does get sick in their taxi vehicle and only if the person is willing to pay.

Concern:

A suggestion from Mr. and Mrs. Strang was to increase the drop rate which is currently at \$4.20. The companies are frustrated that this rate has not increased over the years. Attempts have been made to explain to them that it increases with the CPI and is measured by distance and not dollar value.

In 2009, the drop rate was \$4.20 and the distance was 59.56 meters and travelling 5 km cost \$12.60 and in 2014 the drop rate remains at \$4.20 but the distance is 51.42 meters and travelling 5 km cost \$13.90.

It is of note that the drop rate remains the same, with the distance decreasing to equal the CPI increase. Looking at the chart on Page 37 of the Hara Associates Report, it shows we have a high drop rate when comparing other cities used in the report, but we are average when it comes to a 5 km trip.

The recommendation is to not change our present system at this time but to look into adopting another system to regulate the increases as the present system will have the drop rate at \$4.20 but eventually, the meters to travel will be in the negative.

It is recommended that another public meeting with the Taxi owners can be held to discuss the system used for rate increases and having accountants assist in selecting a proper system that is fair to the Taxi industry and the public that utilizes the service..

Recommended Changes:

1. Change Section 13 to read 12(b) instead of 121(b).

This seems to have been a typing error as there is no Section 121 and relates to Section 12(b).

2. Change Section 26(1) (a) to read "the taxi is ten (10) years of age (by subtracting the "year date" from the current taxi licence year).

This issue was raised in 2007 to change the taxi vehicles age from 8 to 10 years of age, however the By-Law is worded presently to read "less than 10 years of age".

3. Change Section 27 (d) to read "the taxi is ten (10) years of age (by subtracting the "year date" from the current taxi licence year)"

This issue is similar to Section 26. It appears to have been raised in 2007 to change the taxi vehicles age from 8 to 10 years of age, however the By-Law is worded presently to read "less than 10 years of age".

On Page 41 of the Hara Associates Report it states: "more broadly, the more common approach is to extend vehicle age limits for accessible taxis as an incentive. The impact on safety is moderated by the fact that, when a typical adapted family van is used, the high maintenance costs usually limit the life span of the vehicle in any event. Having a more flexible age limit for accessible vans allows operators to find low kilometer used vans to offset the cost of customizing them with a wheelchair lift."

4. Change Section 32 (1) (b) to read "3 to 4 Years of age – an inspection every 6 months.

The existing By-Law only states how many certificates need to be submitted per year, but there is no set time as to when the certificates are to be submitted. Certificates could be provided all in one month and would comply with the existing By-Law. The By-Law requires an amendment to specify when the safety certificates are due for the vehicles.

5. Change Section 32(1) (c) to read "5 to 8 years of age – an inspection every 4 months.

Same as Item 4), the existing By-Law only states how many certificates need to be submitted per year, but there is no set time as to when the certificates are to be submitted. Certificates could be provided all in one month and would comply with the existing By-Law. The By-law requires an amendment to specify when the safety certificates are due for the vehicles.

6. Change Section 32(1) (d) to read "9 to 10 years of age – an inspection every 3 months.

Same as Item 4), the existing By-Law only states how many certificates need to be submitted per year, but there is no set time as to when the certificates are to be submitted. Certificates could be provided all in one month and would comply with the existing By-Law. The By-law requires an amendment to specify when the safety certificates are due for the vehicles.

7. Change Section 65 (a) to meet the Accessibility for Ontarians with Disabilities Act to read "Every taxi owner shall, as a condition of their licence, display a number plate issued by the Chief of Police, bearing the number of the licence for the current year on the rear bumper of the taxicab,".

The Accessibility for Ontarians with Disabilities Act, 2005-O.Reg 191/11 under the Duties of Municipalities and Taxicabs states the "Duty of municipalities, taxicabs" under "Section 80.(2), any municipality that licenses taxicabs shall ensure that owners and operators of taxicabs place vehicle registration and identification information on the rear bumper of the taxicab. In order to comply with this Act, the By-Law must be amended.

8. Change Section 26 (1) (g), 27 (e) and 69 "Sections 68, 69 and 70" to "Sections 67, 68 and 69".

This change is needed to correct an error and omission regarding section numbers.

9. Change Section 68 "Sections 68 and 69" to read "Sections 67, 68 and 69".

This change is needed for an omission regarding a section number.

10. Schedule B Section to include paragraph 2 for the increase of the Canadian Price Index (CPI).

Similar to the Canadian Price index yearly increase for Section 1, the cost for the period a taxi is waiting, while the vehicle is fully stopped should increase yearly.



NORTH BAY POLICE SERVICE

Taxi By-Law Meeting
April 10th, 2014 at 10:00 a.m.

Attendance:

Staff Sergeant Rick Dubeau, Sergeant Dan Webber, Constable Joe Whitehead, Karen Pendergast, Bart Krouse (Union Taxi), Nora Long (MAAC), Shari Hyatt (CLNB), Adam Miller (MAAC), Nicky Neal (5-0 Cab), Katharine Strang (UNAC), John Strang (UNAC) and Paul Lanouette (5-0 Cab).

Chairperson:

Chief Paul Cook

Minutes of Meeting

John Strang suggested that the meeting be started off by Staff Sergeant Dubeau speaking first on the potential changes to the existing Taxi By-Law.

Staff Sergeant Dubeau spoke in relation to amendments to the By-Law as follows:

Section 13 be amended to read section 12(b) instead of 121(b) in order to correct typo.

Section 26 and 27 be amended to read that the year date for the vehicle to include end of the taxi licence plate renewal, which would be February instead of December.

Section 32 be amended to have a set time for safety certificates. The existing By-Law only states how many certificates per year, but there is no set time as to when the certificates are to be submitted. By-Law requires amendment to specify when the safety certificates are due for vehicles.

Section 65 be amended to "in a manner to be clearly visible on the rear bumper of the taxi vehicle", instead of "in a manner to be clearly visible".

Schedule "B" Section 6 in relation to the CPI, Section 2 should read the same.

Discussion was open to the floor.

John Strang responded to Section 26 and recommended to change the wording to increase the age of vehicles to 10 years and also to increase the age of the accessible vehicle to 10 years.

Section 67, 68 and 69 be amended to read that Insurance Certificates be submitted on a yearly basis with safety certificate. It was suggested that this become mandatory and be enforced across the board. It was recommended that the Certificate of Insurance and proof of insurance showing every licenced driver is insured and that there be notification from the Insurance Company if such insurance is cancelled at any time.

In relation to rates it was agreed that Schedule 2 should be included in Schedule 6. CPI does not cover increases and there is approximately 16% off the top in government taxes. It was suggested that there be a task force made including the taxi industry and the NBPS Traffic Office to take a look at where it's going. Staff Sergeant advised that a comparison would be done with other cities to see where North Bay fits in compared to others.

Chief Cook advised that the Consumer Price Index (CPI) is reasonable on an annual basis and at that time he suggested an annual By-Law meeting be held to discuss possible changes and concerns.

Paul Lanouette spoke in relation to concerns on the cost of operation. Insurance for all drivers is up by \$4000 for two vehicles and the industry is down. He also spoke in relation to the life of taxi vehicles and where to decide on expiry of that vehicle. Staff Sergeant Dubeau spoke as previously, to make the end of the year to be February instead of December and to increase the age of the vehicles to 10 years.

Chief Cook spoke in relation to insurance certificate and suggested that a process be put in place for reporting and submitting proof of insurance, which would include a letter being received from the insurance company if the insurance was to be cancelled for any reason.

Bart Krouse suggested that a 48 hour letter from the insurance company be made mandatory and he was advised that the By-Law would be amended to reflect this.

Nicky Neal spoke and agreed with increasing the age of the vehicle to 10 years and to have that year end February instead of December, the same time plates are up for renewal. Also agreed that the Accessibility vehicles be 10 years, same as the other taxi vehicles, with proper safety inspections due when required.

Paul Lanouette wished clarification on the By-Law amendment in relation to the age of the vehicle. It was clarified that the By-Law would be amended to increase the age of vehicles to 10 years and in the 10th year when plate renewal is received, the vehicle will be good to February not December of that year. It was also clarified that safety certificates will be amended to read that such certificates will be due on a quarterly basis.

Bart Krouse wished to discuss the “drop rate” and would like to see at least 5 cents added to this rate. It was suggested that there be an increase in the drop rate, per km rate and the wait rate and drop rate to be included in CPI.

Katharine Strang advised that she has done research with comparators and suggested that a clause be put in the By-Law that a “Clean-up” fee of \$50.00 be added, which will help with some of the damage to taxi vehicles during the normal course of business.

Bart Krouse spoke in regards to taxi vehicles downtown and police moving the taxi vehicles along. He was advised that it has been reported that taxi vehicles are lining up and it is becoming a traffic hazard issue leaving streets as one lane access to the public, which is also a hazard to pedestrians.

John Strang suggested that there be mandatory taxi stands and he was advised that this is an issue with the City of North Bay and not the North Bay Police Service. Chief Cook advised him to write a letter to the City and he in turn will write a letter of support.

Nora Long wished to discuss Accessible Taxis. She was advised that the City has met with Police and John Strang who holds the contract. She was advised that there are approximately 4 trips per day over a year. Most people are ambulatory and are asking for a parabus and there has been no need for a wheelchair accessible vehicle. Originally there were 6 wheelchair accessible plates and if they were not used on the vehicle, they were revoked. One exists now and that is with UNAC. The needs of disabled persons are being met by fully accessible City transit which is 100% accessible. It does not operate after 11:00 p.m. because there is no call for it. The service is provided, but there is not enough business there for other taxi companies. John Strang advised that he has purchased a new accessible vehicle which will be ready next week.

Adam Miller wished to discuss that there has to be 48 hours notice required for the parabus. He was advised to bring this concern to the attention of the City and ask why there is so much notice required. It was suggested that the Committee speak on behalf of the issues and concerns in relation to the parabus, such as the notice required and the parabus being full. Taxi vehicles take overflow, but are not able to accommodate. They were advised that the City has 6 parabus vehicles that stop working at 6:00 p.m.

Paul Lanouette advised that the payback is not there for parabus vehicles for the taxi business.

Chief Cook advised that a report would be prepared in relation to this meeting and changes to the By-Law. This report will be presented at the Police Service Board meeting scheduled for the second Tuesday in May 2014.

DUTIES OF MUNICIPALITIES AND TAXICABS

Duties of municipalities, general

78. (1) Any municipality that provides conventional transportation services shall consult with its municipal accessibility advisory committee, where one has been established in accordance with subsection 29 (1) or (2) of the Act, the public and persons with disabilities in the development of accessible design criteria to be considered in the construction, renovation or replacement of bus stops and shelters. O. Reg. 191/11, s. 78 (1).

(2) Every municipality to which subsection (1) applies shall identify planning for accessible bus stops and shelters, including any steps that will be taken to meet the goal of accessible bus stops and shelters, in its accessibility plan required under Part I. O. Reg. 191/11, s. 78 (2).

(3) Where a municipality has entered into arrangements with a person respecting the construction of bus stops and shelters in its jurisdiction, the municipality shall ensure that the person participates in the consultation and planning as described in subsections (1) and (2). O. Reg. 191/11, s. 78 (3).

(4) Municipalities shall meet the requirements of this section by January 1, 2013. O. Reg. 191/11, s. 78 (4).

Duties of municipalities, accessible taxicabs

79. (1) Every municipality shall consult with its municipal accessibility advisory committee, where one has been established in accordance with subsection 29 (1) or (2) of the Act, the public and persons with disabilities to determine the proportion of on-demand accessible taxicabs required in the community. O. Reg. 191/11, s. 79 (1).

(2) Every municipality shall identify progress made toward meeting the need for on-demand accessible taxicabs, including any steps that will be taken to meet the need, in its accessibility plan required under Part I. O. Reg. 191/11, s. 79 (2).

(3) Municipalities shall meet the requirements of this section by January 1, 2013. O. Reg. 191/11, s. 79 (3).

(4) In this section,

“accessible taxicab” means an accessible taxicab as defined in section 1 of Regulation 629 of the Revised Regulations of Ontario, 1990 (Vehicles for the Transportation of Physically Disabled Persons) made under the *Highway Traffic Act*. O. Reg. 191/11, s. 79 (4).

Duties of municipalities, taxicabs

80. (1) Any municipality that licenses taxicabs shall ensure that owners and operators of taxicabs are prohibited,

(a) from charging a higher fare or an additional fee for persons with disabilities than for persons without disabilities for the same trip; and

(b) from charging a fee for the storage of mobility aids or mobility assistive devices. O. Reg. 191/11, s. 80 (1).

(2) Any municipality that licenses taxicabs shall ensure that owners and operators of taxicabs place vehicle registration and identification information on the rear bumper of the taxicab. O. Reg. 191/11, s. 80 (2).

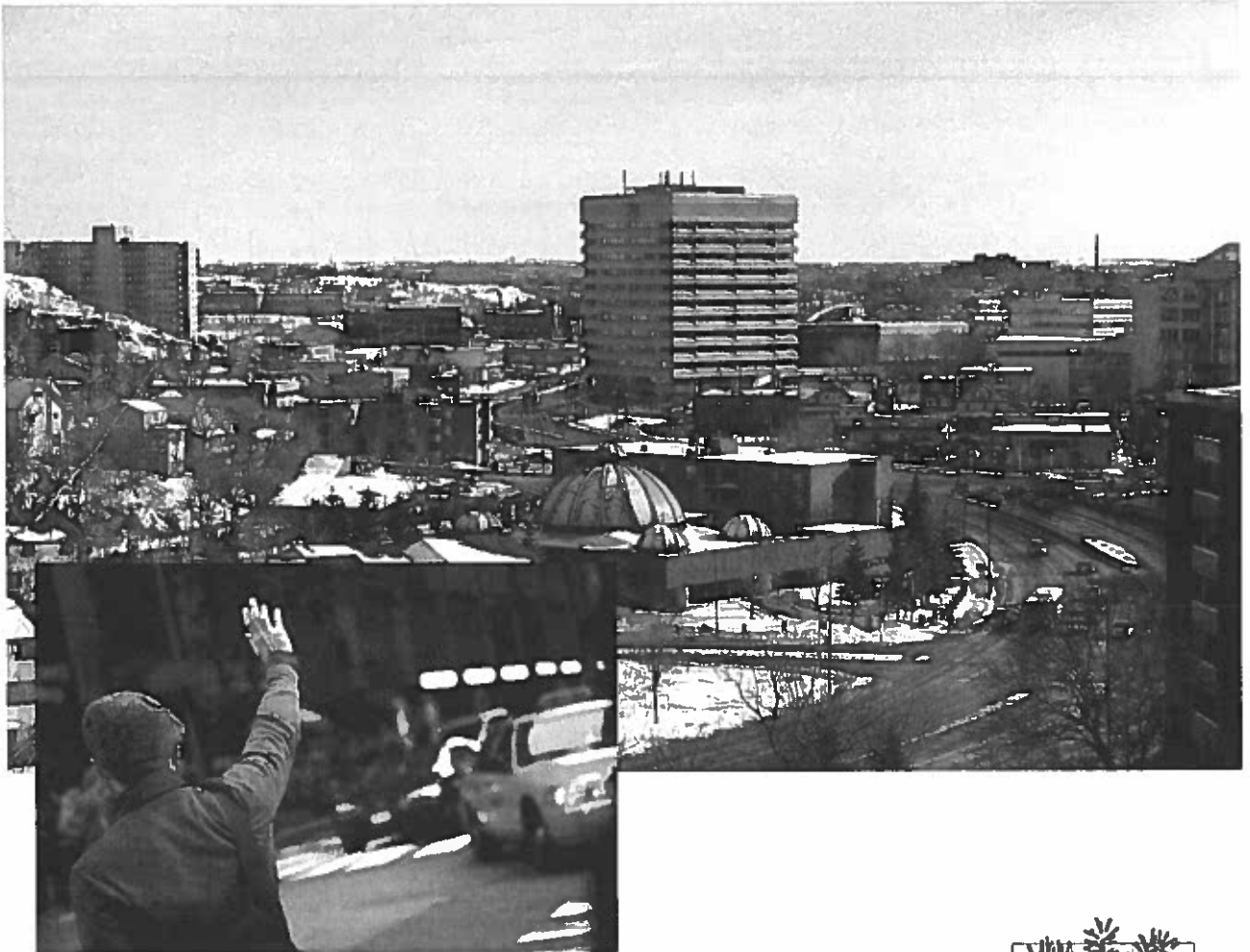
(3) Any municipality that licenses taxicabs shall ensure that owners and operators of taxicabs make available vehicle registration and identification information in an accessible format to persons with disabilities who are passengers. O. Reg. 191/11, s. 80 (3).

(4) The information in subsection (2) shall meet the requirements of subsection 58 (3).
O. Reg. 191/11, s. 80 (4).

- (5) Municipalities described in this section shall meet the requirements in this section,
- (a) by July 1, 2011, in respect of subsection (1); and
 - (b) by January 1, 2012, in respect of subsections (2) and (3). O. Reg. 191/11, s. 80 (5).

City of Greater Sudbury

Taxi Regulation Analysis and Peer Comparison



Hara 
Associates

Sudbury Taxi Regulation

Analysis and Peer Comparison

Prepared for:

City of Greater Sudbury

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APPENDIX A: Peer Cities

Executive Summary

The City of Greater Sudbury was created in 2001 when the cities and towns of the former regional municipality were amalgamated. A 2003 bylaw merged the former municipalities' taxi regulations, and established a system of two geographic zones. The urban core (Zone 1) carried forward from the old City of Sudbury the common urban practice of limiting the number of licenses. The surrounding area became Zone 2, with lower regulatory requirements intended to encourage any qualified operator to provide rural and small community service.

In the decade since, Greater Sudbury has matured as a single municipality. City Council has requested the zone system of taxis be re-examined. In particular, Council has asked that the feasibility of a one-zone system be investigated. It has been noted that other regionalized municipalities in Ontario operate their taxis in a single zone.

This report analyzes the potential merging of taxi zones. It also provides comment and recommendations on other issues concerning Sudbury taxis. These include methods of improving rural service and service to persons with disabilities, as well as such administrative issues as insurance and driver record checks.

The report draws upon:

- Sudbury's taxi regulation history, as informed by previous Hara Associates' work in Sudbury when the 2003 bylaw amalgamating taxi regulation was developed.
- A survey of current practice in peer Ontario municipalities selected for this purpose (Barrie, Kingston, North Bay, Sault Ste. Marie Thunder Bay, and Timmins).
- Analysis of the factors determining likely taxi demand growth in Sudbury.
- Comparison with broader taxi regulation practices in North America. Most relevant for Sudbury is the rapidity of technological change, which is affecting taxi service delivery throughout the continent.

The report is also informed by stakeholder consultations conducted by City staff, and surveys of users and taxi drivers conducted by Oraclepoll Research.

Merging Zones

It is recommended that Sudbury's two zones now be merged into a single operating area, applying the current rules and restrictions from Zone 1. Excluding the airport licensees, Zone 2 taxis constitute only twenty of Sudbury's 131 taxis. The open-entry and lower requirements for Zone 2 taxis have not resulted in more rural taxis. Instead, numbers have declined. In 2002 there were 29 taxis operating in Zone 2.¹ There are now just 20, only 14 of which are not focussed on the airport franchise. This is a small proportion of Sudbury's total taxi fleet of 131.

Rule changes, economics, and consumer preference have resulted in the bulk of Sudbury service being provided by taxis licensed for Zone 1. To a large extent, merger appears to have happened already.

¹ There were actually 49 licensed, but an estimated 20 were speculative licenses taken out in advance of the municipal merger.

A full merger is expected to result in:

- **More efficient use of taxis and less deadheading.** At present, if you are in downtown Sudbury and a Zone 2 taxi drops off a customer in front of you – you may not take that now empty taxi if your next destination is still downtown. The taxi must leave empty, and you must seek another Zone 1 taxi. A similar problem happens rurally, although less visibly – a Zone 1 taxi may be near your home and wanting to take you – but you cannot use them. The rural customer gets slower service, and the Zone 1 taxi returns to the urban core – empty.
- **Greater incentive to serve the outer areas.** A taxi taking a passenger from the urban core to a smaller community would be able to book local fares after they get there.
- **Improved service at large community events.** With only 131 taxis, Sudbury can easily have large events in either Zone 1 or Zone 2 for which all the fleet's capacity is needed.
- **Better handling of bar closing.** Bar closing on weekends is a regular event where the combined capacity of the Zone 1 and Zone 2 fleets is needed. At present, an empty Zone 2 taxi obeying the rules must refuse bar patrons a trip home if they are going to Zone 1. This can lead to angry incidents.
- **Improved ability to provide professionally equipped fleets.** Modern taxi dispatch systems require significant investment in vehicles, equipment, and software. An integrated market creates more room for larger operations, or the integration of smaller companies using shared service dispatch companies.

Extending Zone 1 Rules to the Whole

Where rules differ, it is suggested that the more stringent rules of Zone 1 apply to the new, single zone. Importantly, this includes setting a limit to the total number of taxis. Setting limits to taxi numbers is a common practice for sound policy reasons. The taxi industry's role as a residual employer makes it vulnerable to excessive number of taxis when there is an economic downturn. The resulting periods of low revenue per taxi drive good quality operators out of the market, and risk public safety with poorly maintained vehicles.

Continuing to limit total taxi numbers will also respect historical investments made by Zone 1 operators in expectation of continued limits, and support the increased equipment requirements that will be necessary to modernize Sudbury's fleet and provide equitable service to people with disabilities. The extension of limits to the whole fleet will also benefit current Zone 2 operators with a more protected market. The study recommends *against* suggestions for punitive or special penalties to reclaim these benefits. Current Zone 2 operators will have to face the more stringent equipment requirements of Zone 1, and participate in any modernization that is required of the fleet. Note also that prior to amalgamation, some of the Zone 2 jurisdictions had their own taxi license limits. In part, restoring the limits is giving back something that previously was removed.

Numbers of Taxis

For ongoing management of taxi numbers, the report finds that Sudbury's current number of taxis is within a normal range for cities with Sudbury's demographic and income characteristics. To manage numbers of taxis in the future, a revised per capita formula is recommended based on current numbers of taxis and population. In the longer term, it is suggested that Sudbury begin to require monthly volume and performance reports to establish the basis for more sophisticated management of taxi numbers in the long run. Of particular concern is that a per capita formula will not capture increases in taxi demand due to such factors as the aging population, higher costs of private car ownership, and changing car ownership habits by all ages.

It is also recommended that Sudbury's waiting list for new taxi licenses, now closed, be respected until it is exhausted. Once exhausted, it should be replaced with a lottery among taxi drivers active in Sudbury for at least the 24 months previous. Lotteries avoid giving individuals expectations that might complicate further reforms, such as being at the top of a list. Putting the focus on experienced drivers encourages the preferred owner-driver taxi model.

Rural Service and Modernizing the Fleet

The Sudbury taxi market sustains only a small fleet, one that is expected to serve a large geographic area. The thin coverage creates problems for rural service, including identifying the closest taxi available for dispatch from among several companies.

As an important first step, it is recommended that all taxis be required to participate in a modern computer-based GPS dispatch service. Benefits include improved ability to identify the closest taxi automatically in real time, better safety for passenger and driver, immediate retrieval of lost items, improved performance monitoring for fleet managers and regulators, and electronic trip sheets (saving drivers considerable time and aiding in investigation of complaints).

This does not mean that every small operator needs to have an expensive system. As with current bylaw requirements for 24 hour dispatch, smaller firms can develop a relationship with larger firms. If cannot reach a satisfactory arrangement locally, they can turn to dispatch service firms that use modern telecommunication equipment to serve multiple cities and companies throughout Ontario.

Central Dispatch and Emerging Smartphone Apps

Traditional central dispatch is not recommended. Although having all taxis on one system, especially on one computer screen, would help dispatch the closest taxi to a rural call, the disadvantages of such a system outweigh the benefits. The City of Sudbury likely does not wish to be seen as responsible for any failure of dispatch, or pay for the cost of providing such a system. It is preferable that competition between companies determine when and how to upgrade dispatch systems, given the constant improvement in technology.

The good news is that most of what central dispatch provides can be achieved fairly quickly using the smartphone apps that are now rolling out in larger cities across North America. These apps allow customers see available taxis near them on a map display on their phone (or on their personal computer). The press of a button can summon the nearest one.

The less good news is that there is more than one business model behind these apps (a list of web sites is provided). Some of these business models encourage unlicensed drivers. Others bypass traditional taxi dispatch in ways that are controversial among traditional taxi companies that provide the taxi. Regulators in affected cities are grappling with these problems. Some have even found themselves in a costly, litigious, and time consuming adversarial position vis a vis the app services.

A two-pronged regulatory approach is recommended. The first is to amend the bylaw so that Sudbury has some control over the type of app that is used dispatch licensed (or unlicensed) vehicles in the city. The second is to issue a request for information (RFI), for proponents who would provide a central app to Sudbury at minimal cost to the City. Potential respondents include local taxi operators who may want to



Hailo Smartphone App Showing Available Taxis

provide their own apps, or team with companies offering the type of app that works in partnership with taxi companies.

Additional Options to Improve Rural Service

Additional options to improve rural service are discussed, including the constructive use of cancellation fees, allowing companies to declare their service areas in exchange for a duty to serve rural areas.

Serving Wheelchair Users, and Accommodating Other Types of Disability

The *Accessibility for Ontarians with Disabilities Act (AODA)* sets a number of requirements for municipalities and for taxi operators. These are separate from the AODA requirements for public transit. Because taxis and private sedans are often used to meet the AODA requirements for public transit, there is a risk that these become confused with the AODA requirements for the taxi industry itself.

Municipalities are required to consult with the disability community and produce a plan and a timetable to achieve an equitable level of accessible taxi service. Sudbury is still completing this process.

Separately, taxi operators themselves are responsible for meeting accessibility requirements for other forms of disabilities. This applies to all taxi operators, regardless of size.

To aid the industry, and to serve citizens with sight and hearing disabilities, it is recommended that Sudbury plan to take advantage of the Passenger Information Monitor (PIM). A PIM is a screen in the back of the taxi facing the customer to which a credit card swipe is attached. PIMs enable all customers to swipe their own cards in the back seat, and offer real time clearance of the card, GPS trip display, a means of registering customer feedback, tourist information, as well as accommodation of visual and auditory disabilities. The sound, programmability, and touchscreen of a PIM enable mechanisms like the “triple tap” which turns on features such as a voice readout of the meter.



Passenger Information Monitor showing real-time trip progress on a map.

Formal accessibility standards for using the PIM are still being developed. Because PIMs are integrated with the credit card system, they can be obtained at subsidized rates or for free. PIM implementation should be planned over the medium term to work with the normal equipment renewal cycle. A necessary precondition for PIMs is the general adoption of GPS based computer dispatch.

Drive Abstracts and Vulnerable Sector Checks

It is recommended that the screening requirements for taxi drivers be upgraded in two ways. First, applicants should provide driver abstracts. Sudbury is alone among its peers in not requiring this. Second, the requirement for criminal record check should be replaced with the more stringent vulnerable sector check. The latter includes pardoned convictions, family court restraining orders, criminal charges still pending, and the circumstances of previous contact with the police.

These requirements pose additional costs on applicants, but benefit public safety. Vulnerable sector checks are often needed in any event for school contracts and other social service contracts. The advent of digital finger-print recognition has reduced the processing delays that been of concern in the past.

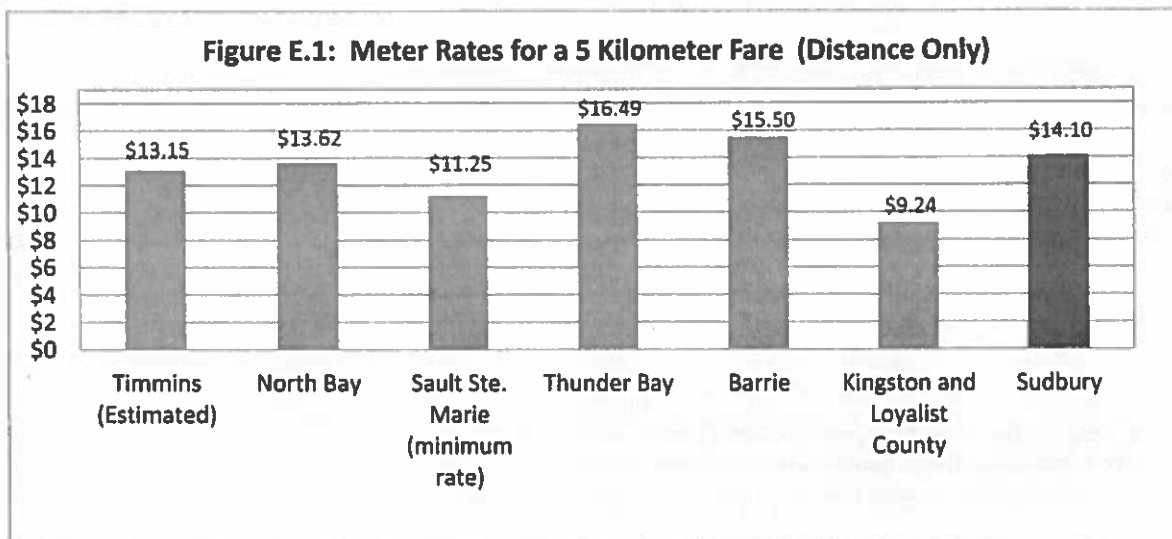
Meter Rates

Sudbury's meter rates are compared with other cities and found to be in the upper middle of peer cities (Figure E.1). It is recommended that future rates be reviewed on an annual basis, replacing the current formula based exclusively on gas prices with a broader index capturing other costs as well. Either the Consumer Price Index or the development of Taxi Cost Index is recommended. Sudbury's smaller peers use the convenience of the CPI, while best practice in larger cities is to develop a cost index based on the local cost of taxi operations.

As a general indication, the CPI has increased 5.9% since meter rates were last adjusted in 2010 to accommodate HST harmonization, or 7.0% if you measure from the previous 2008 meter rate adjustment to reflect industry costs. Note that the CPI will not have captured any recent jump in Sudbury taxi insurance prices, and that the net impact of HST harmonization was less than the 8% given the industry due to the introduction of HST input credits on fuel and other items. Applying a 5.9% increase to meter rates would increase the 5 kilometer fare to \$14.93 - leaving Sudbury's relative ranking among other peer cities unchanged.

Other Issues

Sudbury and Thunder Bay are among the tightest jurisdictions on age of taxi vehicles, indicating some flexibility if Sudbury wishes to relax requirements in this area. Relaxing requirements would also open the door for potential use of longer lasting purpose-built taxis that offer alternative approaches to accommodating a mix of wheelchair passengers and other passengers. If Sudbury merges zones, it would be consistent with peer practice to adopt the higher \$2 million third party liability requirement for the combined area. The practice of staggering renewal dates was correlated with the size of available staff among peers. As a larger municipality within this group, Sudbury may wish to consider smoothing staff workflow by staggering renewal dates. A variety of methods for improving service at bar closing are also suggested.



Sudbury Taxi Regulation – Analysis and Peer Comparison

The City of Greater Sudbury was created in 2001. Among the challenges of amalgamating several municipalities was combining different taxi regulations. The former City of Sudbury followed the common urban practice of limiting the number of taxis permitted to operate. The rights associated with these limited licences had accumulated a value. At the time, the worth of a Zone 1 licence was estimated at \$30,000, although evidence discussed in this report suggests the value is significantly less today.

At the time of merger, the surrounding municipalities were following a mixture of policies. Some took the approach characteristic of small communities and rural areas—to encourage service, they allowed any qualified applicant to obtain a taxi license. In these municipalities, there was no limit on the number of taxis. Without limits, there was no value to these licenses beyond the value inherent in the vehicle, equipment, etc. Three municipalities in addition to the City of Sudbury, set limits to the number of taxis (Valley East, Nickel Centre, Capreol), but in none of these had licenses accumulated significant independent value.

The compromise, established in bylaw in 2003, was to establish a two-zone system for taxis. Zone 1 was the urban core represented by the former City of Sudbury, while the balance of the new city was designated a single Zone 2. The number of taxi licenses was limited in Zone 1, but open to any qualified entrant in Zone 2. The airport was recognized as an independent entity within Zone 2 (now termed Zone 2 “plus airport” or Zone 2A), and was, in part, under its own management with respect to taxis.

Now, a decade later, Greater Sudbury has matured as a single municipality. City Council has requested the zone system of taxis be re-examined. In particular, Council has asked that the feasibility of a one-zone system be investigated. It has been noted that other regionalized municipalities in Ontario operate their taxis in a single zone. The advantages of a single zone include a better capacity of the fleet to meet peak demands such as bar closing on weekend nights, and high attendance events held at locations outside the urban core. However, concern about maintaining rural taxi service remains.

This report is intended to assist the City in making decisions on zones and other taxi bylaw matters. It is based on:

- Sudbury’s taxi regulation history, as informed by previous Hara Associates’ work in Sudbury when the amalgamated bylaw was developed (*Greater Sudbury Taxi & Limousine Study*, Hara Associates 2003).
- A survey of current practice in peer Ontario municipalities (Barrie, Kingston, North Bay, Sault Ste. Marie, Thunder Bay, and Timmins).
- Analysis of the factors determining taxi demand growth in Sudbury, through application of Hara Associates’ taxi demand model.
- Comparison with broader taxi regulation practices in North America. Relevant to some of Sudbury’s issues is the rapid technological change occurring throughout North America in the delivery of taxi service. Taxi equipment, and the way people call for a taxi, is changing because of mobile internet connections and smartphone apps. These in turn are affecting how the taxi industry is organized, and how regulators ensure good public service.

The report is also informed by stakeholder consultations conducted by City staff, and surveys conducted for the City by Oraclepoll Research. Oraclepoll surveys of Sudbury residents and taxi drivers included replication of baseline questions established in the Hara Associates 2002/03 report. This study provides analysis and recommendations on:

- **Zone structure.** Feasibility, methods, and impacts of moving to a single zone structure.
- **Numbers of taxis.** Adjustments to the number of taxi licenses for the contemplated single tier structure.
- **Service to outlying areas.** Options to ensure service levels in outlying areas are maintained in the context of a single zone structure. Options to be considered include standards for dispatch equipment and taxi companies and/or the potential centralization of dispatch operations.
- **Bar closing.** Options for improving service to the downtown at bar closing.
- **Declaration of value.** Whether the city can require the value of licenses to be declared when taxi licenses rights are transferred between license holders.
- **Licensing fees.** Current annual licensing fees compared to other municipalities.
- **Meter rate update method.** Meter rate calculations compared to best practices in other municipalities.

In addition, the report provides commentary on comparative practices for:

- Driver application requirements
- Age of vehicle
- Insurance coverage
- Administration of license renewals
- Methods of allocating new taxi licenses (e.g., waiting lists or alternatives).

1 Taxi Numbers – Does Sudbury Have Enough?

Before analyzing the impact of zone merger, it is helpful to assess whether Sudbury's current number of taxis are adequate to meet customer demand. If supply is tight, the industry is profitable and the costs of change are easier to absorb. The flexibility to issue more licenses to meet unfilled demand can be used to solve a number of problems, such as clearing Sudbury's current waiting list for Zone 1 taxi licenses.

Unfortunately, analysis suggests that Sudbury has sufficient taxis to meet present demand. This section reviews the evidence leading to this conclusion.

1.1 When do you have enough taxis?

In simplest terms, there are too many taxis when the supply of taxis exceeds demand by customers. However, customer demand is not a constant. There are peak and off-peak times. For example, no city has enough taxis to meet demand at the moment that bars close on a weekend night. Severe weather also produces shortages of taxis, even when a city may be otherwise oversupplied. Under normal circumstances, we expect the number of taxis to be sufficient to meet demand during an average peak period, omitting extremes. This ensures that customers can usually count on being able to obtain a taxi at any time of day during the week, other than known times such as bar closing, without excessive delay.

In a well-designed system, taxis wait for customers, rather than customers waiting for taxis. We expect that during average peak periods, an efficient system will average a few more taxis than customers to absorb random variations in demand. Since taxi shifts cover peak and off-peak hours, adequate capacity in peaks means that we expect to see excess taxis in off-peak hours, even in an efficient system.

1.2 Comparison with other cities: taxis per capita

Sudbury has 131 total taxis as of the time of this report. These include:

- 111 taxis licensed for Zone 1 (the urban core). These may pick up in Zone 2, provided the trip is coming back to Zone 1. These include 8 wheelchair accessible taxis who may also provide wheelchair service on request to all zones.
- 14 taxis licensed to Zone 2. These may pick up in Zone 1, provided they are coming to Zone 2
- 6 Zone 2 plus airport. These are the only taxis entitled to pick up at the airport under the current “closed stand” airport taxi contract.

Six Ontario municipalities were selected for a peer comparison to Sudbury. Selection was based on population, size, and separation from the continuous urban agglomeration of Toronto and southwestern Ontario. Descriptions of each jurisdiction are provided in Appendix A.

Table 1: Peer Municipality Taxi Licensing				
City	Population Census 2011*	Number of Taxis	Formula	Over Formula?
Timmins	43,165	60	60 taxis	x
North Bay	53,651	79 (91 authorized)	91 taxis	x
Sault Ste. Marie	75,141	36	None	Not Applicable
Thunder Bay	108,359	90	1:1500	√
Barrie	136,063	199	1:1500	√
Kingston and Township of Loyalist	139,584	209	1:800	√
Sudbury	160,274	131	1:1000 (Zone 1 only)	√

* Statistics Canada Catalogue no. 98-316-XWE. Released October 24, 2012 (Barrie revised on September 9, 2013).

Table 1 summarizes taxi numbers and the approach to taxi limits in each jurisdiction. Of note is the following:

- **Limits to taxi numbers is the norm.** Even among smaller municipalities, setting limits to the number of taxis is the norm. Only Sault Ste. Marie has no explicit limit. New entrants must receive approval of the Police Services Board. Qualified new entrants are welcome according to the current officer in charge.
- **Per capita formulas typical for larger peer cities.** The four largest cities in the group, including Sudbury, all have per capita limits built into their taxi bylaw. Formulas range from one taxi per 800 population in the regional taxi authority of Kingston and the Township of Loyalist, to one taxi per 1,500 population for Barrie and Thunder Bay.

- **Larger peer municipalities have more taxis than their per capita limit.** The four largest municipalities also have more taxis licensed than provided for by their per capita formulas. In Sudbury's case, the recent addition of former airport licensed taxis to Zone 1 has taken Zone 1 taxis to above the one taxi per 1,000 formula for the Zone 1 boundaries. This is a relatively unusual situation, and may be related to stagnant economic growth in parts of Ontario. Normally, adjustment of taxi numbers tends to lag behind urban growth
- **Only Sudbury has a zone system.** This difference may be related to geography, and is analyzed further in the section on merging zones.

Figure 1 compares Sudbury to peer cities on a taxis per capita basis. The difference in per capita taxis between cities is quite wide – there is no “normal”. Numbers vary according to both history and geography. Sudbury's 8.2 taxis per 10,000 people (for all zones combined) is substantially lower than four of the cities, but matches Thunder Bay and exceeds Sault Ste. Marie. Interestingly, although Sault Ste. Marie has no limit on the number taxis, it has the lowest number of taxis per capita.

Figure 2 compares Sudbury taxis per capita to some of Canada's larger municipalities. Here again there is a wide variation driven by individual city circumstance. For example, prairie cities are spread out geographically and tend to have high levels of private household car ownership. As a result, their per capita taxi requirements tend to be lower. The same might be said of Mississauga, where a substantial portion of the population commutes to neighboring Toronto in private vehicles.

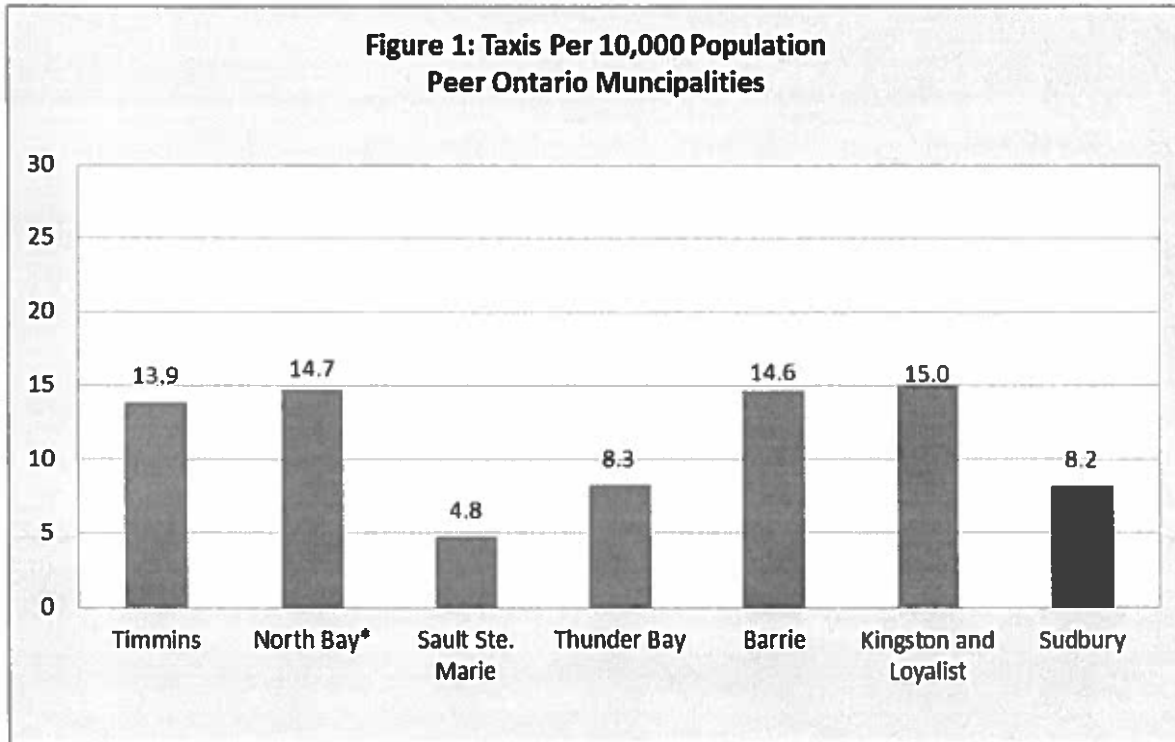
1.3 Estimating Sudbury taxi demand

The taxis per capita comparison shows there is a wide variation in the numbers among cities. To better account for factors other than population that affect taxi demand, Hara Associates maintains its Taxi Demand Model. It is a proprietary regression-based model that estimates the demand for taxis as a function of:

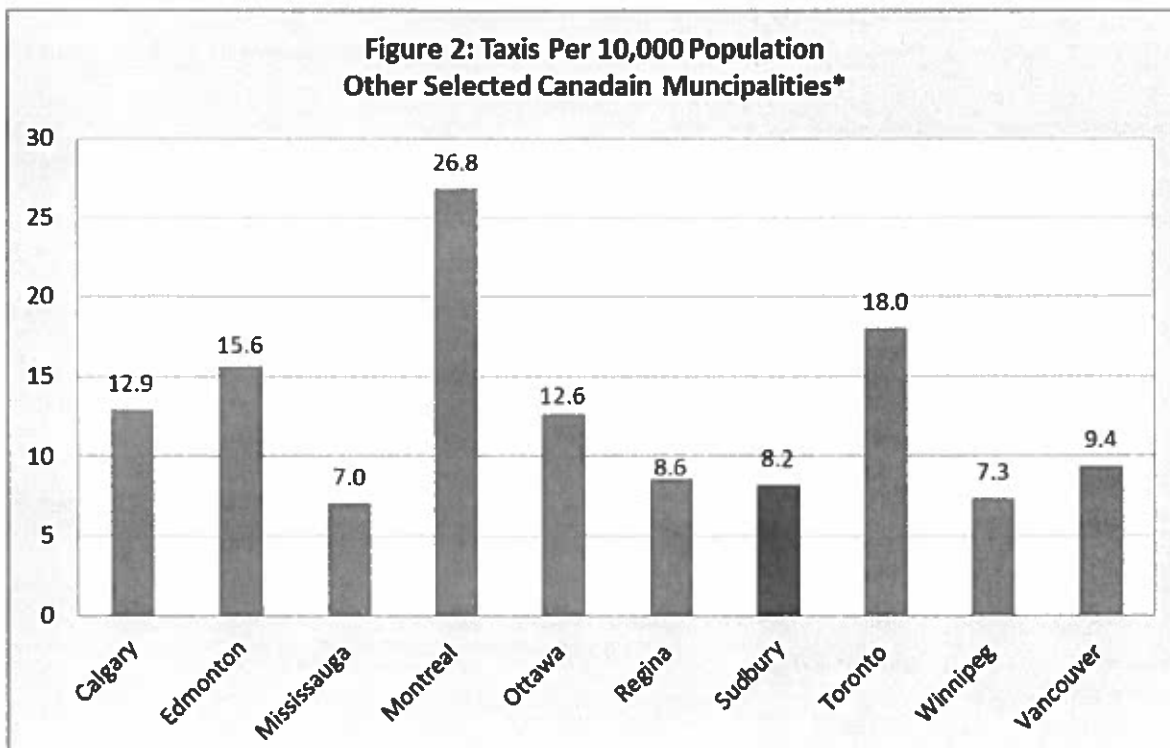
- population
- cost to the customer (meter rates)
- proportion of commuters
- proportion of low income population
- length of winter
- local cost of car ownership

By accounting for all these factors rather than simply population, the Demand Model has demonstrated itself to be a statistically valid predictor of the number of taxis required by a municipality. As a statistical model, it does not generate a single estimate, but provides a high-low range within which 90% of cities with Sudbury's characteristics are expected to fall. Falling outside this range could be cause for concern. The model also provides a central, or “best”, estimate.

Figure 3 shows the results for Sudbury over the period 2003 to 2013. The solid green line is taxi supply – the number of authorized licenses. The combined zone fleet begins at 130 vehicles after the inception of the new bylaw, expanding to a high of 139, and then declining to 126 in 2005 due to the closure of ABC Taxi. In 2006, application of the bylaw formula for population growth resulted in the issue of new taxi licenses for Zone 1, bringing the total to 134. Records have not been consolidated for 2007 to 2012; however, there were 127 taxis in total in 2012. In 2012, the airport decided to award its taxi stand to a single contractor. To accommodate this, the city issued a net of four more Zone 2A plates to the new operator bringing the combined fleet to a total of 131 taxis – approximately where Sudbury stood a decade previously. To offset the impact on taxi operators who were not successful bidders for the airport contract, former Zone 2A licenses were converted to Zone 1 plates by motion of Council. This last move did not affect the totals for combined zones, although it is reported to have impacted the revenue of the other Zone 1 licensees.

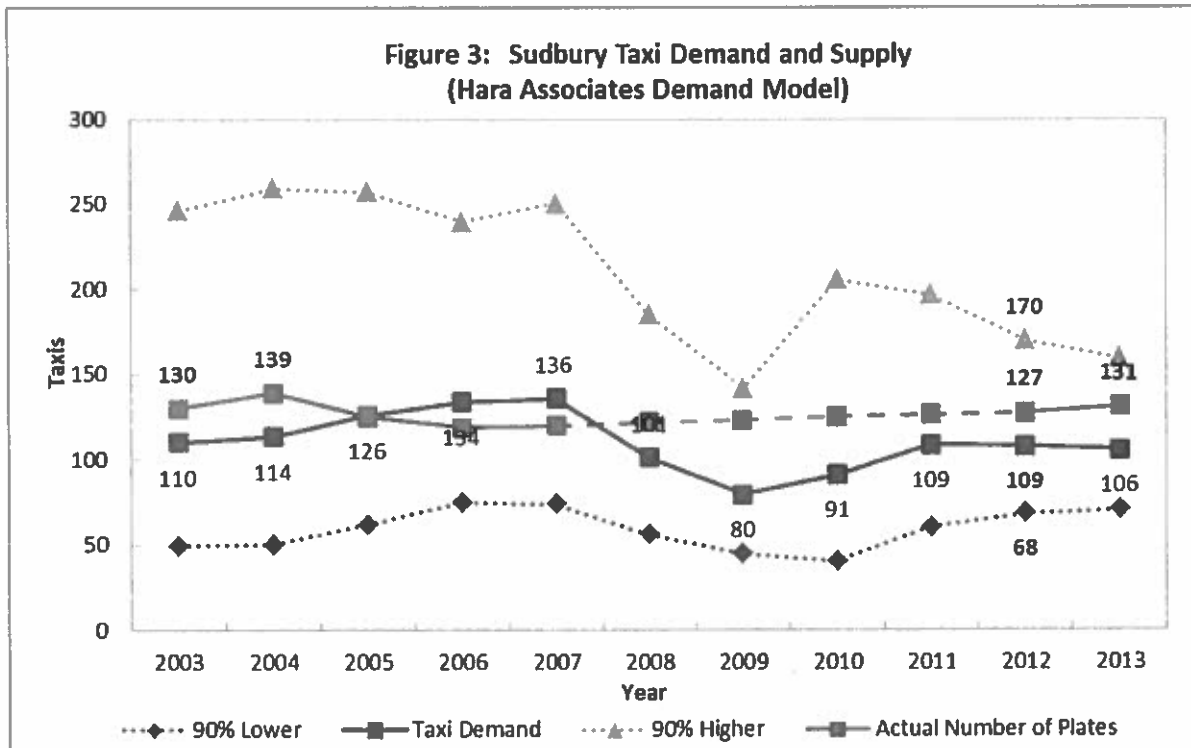


*North Bay excludes seven licenses privately held but not in service.



*Source: Taxicab Regulation in North America, Hara Associates (2010).

The red lines in Figure 3 show estimated taxi demand using the Demand Model. The solid red line is the central estimate. Sudbury's population growth over the period has been positive, but small. Movements in demand are largely driven by other factors. Estimated taxi demand increased from 2003 to 2007 largely due to the rising cost of private vehicle ownership for Ontario residents. Meter rates were adjusted fairly regularly over this initial period, but in 2008 there was a substantial rise that increased the real cost of taxis to users. At the same time, the recession beginning that year lowered the cost of operating a private vehicle, beginning a decline that reached bottom around 2009. From 2009 to 2011, the recovery and rising fuel prices again made taxis a competitive alternative to private vehicle ownership, reinforced by conservatism in adjusting meter rates.



Final estimated taxi demand for 2013 is a best estimate of 106 taxis, with a range between 70 and 159. The confidence interval is wide because the model recognizes that Sudbury's smaller population is at the low end of the range of cities on which the model was developed, resulting in greater uncertainty around the central estimate. However, the difference between Sudbury's 131 taxis and the best estimate of 106 is partly because the model is focussed on double-shifted taxis of larger cities, whereas many Sudbury taxis are single-shifted, especially in Zone 2. When taxis are single-shifted, there are more taxis in total. Thus, the 106 estimated demand for taxis is very close to the actual number of Sudbury taxis once single shifts are accounted for. It is also close to the current 111 taxis licensed for Sudbury's urban core (Zone 1).

According to the Taxi Demand Model, Sudbury's taxi demand today is not very different from that of 2003. Adjusting for the significant presence of single-shifted taxis, Sudbury's present number of taxis is well within the estimated requirements for cities with the same population and other demographic characteristics as Sudbury. The model findings suggest that at present, Sudbury has an adequate number of taxis.

1.4 Other evidence of sufficient taxi supply

In addition to reviewing Sudbury's demographics over time, actual events in the recent evolution of Sudbury's taxi industry were examined. Particularly significant is the decline in taxi numbers with the closure of ABC in 2005 – a firm with Zone 1 licenses.

In 2002/2003, Sudbury stakeholders reported that zone plates had value as high as \$30,000. Had plate values increased since then, this would be suggestive of a developing shortage of supply (resulting in busy taxis and higher plate value). Available evidence suggests that instead, plate values have fallen. Direct data on the value of the license is not publicly available since the bylaw makes them non-transferable as a separate asset. However, the rights to plates are transferable as part of the sale of a business, especially when incorporation is involved. The bylaw recognizes the transfer of corporate ownership by requiring notice of substantive changes.

In this context, it is surprising that a holder of multiple Zone 1 plates like ABC would go out of business in a way that resulted in a net reduction of taxi plates. If taxi business volume warranted an evaluation of \$30,000 per plate for the right to operate, the normal result would have been to sell the business to another operator – with no reduction in the overall active fleet serving Sudbury.

The historical drop in Zone 1 plate counts over the past ten years suggests that, at times, the actual worth of Zone 1 Sudbury plates approached zero. Given that Sudbury's population has not changed much during the period, this corroborates the conclusion that Sudbury is not short of taxis at present.

2 Zones

Sudbury's current two-zone system was originally recommended to preserve the value of the former City of Sudbury licenses that had accumulated to City of Sudbury operators. Preservation of rural service was also a consideration, but for different reasons than those currently put forward. The balance of the new city (now Zone 2) was left open to any qualified operator to encourage qualified operators to provide rural service.

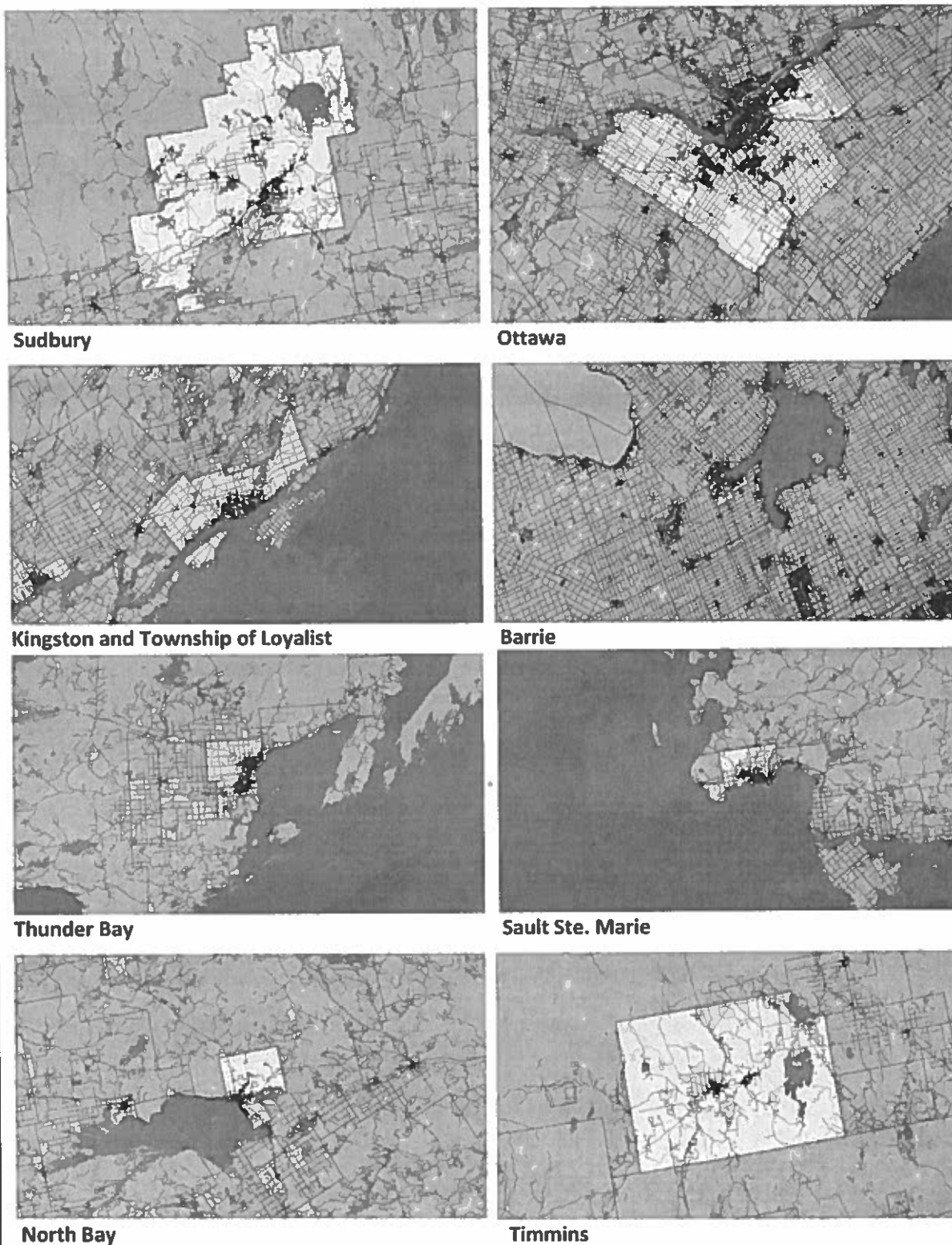
This section compares the general structure of Sudbury to other cities, and then considers the potential impact of merging zones.

2.1 Comparison to other cities

The six Ontario cities selected for peer comparison do not have zone systems. However, Sudbury is significantly larger geographically and has a different population distribution. Figure 4 compares each city's size and road density using the same map scale. Municipalities are indicated in orange with red lines for the road network. Also shown is Ottawa, an Ontario municipality that has been mentioned in Sudbury consultations as an example of a large merger of municipalities that moved to a single taxi zone.

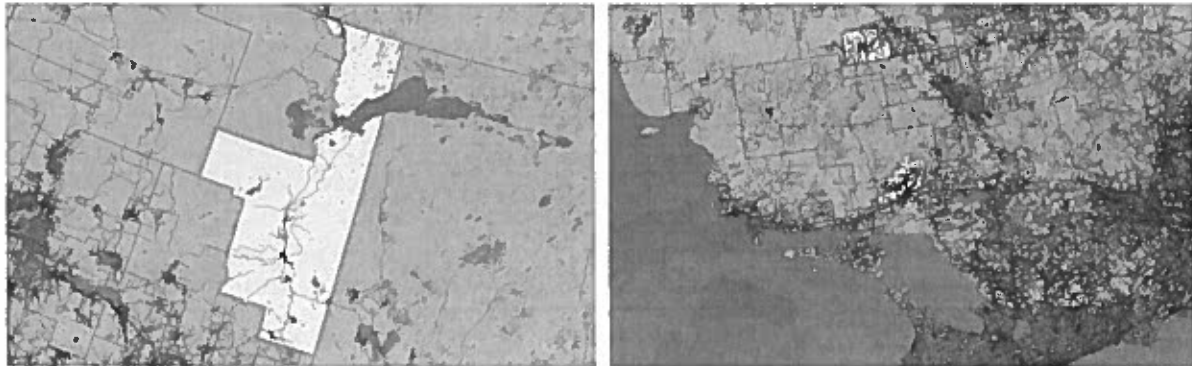
Sudbury covers a larger area than most of its peers. Only Ottawa and Timmins are comparable in size. Timmins, with a population less than one-third of Sudbury's, has most of that population concentrated around its urban core, as shown by the clustering of the road network. Thus, its practical service area is closer to that of a smaller community. In contrast, Sudbury has a more dispersed population, with rural development and population centres in its northern half, as well as the urban core in the south.

Figure 4: Comparative Size and Road Density of Municipalities



Adapted from Statistics Canada, Census Subdivision Boundary File, 2013. Statistics Canada Catalogue no. 92 162 X, Boundary Files, 2011 Census. Statistics Canada Catalogue no. 92 160 X, and Road Network File, 2013. Statistics Canada Catalogue no. 92 500-X. Responsibility for accuracy is Hara Associates'.

Figure 5: Two Cities with Taxi Zones
Comparative Size of Sudbury and Wood Buffalo (Fort McMurray) Alberta



Regional Municipality of Wood Buffalo

Sudbury and Peer Municipalities

Adapted from Statistics Canada, Census Subdivision Boundary File, 2013. Statistics Canada Catalogue no. 92-162-X, Boundary Files, 2011 Census. Statistics Canada Catalogue no. 92-160-X, and Road Network File, 2013. Statistics Canada Catalogue no. 92-500-X. Responsibility for accuracy is Hara Associates'.

Sudbury's size and population distribution mean a zone system may make more sense than it does for peer municipalities. For smaller municipalities, taxis in the urban core are closer to the periphery, resulting in dispatch waits that may still be within the 15 to 20 minutes that customers expect. From a taxi driver's perspective, the extra five or ten minutes travel to the customer may still mean a welcome trip, so long as the call does not come at peak demand. Even in busy and well-designed taxi networks, taxis may spend more than half their time empty. This is an intentional result of taxi regulation – taxis wait for customers, not customers for taxis.

For a city the size of Sudbury, dispatch times to the periphery from the core are longer. Calls to the periphery are also more frequent because there are other population centres within the municipality. This puts Sudbury in an unhappy middle compared to peers. Timmins is large, but its population is concentrated around its urban core and calls to the periphery are infrequent. In Ottawa, a zone system is not needed for the opposite reason – its periphery is well populated. Ottawa's population is close to one million, packing more than five times Sudbury's population into an equivalent area. In addition, the federal government's National Capital Commission established a wide "green belt" around the urban core where development was forbidden. This has led to the population being accommodated in large satellite communities on the other side of the green belt and closer to the periphery of the municipality. Thus, a call for a taxi from a rural area in the far west of Ottawa can usually be met within 15 to 20 minutes by a taxi already in the large western community of Kanata. The high density also means multi-lane expressways run in several directions across the entire area, speeding the transfer of taxis from local centres to rural callers.

The fact that Sudbury's peers do not have a zone system should not affect the assessment of whether a zone system is right for Sudbury. Sudbury is uniquely large, with concentrations of population outside the urban core that are different from its peers.

The example of Fort McMurray

There are municipalities that have zone systems similar to Sudbury. One is the Regional Municipality of Wood Buffalo. Located in northern Alberta, it includes Fort McMurray as its urban core. The municipality encompasses a large part of Northern Alberta, including areas that in the winter can be accessed only by ice roads that are rebuilt seasonally on lakes and frozen ground.

Wood Buffalo taxi regulations define three geographic areas, equivalent to Sudbury's zones. First, there is the urban core of Fort Murray and the nearby airport. Second is a "rural service area". Third is the "rural service area connected by ice road". The meter rate is the same for all service areas, but requirements for frequency of inspection and other regulations differ for each area. In addition, Fort McMurray establishes flat rate fares for taking taxis from Fort McMurray to areas outside the urban core. These flat rates are determined by a map with fare "zones" (a different use of the term than Sudbury's), running in approximate concentric circles around Fort McMurray. The map is adjusted for actual distance along the highway network.

Fort McMurray and Sudbury share common elements that lead to consideration of a zone system. Both are geographically large, and have concentrations of population away from the urban core. However, distances in Wood Buffalo are greater than in Sudbury. The distance from Capreol to High Falls is roughly 88 kilometers, and covers most of Sudbury.² An equivalent distance across Wood Buffalo by highway, without including the area connected by ice road, is about 250 kilometers. Figure 5 compares Sudbury to Wood Buffalo at the same map scale.

Another difference between Sudbury and Wood Buffalo is the size of the taxi fleet. Wood Buffalo's population is less than half of Sudbury's but it has 350 taxis compared to Sudbury's 131. The large fleet services the traffic to and from the work camps. Wood Buffalo does not set limits to the number of taxis, as its needs are highly variable because work camp activity varies with oil prices. When prices rise above the threshold justifying new development of the oil sands, work activity increases.

2.2 Potential impacts of merging zones

Merging the two Sudbury zones into a single zone would mean that every licensed taxi would be able to pick up and drop off anywhere in the greater city, excluding privately managed properties. Privately managed properties include the airport, and any shopping malls or hotels that choose to locate taxi stands on their own property and restrict access to companies they approve.

On the positive side, having a single zone would include these advantages:

- **More efficient use of taxis.** At present, if you are in Zone 2 and there is a Zone 1 taxi in front of your house, you cannot use it unless you are going to Zone 1. You have to call a Zone 2 cab while the Zone 1 taxi may go back empty.
- **Less deadheading.** This is the same issue from the taxi driver's perspective: going home empty.
- **Greater incentive to serve the outer areas.** Currently, a Zone 1 taxi that takes a fare out to Zone 2 must decide whether to wait for a fare going back to Zone 1, or go back empty. With merged zones, drivers could also take a fare originating within Zone 2. This increases the possibility of additional trips and creates an incentive for accepting calls to outlying areas.
- **Improved service at large community events.** With only 131 taxis, Sudbury can easily have large events in either Zone 1 or Zone 2 where all of the fleet's capacity is needed. With a single zone, all taxis can come and take customers where they want to go.

² As estimated by Google Maps on clear roads and posted speed limits.

- **Better handling of bar closing.** A regular example of a large event is the hour of bar closing on Friday and Saturday nights in Zone 1. In theory, the streets may be full of bar patrons seeking a taxi home, while Zone 2 taxis have to refuse many of them because they are not going to the right area. This can lead to some confused and angry incidents, which, in turn, discourages taxi drivers from coming out to serve this crowd. Other measures to help with bar closing are discussed further below.
- **Improved ability to provide professionally equipped fleets.** Modern taxi dispatch systems require significant investment in vehicles, equipment, and software, as well as management that is familiar with these items. An efficient fleet size to spread the overhead load is often thought to be 100 taxis. Sudbury as a whole barely has more than this. An integrated market creates more room for the growth of larger operations, or the integration of smaller companies with shared service dispatch companies.

These advantages must be weighed against any impacts on:

- rural service quality
- overall service quality, including the capacity to require better equipment
- fairness to current industry stakeholders.

Little impact Expected on Rural Community Service

There are two potential concerns about impact on rural service:

- **Gravitation of taxis towards the core.** A common concern in these situations is that once zones are merged, current Zone 2 taxis would leave their current customers for the greener pastures of the urban core. This concern has been raised by the industry, as it was when the zone structure was being considered in 2002/03.
- **Barriers to entry for new rural service providers.** Rural taxi service often begins with a member of the community offering taxi service as a source of part-time income. Some of these operators grow into full-time operators or multi-car services. If such operators had to pay an existing operator to acquire a license (or buy a business as a legal transfer under the bylaw for Zone 1), this would discourage most new entrants. Having two zones allows for different standards and a lower barrier to entry. In addition to not having limits on licenses, vehicle year requirements or equipment requirements can more readily be relaxed in Zone 2. This is especially important if consideration is being given to imposing higher equipment standards on Sudbury taxis— such as modern GPS-based dispatching, real time credit card swipes in the backseat, or accessibility features for those with hearing or vision disabilities.

On analysis, neither of these concerns appears significant for Sudbury.

Regarding gravitation of taxis to the core: Yes, there would be some movement of taxis from outer communities to the core, but only to the extent of equalizing the distribution of service. If every taxi moved to downtown Sudbury, none would be making enough money. The taxis with developed rural business would find it attractive to switch back to their old turf. In addition, there is the offsetting benefit of former Zone 1 taxis being able to stay and pick up fares within rural communities whenever they a trip takes them there. It is possible the net impact on rural services would be positive.

Consider the case of Hamilton. Like Sudbury, Hamilton is a regional municipality created at about the same time out of the former Hamilton and largely rural surrounding communities. The same fear of loss

of rural taxi service was expressed in advance of merger. Nonetheless, Hamilton elected to go with a single operating area. A follow-up report 18 months later had this to say:

Originally a controversial issue during the consultation process, this regulation has been implemented with great success. The fear from the industry that elimination of the existing six borders of the former municipalities prior to amalgamation would harm the industry has been unfounded. Industry stakeholders believed that the elimination of borders would reduce the on-street value of taxi plates, particularly in the former City of Hamilton and would reduce the service levels in the rural areas and former municipalities. This has not been the case. Plate values have increased from a pre-amalgamation value of approximately \$65,000 - \$75,000 to a current street value of approximately \$100,000 - \$110,000. Our records indicate that service levels have not dropped in the former area municipalities or rural areas as was the concern raised prior to the creation of the Bylaw. Taxi drivers are now able to pick up fares in all six of the former municipalities, which they were prohibited from doing prior to implementation of the new rules. This regulation has resulted in better service to the public and has created an improved working environment for the taxicab drivers as dead heading is eliminated. There are still some concerns raised by taxicab operators in the former City of Hamilton who believe that there are too many taxis operating in the downtown core, however, statistics to support this concern have not been submitted to staff. The taxi drivers have advised staff that demand for taxicab use has decreased by 20% to 30% in the City; they do not feel that this is a result of the Bylaw but a trend that the taxi industry is currently experiencing.³

Has merger already happened?

Another reason that impact on rural service may be minimal is that the practical merger of zones may largely have happened already. There are now less than half as many Zone 2 taxis as there were in 2003, despite the open availability Zone 2 licences. In 2003 there were between 29 to 49 taxis licensed to Zone 2, depending on whether licenses that may have been taken on a speculative basis before the merger are counted. Today there are 14 outside the airport franchise – less than half the conservative estimate of 29. Even counting airport taxis as part of Zone 2 would leave 20 today, down from between 29 and 49 in 2003.

One probable reason for the Zone 2 decline is the wide availability of Zone 1 taxis for trips into the urban core of Zone 1. Meanwhile, the number of Zone 1 plates has risen from 102 in 2003 to 111 today, including accessible taxis.

In percentages, Zone 2 taxis are only 10.7% of Sudbury's taxi fleet today. Zone 1 taxis, including accessible, are 84.7% of the fleet, and airport franchise taxis are the remaining 4.6%.

It should be noted as well that there currently is no bylaw staff to enforce taxi zones at night. This raises the question of whether the zones are being respected in practice. Even in the day, enforcement is challenging because it is not enough to see a Zone 2 taxi picking up a passenger in Zone 1. Zone 2 taxis are allowed to pick up fares downtown, provided their passenger is returning to Zone 2. Passengers whose taxis are stopped to check on their destination may not appreciate the intervention. In the Oraclepoll of drivers commissioned this year by City staff, drivers were asked "In what area of the city do you typically drive?"

³ *Taxi Industry Bylaw No. 03-128 Review (PD01120(c))(City Wide)*. Report by the Building and Licensing Division to the Planning and Economic Development Committee of Council, December 10, 2004.

- Only 16% of drivers identified “within the boundaries of the old City of Sudbury”, although 69% were licensed to Zone 1. In contrast, in 2003, 88% responded “within the boundaries of the old City of Sudbury”.
- 69% of drivers responded “all over”, or no specific area.⁴

Interestingly, too, driver opinion was unusually split on the proposed merger of zones. While almost half (48%) opposed merging zones, 36% were favourably inclined. This is interesting because only 31% of the sample identified as driving Zone 2 taxis.

The decline in Zone 2 licenses, combined with known enforcement gaps and driver survey responses, suggest that the merger of zones has already gone a long way to completion. This in turn means that any impact on rural service has likely already happened.

Low barriers to entry have not helped Zone 2 service after ten years’ opportunity

The declining numbers of Zone 2 licenses also means that the concern over low barriers to entry for new rural operators is not relevant for Sudbury. After ten years with unlimited entry in Zone 2, any potential supply expansion in Zone 2 has had an opportunity to occur. Instead, the number of Zone 2 taxis has declined. Either customers are willing to wait for a full-time taxi dispatched from Zone 1 rather than using a part-time local rural supplier, or the combined availability of current Zone 1 and Zone 2 taxis in rural areas is enough to serve the market, or both.

Zone 1 rules? Or Zone 2 rules?

If the zones are merged, which zone’s rules will apply? The choice of entry management rules makes a significant difference to the ability of the industry to retain experienced drivers and good quality dispatch companies. The principal choice is:

- **Zone merger with Zone 1 rules.** Zone 1 rules apply to the combined area. The number of taxis remains limited in some way, either through the formula approach used for Zone 1 now, or an alternative method.
- **Zone merger with Zone 2 rules.** Zone 2 rules apply to the combined area. Any qualified operator may obtain a taxi license and total taxi numbers are ruled by demand and supply. This option has free-market virtues, but leaves Sudbury vulnerable to the declines in service quality that have historically motivated cities to close off the number of taxi licenses. The value of Zone 1 licenses would fall to zero, since they would no longer be in limited supply.

Most municipalities limit the total number of taxis for good public policy reasons. The creation of value to plates is a necessary side effect of limiting the number of taxis. Plate value can get out of hand if taxi numbers are not well managed. The public policy objective to limiting the number of taxis is to protect the quality of public service and safety on the streets, from the excessive number of taxis that otherwise occur during economic downturns. This results from the industry’s role as an alternative employment for many who are unemployed. Allowing new operators precisely when taxi demand is falling tends to drive out career drivers and eliminate taxi companies trying to provide quality service. There is not enough revenue per taxi to sustain them. The resulting low maintenance of vehicles also tends to increase the risks to other cars and pedestrians during these periods. Fights and other disturbances occur at public taxi stands as drivers struggle over too few fares.

⁴ The two 69% figures are coincidental in the report.

If zones are merged, it is in the long-run interest of customer service and public safety to extend some form of entry management to all taxis. This could be the application of Zone 1 rules limiting the number of taxis, or one of the other methods identified in this report.

Impact on plate values and industry stakeholders

From the industry's perspective, the choice between Zone 1 and Zone 2 approaches to entry management has significant consequences. Zone 1 operators are particularly concerned about the value or potential value of their plates, although the value is likely much lower than the \$30,000 per plate often cited. There are also fairness issues. These include:

- Zone 1 plate holders include established businesses that have invested in their business under the assumptions of a certain level of profitability.
- There may be individual Zone 1 plate holders, such as long time drivers, who saved for many years to purchase a taxi business in Zone 1 inclusive of the plate value, or who regard the plate value as a critical part of their retirement savings.

Thus, the choice of rules on merger has these alternative impacts on plate holders:

- **Zone merger with Zone 1 rules** will result in a 15% reduction in plate value for Zone 1, and windfall gain for Zone 2. The extra revenue supporting plate values in Zone 1 would now be shared among the whole fleet of 131 taxis, instead of the 111 taxis now licensed for Zone 1. This proportionate reduction means a loss in plate value on the order of 15%.⁵ Zone 2 plates would go from having no intrinsic value, to matching the zone 1 plate value.

The estimate is only approximate. Variation around these dollar estimates depends on how peak demand time profiles match between the airport, Zone 2, and Zone 1. For example, if airport peak demand matches Zone 1 peak demand, then airport taxis will have trouble availing themselves of extra Zone 1 revenue, and thus the impact on Zone 1 plate holders could be as low as 11% of plate value (and the gain for Zone 2 plate holders that much more).

- **Zone merger with Zone 2 rules** will result in Zero Plate Value for all. Plate values drop to zero, now and forever. Any extra profitability in the industry will attract new entrants until it is eliminated, and there is no longer intrinsic value to the license itself. The expansion in taxi numbers may appear to be an increase in service levels, but will be more than offset over time as the influx of poor quality operators during recessions drives out good providers.

From the perspective of Zone 1 plate holders, the two approaches are between losing a little, and losing more. Neither is attractive and Zone 1 plate holders have expressed opposition to merging zones. On a relative basis, keeping Zone 1 plate limits is much kinder to Zone 1 plate holders, leaving them with significant plate value that may recover with future economic growth.

For Zone 2 plate holders, there is the potential one-time windfall gain if Zone 1 limits are applied to the new regime, compared to very little gain if entry remains open.

For industry stakeholders in both current taxi zones, carrying forward the Zone 1 approach of entry limits is clearly more rewarding than applying Zone 2 open-entry rules to the new zone.

⁵ The new share would be 111/131 of the old share.

Proposal to restrict Zone 2 rights after merger

Because of the potential windfall gain to Zone 2 plate holders, some Zone 1 holders have suggested there should be special restrictions on Zone 2 plates after a merger. For example, one proposal is to restrict the transfer of former Zone 2 plates after merger, so that they are retired once the current operators cease operation.

This proposal would slowly shrink the taxi fleet and add value back to the remaining licenses from Zone 1. Zone 2 holders would get the windfall benefit during the life of their operation, but lose it when they cease to operate the business themselves. This would seem to split the pie more evenly between Zone 1 and Zone 2 operators, however, there are several drawbacks to this proposition:

- **Lowers service quality by shrinking the fleet.** Under this proposal, all current Zone 2 licenses would eventually disappear, until the Zone 1 operators inherited all of both Zone 1 and 2 as markets. This would mean a net reduction in the fleet serving the whole of Sudbury from 131 to 111.
- **Lowers service quality by removing incentives for Zone 2 operators.** One of the reasons an operator provides good service and maintains their assets is so that the business can be passed on or sold at its cessation. If the business cannot be sold, there is an incentive to let it run down over time, with consequences for service quality.
- **Plate values are not an entitlement.** While there is often a desire to respect the historical investments made by plate holders, plate value is not something the municipality guarantees to holders. It is a result of a joint monopoly created by the municipality to ensure consistent good service over time. There is no municipal duty to maintain plate value.⁶ This is especially true with the wording of Sudbury's bylaw, which makes it clear that plates are non-transferable and belong to the municipality.
- **No requirement for horizontal equity.** All plate values, for both Zone 1 and Zone 2, would be a windfall outcome from the policy to limit plates. The main objective of this policy is to preserve long-term service quality. Concern that the windfall should fall equally among different parties should not drive the choice of options.

We also note that managing taxi numbers is not new for Zone 2. Prior to regionalization, three of the six municipalities merged into Zone 2 had plate limits in place (Nickel Centre [including Garson], Valley East, and Capreol). Plate holders in these areas lost their protection when Zone 2 was created.

Proposal to Remove Zone 1 Rights from Former Airport Taxis

Sudbury's present 111 Zone 1 taxis include twelve plates that were issued to former airport taxis who were squeezed out when the airport moved to a closed taxi stand served by a single franchise. This is a sore point for the older Zone 1 operators, who claim their revenues have fallen as much as 10% as a result.

Leaving aside the merits of having originally issuing the Zone 1 plates to the airport operators, the present situation is difficult to reverse. Having given consideration to the former airport operators, taking that consideration away can result in net harm, as long term business and personal decisions may

⁶ Under common law governing the rights of the crown to regulate and tax, the municipality's responsibility is to set meter rates at a level that allows a *just and reasonable* rate of return to real capital invested (e.g. the taxi, equipment, etc.). The rate base does not include an artificial asset like the license, beyond the renewal fees paid directly to the city. In fact, the existence of plate value is an indicator that profits in the industry are above the *just and reasonable* criteria, in that people are willing to pay simply for the right to enter the industry.

have been made predicated on having the Zone 1 plate. For example, if the former airport operator had borrowed money for a better vehicle, perhaps financed through a mortgage on their home – must they now liquidate at a loss?

A further issue is the relative claims of the new and old Zone 1 operators. Their claims both rest on the same thing – award by Council through Bylaw provisions. Council explicitly does not take responsibility for plate value, or for any associated higher revenue that is implied. The basis in law to treat the new and old Zone 1 plate holders separately is not clear now that they are one group.

We note that the merger of zones would side-step the airport issue– since all plate holders will be part of the merged zones regardless of their path to get there.

Impact on accessible taxi service and modern upgrades for all taxis

Sudbury's eight wheelchair accessible taxis were put into service in exchange for receiving Zone 1 plates. It is likely that these vehicles would not exist had the Zone 1 plates not had value.

Providing accessible taxi service is more costly, but the meter rate is the same. The 2005 *Accessibility for Ontarians with Disabilities Act (AODA)* made the principal that wheelchair users should receive the equivalent service at the same price paid by others requirement.

The higher cost of wheelchair service comes from the higher cost of the vehicle and the higher cost in time it takes the driver to embark, secure the passenger and mobility device, and to disembark. There is also more deadhead time since, with only eight taxis covering the municipality, the average distance to the address of any accessible taxi request is longer. The cost of the typical custom altered van is on the order of \$30,000 more than the usual used sedan acquired for taxi service. Thus, even if Sudbury Zone 1 plates were worth \$30,000, the exchange would only cover the initial cost of providing the vehicles (which have been replaced at least once since the service began). The incentive of the plates and community good will must both be credited.

The net result is that plate value was used by Sudbury to achieve accessible taxi service without having to subsidize it directly. There may be a requirement for further such action. AODA regulations for taxi service require that municipalities achieve accessible taxi service that is equivalent in quality and response times to general service. While there is no deadline, there is a requirement that a plan and timetable be set in consultation with an advisory committee of people with disabilities. Municipalities across Ontario are in the process of expanding their accessible fleets. Toronto is considering implementing 100% accessible taxis over time. While some AODA requirements are directed at private businesses, AODA also places responsibility for accessible taxi service on the municipality.

In general, the existence of plate value provides a means for cities to achieve service improvements without loading the municipal tax base. This also applies to requiring upgraded in-taxi equipment, and upgraded dispatch systems discussed elsewhere in this report.

Zone structure recommendations

With variations, options for zones fall into three broad approaches:

- A. **Status quo – two zones.** This keeps the current zone system. The status quo option includes the former airport taxis in Zone 1 because that the change to the Bylaw that gave them their status did so without restriction or mention of temporary status. As discussed above, reversing the award is both questionable and difficult.
- B. **Merged zone with Zone 1 entry rules.** This merges zones and carries forward the Zone 1 approach of limiting the number of taxis, either by formula or by alternative method.

- C. **Merged zone with Zone 2 entry rules.** This merges zones into a single operating area, with the current Zone 2 approach of letting any qualified entrant acquire a taxi license.

Under any of these options, there are possible improvements in service quality discussed in further sections of this report.

Recommendation 1: Merge Zones. Hara Associates recommends that, in 2014, the two taxi zones be merged into a single operating area. There are net gains in fleet efficiency and service quality. The net impact on rural service is likely to be positive.

The Sudbury taxi market has become integrated to the extent that merging taxi zones make sense. Advantages include fleet efficiency from less deadheading, and improved ability to handle large civic events and clear the streets at bar closing. The larger integrated market will better support larger fleet sizes with improved ability to bear the financial cost of modern dispatch systems and modern fleet equipment. Rural service is more likely to improve than decline.

The fear of all taxis gravitating to the urban core is not well founded in principal, and is contrary to the reported experience of municipalities in similar situations. Instead, the increased incentives to accept Zone 2 calls, and stay in the former Zone 2 to accept more local calls, will likely mean improved service.

The decline in the number of active Zone 2 taxis to less than half their former number also indicates the direction of customer preferences, and the degree to which zone merger has already taken place on a practical basis. The latter observation is reinforced by the challenges of enforcing the zones under current pickup rules, low reported adherence to zone areas by drivers, and the absence of resources for night shift enforcement of the zones.

Recommendation 2: Keep Zone 1 Entry Management in the Merged Area. One of the two zone regimes must be carried forward into the new merged zone. Hara Associates recommends limiting the number of taxis, consistent with the general approach of Zone 1 now, and consistent with the approach of most larger cities. Properly designed, entry management preserves long run service quality, while minimizing excessive growth of plate values.

There is also the benefit of respecting and preserving a good portion of the current Zone 1 plate values, and preserving plate value as a tool for financing accessible service and other service improvements without loading costs on the tax base. The method of limiting plates can be either the traditional population formula, or alternative approaches identified in this report.

3 Managing Taxi Numbers

Whether zones are merged or not, there is the question of how taxi numbers should be managed in the future. Approaches fall into these broad categories:

- **Fixed number.** Regulations set a fixed number of taxis. A change in the number may occur only when a crisis in the industry brings a review back to council.
- **Per capita formula.** Sudbury uses this approach at present. Zone 1 taxis are limited to a maximum of one taxi per 1,000 population.

- **Multi-factor formula.** A formula for taxis is based on multiple variables influencing demand (usually including population). The typical approach is to take a history of taxi trip volume in a city, and perform a statistical analysis correlating changes in trip volumes with other factors, ranging from public transit use to hotel bookings to airport trip volumes. An Ontario example is Mississauga. Mississauga's formula includes taxi trip volumes taken from sample trip sheets, a variety of economic indicators, and the value of taxi plates themselves. When plate values rise, the formula indicates more taxi licenses should be issued.
- **Public convenience and necessity.** A public body is mandated to hear applications by those wishing to add new taxi licenses. Applicants must show the additional taxis meet the test for public convenience and necessity, a phrase with considerable history in case law. Current taxi license holders may intervene and object. A variation on this approach is *reverse onus*, where the burden of proof falls on any interveners to demonstrate why the new entrant is not needed.
- **Service standards criteria.** The quality of service is monitored. If it takes too long to get a taxi, more taxi licenses are indicated until service quality is restored. Direct application of this approach requires that taxi companies have modern computer dispatch systems that collect the needed data, and that the regulator require regular reporting. A typical service standard specification might be "80% of dispatched taxis should arrive within 15 minutes". An older similar approach is to set a number of trips per taxi per shift. When taxis get busier than this average number of trips, poorer service is assumed, and more taxi licenses are issued.
- **Entry-price management.** Instead of setting a specific number of taxis, the municipality sets a higher dollar cost of entry for anyone taking out a new license that adds to the fleet.

The Australian state of Victoria recently implemented this approach on the advice of its Special Commission of Inquiry on Taxi Industry Reform. Motivating the inquiry were concerns about taxi service quality, combined with the fact that current taxi license holders were collecting \$30,000 per year from taxi drivers for the lease of the taxi license.⁷ That flow of money supported a \$475,000 street value of the taxi plate. The commission recommended that the limit on taxi numbers be removed and replaced with a publicly available lease of \$20,000 per year for new licenses. The expected compromise was that the number of taxis would expand with the effectively lower lease price, and as a side benefit, the additional leases would be paid into the public purse. Plate values were expected to decline to \$250,000 to \$300,000, protecting a portion of the value but with a net improvement in taxi numbers and service to customers. The State of Victoria accepted these recommendations, with the modification that the \$20,000 license renewal would be indexed to inflation – effectively protecting the remaining plate value from inflation.⁸

Implementing such a system for Sudbury would involve more modest numbers. For example, if existing taxis renew their licenses annually for \$200, anyone adding a new license to the fleet would be in a different class, and be required to pay (say) \$2,200 for renewal into the future. The price difference (in this example \$2,000) is set at a level that deters excess entry, while still being low enough to attract new taxis if there is enough new business to warrant fleet expansion. This frees the municipality from having to set and update an explicit number – the market decides, but the industry is protected from excessive entry.

⁷ *Final Report – Customers First – Service, Safety Choice*. Taxi Industry Inquiry, State of Victoria, Australia, September 2012. Units are Australian dollars.

⁸ *Government Response – Taxi Industry Inquiry Final Recommendations*. State of Victoria, May 2013.

The most common approaches in Canada and the United States are either to set a fixed number or use a per capita formula. Of the Ontario peer cities selected for comparison, Timmins and North Bay use a fixed number, while Thunder Bay, Barrie, and Kingston and Loyalist County all set taxis per capita in their bylaws.

Sault Ste. Marie is the only exception among the peer cities. It maintains an open entry system. Any qualified applicant can obtain a license, subject to approval of the Chief of Police, with appeal to the Police Services Board. Despite being open entry, Sault Ste. Marie has the lowest number of taxis per capita among the peers (Figure 1 above). There are 36 taxis serving a population of 75,000 – around one for every 2,000 citizens.

Choosing a method

In choosing a method for managing taxi numbers, these factors should be considered:

- **Simplicity.** Simpler formulas are easier for city staff to maintain, and to explain to new staff when there is a change in personnel. The industry also benefits from simplicity. A simpler formula means transparency of process and improved ability to plan the future of one's business. The per capita formula has this virtue.
- **Responsiveness to changes in demand.** Per capita formulas do not do well in ensuring there will be new taxis to meet increased demand. Although population numbers are a major determinant of taxi demand, there are other significant factors. Current concerns are the aging population, and associated increases in transportation for persons with disabilities. Taxi demand tends to rise as the population ages – as the baby boom generation is doing. This is reinforced by social trends. Increased concern over drunk driving has caused those in their later earning years to choose a taxi more often when going out for an evening's entertainment. At the same time, younger generations are postponing car ownership because of the rising costs of vehicle ownership and because of environmental concerns. Separately, the aging population has caused social agencies and public transit to experience higher volumes of requests for accessible transit. This in turn has caused agencies to seek more cost-effective ways of delivering accessible transit. These agencies are increasingly using taxis to meet a portion of their shared ride requirements due to the lower costs of operation, the efficiencies of taxi dispatch systems, and the efficiency of drawing from the general pool.

For the City of Calgary, Hara Associates recommended a population formula modified by the percentage of the population age 65+. The modification was estimated based on the growth over time from taxi trips subsidized by Access Calgary, the public transit service for people with disabilities. Access Calgary uses a significant number of taxis, and has also experienced an increase in its client base and trip volume as the city's population has been aging.

- **Responsiveness to future civic growth.** Should Sudbury's economy expand in the future, it is likely that taxi demand may increase at a faster pace than actual population. Ideally, a formula or regulatory process will be able to respond to such occurrences rapidly.
- **Administrative burden.** Implementing any formula can involve a significant administrative burden. Changes in the number of taxis routinely go to council even in the presence of a formula. There must also be a consultative process to meet council's requirements. When plate values are at stake, industry resistance is usually strong whether an increase in the number of taxis is warranted or not. All of this creates significant administrative burden.

One consequence of the administrative burden is that formulas contained in bylaws are rarely implemented as a matter of routine. Reviews are postponed because of industry resistance and administrative cost. Without expansion of the taxi fleet, plate values rise creating a political fact that is difficult to reverse in subsequent years. This is the common story that leads to high plate values in so many cities, with associated higher prices and poorer service.

- **Vulnerability to regulatory capture.** “Capture” is said to occur when the regulator begins to advocate and manage in the industry’s interest, without sufficient care for users and net public benefits. Without a strong customer stakeholder presence, it is easy for any system of managing plate numbers to be captured – so that the fleet is expanded only gradually to capture revenue opportunities for the industry, while keeping supply tight and preventing new taxi firms from entering the market.

Regulatory capture is a particular concern for *public convenience and necessity* regimes. Requiring entrants to go through a contested hearing process adds a significant obstacle to launching a business – giving strong advantage to incumbents. This has proved an issue even in *reverse onus* regimes where the burden of proof falls on those who wish to prove a new entrant is *not* needed. The state of Colorado attempted a *reverse onus* reform for taxi regulation; however, the State’s regulator and the courts had trouble implementing the change. The result has been a decade long court fight over an application by *Mile High Taxi* (a group of disaffected senior drivers who wanted to start their own company). In Ontario, the use of public convenience and necessity regimes has been in decline, notably with the deregulation of inter-city trucking licenses. British Columbia does use a modified public convenience and necessity regime, but has a single senior body that is responsible for doing so for all the municipalities in the province, the B.C. Passenger Transportation Board.

- **Data availability.** More complex approaches require historical data on trip volume, meter utilization and/or dispatch performance. Sudbury does not collect this information at present. Reforms in regular data collection from the industry would build a history that would expand future choices.
- **Appetite for reform.** The focus of Sudbury’s current concern is the zone system and immediate improvements to service. Given the immediate issues, there may be reforms that would be theoretical improvements that in practice would distract from achieving consensus on the most urgent required changes.

Given the above, two methods are *not* recommended for Sudbury. Multi-factor formulas require more historical data than Sudbury now collects. In addition, only Lockerby Taxi has the modern dispatch software that generates such data easily. For the same reason, service standard criteria cannot be applied without established data generation of dispatch response time and regular data collection by the city. These options may exist in the future given modernization in equipment requirements discussed further below.

A public convenience and necessity regime is also not recommended for Sudbury. The administrative cost of the associated hearings is high, even if handled by a committee of council. In addition, these regimes tend to protect incumbents (capture) unless there is significant ongoing investment in administration and research. This level of resourcing is more appropriate to a provincial organization or a very large city.

This leaves the two simplest options, carrying on with a per capita formula, or moving to price-based entry management. Price-based entry management is a leading edge practice for which there are few extant examples within the taxi industry. It also addresses issues that have not yet materialized for Sudbury, given that Sudbury is well supplied with taxis and plate values remain moderate.

Hara Associates suggests renewing the per capita formula as the preferred immediate solution for managing taxi numbers in Sudbury. For a per capita formula, we must set a ratio. The present bylaw sets a ratio of 1 taxi per 1,000 population for Zone 1, which is estimated to be 88,447 – indicating 88 taxis.⁹ At 111 taxis, the actual number of Zone 1 taxis is above the formula limit.¹⁰ Applying the current formula would eliminate 23 Zone 1 taxis, a 20% reduction in the fleet.

Analysis of taxi demand in this report finds that overall taxi supply today is adequate for Sudbury and consistent with very little growth in demand over the last decade. If today's supply is adequate, a 20% reduction in the Zone 1 fleet would have a negative impact on service. Under the current system, such a reduction would likely be made up by an expansion in Zone 2 taxis, whose numbers are not limited. In effect, this would reverse the trend of the last ten years where the total number of taxis stayed stable, but the Zone 1 fleet increased while the Zone 2 fleet declined. The net effect would be the withdrawal of rural service by Zone 1 taxis, and a loss of the efficiencies of a free roaming fleet that have been realized to date from the de facto partial merger of zones. A decline in the quality of rural taxi service would likely result.

A preferable solution would be to freeze the present status quo in a revised per capita formula. Doing so should probably exclude the twelve most recent taxis converted from Zone 2 to Zone 1. These conversions were an administrative solution for Zone 2A taxis excluded from the airport after the airport closed its taxi stand to all but a single supplier. Excluding the twelve conversions, would mean a reference level of 99 taxis for Zone 1, instead of the present 111. Dividing into the Zone 1 population of 88,447, results in a ratio of one taxi per 893 people.

If the zones are merged, a different ratio is more appropriate. The rural population relies more heavily on private vehicles and makes less use of taxis. Again taking the status quo as a reference point, the 131 total taxis today¹¹ divided by the total municipal population of 160,274, results in an overall ratio of one taxi per 1,262 people.

Thus we have two population ratios that preserve the status quo, one for merged zones (one taxi per 1,262 population), or the alternative for just Zone 1 if the zones are not merged (one taxi per 893 population).

Recommendation 3: Revised per capita formula. Hara Associates recommends that Sudbury adopt a revised population ratio formula to manage taxi numbers in the immediate future. These recommended ratios maintain the status quo for current taxis and current populations:

- One taxi per 893 population in Zone 1 if the zone system is maintained.
- One taxi per 1,262 population if the zones are merged to a single operating area.

⁹ Geographic Attribute File, 2011 Census. Statistics Canada Catalogue number 92-151-X. Calculated from a summation of Census dissemination blocks.

¹⁰ Includes eight accessible taxis.

¹¹ We include the twelve conversion to Zone 1 for this purpose, since they are part of the total

Recommendation 4: **Better data for long-term management of taxi numbers.** To support better management of taxi numbers in the longer term, Hara Associates recommends that the Chief Taxi Inspector be empowered to require monthly reporting of trip volume data and dispatch performance data from the industry, consistent with other dispatch system and equipment recommendations in this report.

4 The Waiting List for Taxi Licenses

Under the current bylaw, there is a waiting list for Zone 1 taxi licenses. When the city issues a new Zone 1 license under the current population formula, it goes to whoever is at the top of the list. Few new Zone 1 licenses have been issued since Sudbury's amalgamation. Those at the top of the list have been on it for quite a while, and likely have high expectations of receiving a potentially valuable operating license. In compiling the list, there were no restrictions as to who could be listed; those on it may or may not have a past or current connection with industry. The list is now closed.

Today, the actual value of a spot on the waiting list is not high. Given the age of the list and the low rate of expansion of Zone 1 licenses since the list was established, even those at the top have no guarantee of a license within their working lives if the current system is maintained. For those who do finally get a license, its value is likely significantly less than the \$30,000 mentioned in the 2002/03 report (see previous discussion).

It should also be noted that the City of Sudbury is not under any obligation to compensate those on the waiting list for any consequences of taxi regulation reform. The bylaw makes it explicitly clear that the licences belong to the city, and are not transferable. Thus, any consideration to the waiting list is a matter of council's voluntary care and concern.

Recommendation 5: **Treatment of waiting list.** Hara Associates recommends that the waiting list be respected for those presently on it, and then eliminated or replaced with a lottery among interested Sudbury taxi drivers who have been licenced continuously for the previous 24 months or more.

The lottery system is recommended to replace a waiting list for these reasons:

- Lotteries avoid creating a highly invested group (such as those at the top of the current list), whose presence complicates any future reforms to taxi regulations.
- Having the focus of a lottery be on drivers rewards taxi drivers for their service, and promotes the owner-driver model. Drivers who have their own taxi license typically provide better service through their increased commitment and lower turnover in the industry.
- The requirement for at least 24 months continuous activity as a driver ensures that the lottery is limited to drivers who have already made some commitment to being a Sudbury taxi driver.

The waiting list approach is very common among municipalities. It is usually enacted as a quick solution when limits on the total number of taxis are established. Its virtue is transparency and a form of fairness. However, it creates issues later on by raising expectations that cannot be met given the slow expansion in the number of taxi licenses issued.

5 Improving Rural Service

5.1 Unique challenges for Sudbury

Merging the zones into a single operating area will help improve rural service through more efficient utilization of the fleet. However, these challenges will remain:

- **Locating the closest taxi.** Sudbury's small taxi fleet covers a large geographic area. For anyone in a rural area, the difference between the closest taxi, and the second closest taxi, can mean a considerable difference in response time. Since the fleet is divided among multiple companies, including independent operators, there is no way of knowing who to call. One might call one company, when another company's taxi is much closer.
- **Getting the taxi to come.** A taxi company may have difficulty finding a taxi willing to go out to the rural area, especially if the actual trip is not to the urban core. Like most cities, Sudbury does not compel taxis to serve dispatch fares.¹² From the company and driver perspectives, the fixed meter rate may not justify a long drive out in some circumstances. Cities usually only compel taxis to accept rides in the case of street hail and taxi stands, where the driver must accept the first customer to make a request. Dispatch is treated differently for many reasons, including the deadhead time to get to the address. Municipalities also have a duty in law to ensure that the rates they set cover the costs of operation.

It should be noted that in consultations, some Sudbury industry stakeholders stated it was their avowed policy to serve all their customers, and to take the good fares with the bad.

Nonetheless, it must be recognized that practice varies from driver to driver as it is they who are largely responsible for managing their own time in a manner that ensures they have enough business to generate sufficient income for themselves.

- **Trust.** A driver making a long deadhead drive to get to a customer may find by the time they arrive that the customer has found other means of transportation. The risk of no-shows increases reluctance to accept fares that are a considerable distance from a taxi's current location.

There are a number of other ways to improve rural service. Some involve changes to the rate structure; others may require bringing all Sudbury taxis up to a modern equipment standard for dispatch.

5.2 Requiring computer-based GPS dispatch

Sudbury's ability to serve rural communities, and meet other service objectives, would be enhanced if the fleet were modernized. Modern taxi fleet dispatch systems keep track of vehicles using Global Positioning System (GPS) in real time. They also track their status (e.g., is the meter on?). If desired, calls can automatically be routed by the computer to the closest available car, although most taxi companies keep a human operator to oversee system performance and troubleshoot. The position of all cars and status, and the trip assignment process, is displayed on a computer screen for the dispatcher. Alerts for dropped calls, etc. are triggered automatically. The system also collects details on each trip, including in more advanced systems, a GPS crumb trail of the route taken. Whether this data is retained is a matter of choice in system design. Fleet managers are provided with a set of standard performance summaries, and may customize their systems to obtain additional information. Dispatchers also get real time summary reports flashing on screen, which may or may not be retained by the system. Dispatch trip records – a requirement of Sudbury's bylaw – can be automatically recorded and generated replacing manual records.

Since Sudbury is covering a large area with a relatively small fleet, it is important that the most effective technology be used to dispatch the fleet efficiently. This capacity is a prerequisite for other options for

¹² The regional authority of Kingston and Loyalist Township is an exception – however longer distances in this area are connected via the major 401 highway.

improving rural service discussed further below. Computer-based GPS dispatch also offers these advantages:

- **Improved passenger and driver safety.** The positions of vehicles are known in case of trouble – an important feature for rural service. Vehicles can be equipped with a hidden trouble button that enables drivers to alert dispatch if their safety is threatened. The dispatcher will automatically know the location of the car. A separate trouble button can be put inside the trunk (in the event the driver is locked in the trunk). The GPS trail also protects both passengers and drivers by providing a record that allows a given taxi to be identified, along with the point of origin and/or phone number associated with a given trip.
- **Better lost and found.** A passenger who leaves something valuable in a taxi may not remember the taxi number – but if they know where and when they were dropped off, it is relatively easy to identify the right taxi quickly and have them look in the back seat and bring the item to the customer.
- **Performance monitoring and improved regulatory oversight.** Municipal authorities can request or require fleet performance reports. The main difficulty is getting standardized reports from different systems, but good systems are all programmable so that fleet managers can specify reports in the formats and metrics they (and/or the regulator) desire.

The financial impact of requiring GPS dispatch on small taxi operators is not as big as might be imagined. The alternative for small companies is to contract out the dispatch, while keeping a separate phone number and brand name identity. This allows smaller operations to provide the same level of service as larger companies. Dispatch need not even be in the same city. In Ontario, for example, the firm Coventry Connections handles dispatch for taxi fleets from Fort Erie to Ottawa to Ajax. Local firms may also make cooperative arrangements to share dispatch services based within Sudbury. The cost of installing in-taxi equipment (modern integrated meter and GPS dispatch display) is on the order of \$650 per taxi more than the older style equipment. A staged implementation over three years could include this cost in the normal cycle of equipment renewal.

Recommendation 6: **GPS computer dispatch.** Hara Associates recommends that all Sudbury taxis be required to have GPS/computer dispatch, with allowance of up to three years to come into compliance.

This provision will improve dispatch efficiency, and provide greater safety for drivers and passengers.

Equally important – providing GPS location as part of the taxi dispatch system is critical to retaining regulatory and public safety control over the provision of taxi services, given the advent of smartphone app and internet-based dispatching services discussed further below.

5.3 Central dispatch versus the internet

GPS computer dispatch might be even more helpful if the dispatcher had all taxis from all companies displayed one screen, so that the closest taxi could be identified for a rural call.

One idea raised during stakeholder consultations was to create a central dispatch shared by all Sudbury taxi companies. With all taxis under one dispatch, it would be easier to identify the closest taxi. The City of Thunder Bay recently announced it was investigating this option, although they had not yet elicited industry response.

Central dispatch, in the classical sense of a telephone line and a dispatcher, is not normally recommended. While it offers a solution to improving rural service, it also has these disadvantages:

- **Removes dispatch from competition.** Quality of dispatch service is one of the ways that taxi companies compete. These systems are constantly improving. Competitive pressure puts the decision of when to upgrade the GPS dispatch in the hands of the marketplace. The city does not have to decide how far to go, or when to upgrade.
- **Users hold the city accountable.** With a mandated central dispatch, the city itself will be held accountable for any poor system performance. Sudbury residents will do this even if the city subcontracts a single industry supplier.
- **Forcing firms to work with a competitor.** Sudbury has a number of taxi companies. Forcing them to accept one of their competitors as a provider, without alternatives, may raise substantive objections. At present only Lockerby Taxi is equipped with a GPS computer dispatch system as described above. If all the companies voluntarily came together on a proposal, it would be better, but still effectively block new competitors.
- **Who pays and how much?** Taxi companies collect their revenue from drivers for a bundle of services that include dispatch. With a central dispatch, what is the role of the company? Who will pay for the service, and how much will they have to pay? It is likely that the City would not want to undertake either the expense, or the added administrative burden of managing these issues.

Coming soon anyway – smartphone and internet dispatch

A rather different phenomenon is underway in the private sector that performs much of the function of central dispatch. Many large cities, including Toronto, are experiencing the growth of taxi dispatch services distributed via smartphone apps. This is happening with or without regulator participation, although regulators may have strong concerns about how they are implemented.

At their best, the smartphone apps provide a much improved customer experience. Those with both a smartphone and a credit card (an increasing proportion of the population) can call a taxi at the press of a button on their phone. Home or office computers can also be used. The closest taxi and estimated time of arrival are displayed automatically prior to finalizing the call. The position of the taxi relative to the user is usually shown on the smartphone screen (Figure 6). Continuous updates, including text messages from the driver are included (“I have arrived at your driveway”).

These systems draw upon the real time GPS coordinates and availability status of all the taxis on the system. To work, a driver may simply have a GPS enabled smartphone of their own, or the app may work from GPS enabled dispatch systems that are part of the taxi. The previously recommended GPS dispatch for taxis is not necessary for some approaches, but is necessary for the approaches that many regulators and municipalities prefer.

Because these services work using smartphones, they are proliferating with or without taxi company consent (some bypass the companies), and often without regulator consent. Visitors to Sudbury may arrive with an app already installed on their phones (e.g. Taximagic, Uber, Hailo, Flywheel, or RideScout). They will check these apps on their phone when seeking a taxi. In Sudbury, they will likely see none available – but that may not be the case for long. At this stage, these companies are rolling out their services on a city-by-city basis. However, the technology and business model do not require this process. The companies are simply being careful in order to protect their brands. One service, Hailo, has announced its intention to add “Hailo Anywhere” to its service. Any new entrant that wants to get ahead of earlier players may also simply extend its service without caring or checking on the status of vehicles and drivers who sign up on their phones.

Figure 6: Sample Smartphone Displays of Taxi Location and Availability



Source: Home web-pages – Hailo, Taximagic, January 2014

Once this type of service is made available by any of these app companies, individual drivers will be able to register using their own smartphones. Visitors to Sudbury who arrive with the app on their phones, or residents who install the apps, will instantly be able to use them.

The apps are a good thing from a customer service perspective, but raise many regulatory questions. Depending on the forms that are allowed, there is increased risk of unlicensed operators. Some services (e.g., UberX, Lyft, SideCar) actively promote the provision of service by unlicensed drivers – who are difficult to police since they are in unmarked cars and connect over the internet using a service that may be based in another city, country, or continent.

These services began only a few years ago, but are expanding rapidly. They are a street reality now in Toronto, Montreal, and many large North American cities. A great deal of time is being spent by regulators trying to decide the best approach to the phenomenon. It is in the best interest of the City of Greater Sudbury to develop and implement a policy at an early stage that will guide how they emerge locally. In cities where they are well established, they account for as much as 30% of trips, and are growing rapidly.

While they may appear similar to the user, there are distinct business models, each with its own implications for public safety and convenience:

- **Independent services that work with licensed vehicles.** These apps work directly with driver smartphones and bypass companies, but restrict their operation to licensed taxis and limousines. Examples are Uber and Uber Taxi (www.uber.com) and Hailo (www.Hailo.com), both of which include Toronto among the cities they serve.
- **Independent services that work with unlicensed (and possibly uninsured) drivers.** Often promoted as being a “shared-ride” service, it is generally recognized that the bulk of these services are provided by people driving for the income, not sharing a ride for a downtown trip

they are taking anyway. Examples are Lyft (www.lyft.me), SideCar (www.side.cr), and UberX (www.uber.com). Note that Uber has multiple services and is active in more than one category.

- **Services that work through taxi company dispatch.** These firms provide the same service but work in cooperation with taxi fleets. The use feeds from GPS dispatch systems. Examples are Taximagic (https://taximagic.com/en_CA) and Flywheel (www.flywheel.com).
- **Taxi company apps.** To counter the threat to control of their fleets, taxi companies are implementing their own apps. They may write their own from scratch, or get a “white-box” software version and add their brand name. Lockerby Taxi suggested they were taking this approach during Sudbury consultations.
- **Aggregators.** These are web services that integrate data from other sources, including all of the above. Thus, an aggregator might display data taken from Hailo and Taximagic and individual taxi companies on its own screen (much like aggregator online shopping sites that draw on other shopping websites). Aggregators are an even more recent phenomena in this rapidly changing area. They do not necessarily limit themselves to taxis. For example, RideScout attempts to display all passenger modes, so that GPS bus location will help you choose between a bus and a taxi depending on your circumstances.

Apps and central dispatch for Sudbury

For Sudbury, the taxi apps offer an interesting possibility. *Sudbury could effectively have central dispatch within weeks by selecting one of the apps, and requiring that all taxis use that app.* The most rapid implementation involves a smartphone on the driver’s end using one of the more popular operating systems (e.g., Android, Apple, etc., but not Blackberry at this time). Most taxi drivers have such phones already – and GPS capability is included with many models. Downloading an app onto one’s phone takes just a few minutes. The rest of the e-dispatch system is up and running now on the internet. From the perspective of the app, it is just adding taxis on the display of existing electronic maps.

The innovation available to Sudbury is to designate one of these apps as compulsory, so that all taxis would appear on the same screen of a Sudbury rural caller, or any caller, seeking a taxi.

The main obstacle is that a policy choice is required as to which *type* of app to designate. Sudbury taxi companies would likely be opposed to providers that bypassed their own dispatch systems through smartphones on the driver’s end – the very solution that offers the most rapid implementation. For greater local control, it might be preferable to designate an app that integrates with local taxi dispatch. Implementation time would be longer, as integration with taxi dispatch systems is an additional step. Additional implementation time would be required if a local app, such as the one being developed by Lockerby, were to be used. The established apps that work with dispatch systems already have packaged solutions for the most common brands of dispatch equipment.

Recommended approach for Sudbury

A full resolution of this issue is beyond the scope of this study. The market situation is also transforming very quickly, even as regulators around the world grapple with the issue. It is recommended that Sudbury take steps immediately to prepare for the change, to take advantage of the service improvements that smartphone apps offer, and to be sure change happens in the way that Sudbury wants.

Recommendation 7: **Preparing for dispatch by smartphone and internet.** Hara Associates recommends that Sudbury recognize the potential benefits and risks to public safety of taxi dispatch via smartphone apps. To this end, we suggest that:

- a) Sudbury require taxi and limousine operators and drivers to use only dispatch services (including via smartphone utilities) that are licensed by Sudbury or approved by the Chief Taxi Inspector.
- b) That Sudbury issue a request for information (RFI) inviting proposals for an internet application that would allow Sudbury taxi users to identify available taxis closest to their location and request service using either a smartphone or a computer.

The first measure is necessary to ensure continued control of Sudbury's fleet from within Sudbury. Since operators of smartphone apps are not necessarily located in Sudbury (or even in Canada), the main point of leverage is locally licensed drivers and operators. The phrase "licensed or approved" reflects that it may be difficult to get the best functioning world apps to apply for licences in Sudbury's relatively small market. The business model of these apps is based on internet dissemination to all the world's municipalities, without necessarily seeking business licences in each of the world's many jurisdictions. Sudbury's jurisdiction is over the licensed drivers, vehicles, and local brokers. Sudbury may wish to set out a list of apps approved for use. Selection might be based on the mode of operation and whether the apps restrict themselves to licensed local taxis and limousines. We note that apps that integrate with taxi dispatch work with local partners. They rely on those local companies to resolve licensing issues.

The request for information is open-ended given the changing situation. It is possible that there will be no interest from the major apps, given their business models. However, local companies or consortiums may form to provide a solution of their own, or propose a solution using one of the established app services.

5.4 Cancellation Fees for bookings via smartphone and credit card accounts

A common feature of the new smartphone taxi dispatch services is charging a cancellation fee. Far from penalizing customers, a cancellation fee can be advantageous to them. A \$10 cancellation fee, tied to a credit card account for automatic collection, ensures that drivers know a customer is serious, and will be there when the taxi arrives. This avoids the tendency of customers in poorly serviced areas to phone more than one taxi company and take the first one that arrives. This practice undermines the trust of individual drivers, making them less likely to accept such calls.

Sudbury may wish to consider allowing for a cancellation fee of up to \$10 for dispatch calls booked *through smartphone or credit card accounts only*. Customers booking using traditional methods would be free of such charges (which are also difficult to collect outside the automated processes represented by the new technologies).

The point of allowing such charges is to improve rural service. It allows rural users the option of booking through internet or smartphone, and gaining better service through the guarantee offered to drivers who accept the call.

5.5 Possible innovation: posted service areas

Another possibility for improved service involves allowing companies to post a dispatch surcharge for long distances, in exchange for a duty to serve such calls. At present, a company whose main business is in the urban core might decline to dispatch a taxi to a remote part of the municipality. The alternative permits the company to post a dispatch fee of, say, \$5 in addition to the meter, for responding to calls to outlying areas. In return for this privilege, companies would be expected to serve when called.

From the perspective of rural taxi users, this option has a mixed impact. The cost of a taxi might rise, subject to competition between taxi companies, however they would gain the right to a dispatch taxi and guaranteed service (barring weather events).

From an administrative perspective, taxi companies could be required to post their offerings, and an associated map of the home area they serve at regulated rates. Posting should be formally with the Chief Taxi Inspector, and on the web in a manner approved by the Chief Taxi Inspector. Hara Associates suggests that the minimum unit for “home” territories be areas equivalent to the old municipal boundaries, again based on approval by the Chief Taxi Inspector.

Hara Associates is agnostic on this proposal. We are not aware of any other jurisdiction that has tried this approach. It is mentioned as a logical follow-on to a proposal made during consultations under the two-zone system that Zone 1 taxis be allowed to charge a dispatch fee to serve Zone 2.

A possible outcome of this arrangement is that companies might compete for rural business by taking them as home zones and advertising this fact.

The arrangement recognizes the size of Sudbury, and that it may not be practical for smaller firms to serve the whole of the city with only a few taxis. By truthful disclosure about their realistic operating area, customers might also be better served. Customers might also be better able to identify which company is committed to serving their neighborhood.

6 Accessible Taxi Service and AODA

6.1 Municipal Duties for Accessible Taxi Service

The *Accessibility for Ontarians with Disabilities Act* (AODA) requires municipalities to establish “the proportion of on-demand accessible taxicabs required in the community”¹³ in consultation with its Accessibility Advisory Committee,¹⁴ and to establish a timetable for meeting this goal. Sudbury is still completing this process.

In addition to ensuring equitable accessible taxi service, municipalities are also required under the AODA ensure that:¹⁵

- Fares charged to person with disabilities are the same as for of other customers, and that no fee is charged for storing mobility aids or mobility assistive devices.
- Vehicle registration and identification information is on the rear bumper of the taxi.¹⁶ This identification must be consistently shaped, coloured, and positioned using a high colour contrast background, with the “appearance of solid characters”.
- That taxis have vehicle and identification information available in an accessible format to people with disabilities who are passengers (e.g., braille or other solution).

Sudbury may want to amend its present bylaw (and practices) to incorporate these AODA requirements. For example, Section 14 of the bylaw requires the taxi to post the plate on the back of the vehicle, but allows some discretion as to where it is placed. AODA regulations call for the plate to be in the same place on the bumper for all vehicles. This makes for easier identification by those with vision or cognitive

¹³ Section 79, *Integrated Accessibility Standards* (regulation under AODA).

¹⁴ Municipalities with population greater than 10,000 must establish such a committee. This may be fulfilled by continuing the existence of any such committee that pre-existed the AODA.

¹⁵ Section 80, *Integrated Accessibility Standards* (regulation under AODA).

¹⁶ The regulations specifically refer to the bumper.

disabilities. Similarly, there is a bylaw requirement for drivers to post their credentials for passengers to see, but no requirement for the vehicle to carry credentials in alternative media format.

6.2 Accommodating other disabilities and the AODA

AODA regulations also set standards for service that fall directly on the taxi industry. The municipality is not itself responsible for meeting these requirements. However, Sudbury may want to assist the industry and Sudbury residents by anticipating equipment requirements in its regulations. In particular, there are accommodations for those with vision and hearing disabilities that might be included in future planning.

Requirements for taxi service providers under AODA

The *Accessibility Standards for Customer Service* apply to all goods and service providers in Ontario, including taxi service providers.¹⁷ Rather than setting technical standards for all the different service industries, the standards have a general requirement that, “Every provider of goods and services . . . shall use reasonable efforts to ensure that its policies, practise and procedures are consistent with the following principles . . .” The principles include that service be integrated with service given to others, and that “persons with disabilities be given an opportunity equal to that given to others to obtain, use, and benefit from the goods and services”.

AODA places this requirement on all service providers, regardless of size. Companies with more than 25 employees have additional requirements to document their procedures.

Passenger Information Monitors (PIMs) and sight and vision disabilities

There is a relatively new piece of taxi equipment that offers significant benefits to all taxi users, and offers new accommodation to those with sight or hearing disabilities. It is commonly termed the passenger information monitor or PIM (sample photo at right.)

PIMs offer a bundle of services and equipment central to modernizing the passenger experience. A PIM takes the form of a screen in the back of the taxi facing the customer, attached to a credit card swipe. They enable all customers to swipe their own cards from the back seat, and offer real time clearance of the card, GPS trip display, a means of registering customer feedback, tourist information, as well as accommodation of visual and auditory disabilities.



Passenger Information Monitor showing real time trip progress on a map.

The customer credit card swipe is a feature strongly valued by all users. Customers generally prefer to handle their own cards rather than have someone else swipe them through unknown devices. In the absence of a PIM, drivers may use their own credit card clearing devices attached to their smartphones

¹⁷ Municipal requirements for taxis fall under a different AODA regulation; *Integrated Accessibility Standards*. AODA is explicit that multiple standards and regulations may apply to the same business. Taxis must meet both sets of requirements, where relevant.

in order to bypass credit card processing charges by their taxi company (www.squareup.com, for example, charges 2.75% while charges via a typical taxi company range from 5% to 7% of the fare). Security on driver provided devices may not be good, and such transactions are occasionally flagged for validation by credit card exchanges, causing temporary inconvenience in using the card elsewhere. Because the equipment is still relatively new, its possibilities for accommodating disabilities are still being explored, and standards are just being developed. For persons with sight or vision disabilities, a PIM offers a potentially convenient method of using a taxi that is empowering in that it enables a user with disabilities to use the taxi in a manner similar to other users. A good quality PIM is programmable with audio and a touch sensitive screen. This means access features can be included to provide voice (e.g., announcing the meter fare and distance for those who cannot see it easily), or text for those who cannot hear well. For those with hearing disabilities, the real time display of the route and other screen features may also be helpful. For example, one feature now offered is the “triple tap” which turns on features such as a voice readout of the meter.

Pioneered by New York and Boston in 2004, the equipment is now provided on a competitive basis from a number of suppliers, including Creative Mobile Technologies, VeriFone, Wireless Edge, and TaxiMagic. To function, the dispatch system must already be a GPS real time computer dispatch, as recommended previously. For efficient upgrades, taxi companies usually install PIMs concurrently with upgrading their dispatch systems and providing their drivers with upgraded displays.

Because the PIM is bundled with credit card processing, it often is provided to taxi companies for free, or at a subsidized rate. Arrangements vary depending on competitive bids and the proportion of fares on credit cards. As with all businesses, there is a hidden credit card charge paid by the business. Automation means that the percentage fee is competitive, or occasionally better, than the percentage charge for the older credit card systems they replace; 5% is typical when the equipment is provided for free. Alternatively, the rate can be 3.5%, with a fixed monthly fee per taxi to cover bandwidth charges.

Drivers typically resist customer use of credit cards because of the fees. However, experience shows that a properly implemented PIM can result in higher tips due to the automatic calculation of tip percentages and the menu choices for quick picks (10%, 15%, 20%) – similar to devices is now used in many restaurants. If desired, the regulator can also address driver concerns by allowing passengers to be charged a small service fee for use of the clearance system. Ottawa currently allows a charge of \$1.50 for use of either a credit or a debit card.

Hara Associates suggests that the City of Sudbury consider the introduction of PIMs in planning for future improvements in taxi service, thereby accommodating people with sight and vision disabilities, and assisting taxi operators and brokers in meeting their obligations under the AODA.

Other general benefits of a PIM are:

- **Quicker payment to drivers.** The automatic clearance process usually puts payments directly into the driver’s bank account. Depending on negotiated terms, drivers can receive credit the next banking day although there may still be a delay of three to five days by the credit card system. This is an improvement over the 30 days that drivers now have to wait in some cities.. The real time clearance of cards means the PIM provider experiences only a small risk in providing credit in advance of credit card company clearance.
- **Regulator convenience.** More controversially, PIMs make it convenient for the regulator to collect a small fee per trip, either to improve enforcement or to finance programs such as the expansion of accessible taxi service. Since the PIM tracks all trips via a connection to the meter,

PIM providers can net the per-trip fee out credit card receipts and remit the funds to the city. Experimentation with this is quite recent. In 2013, Washington D.C. implemented a 25% per trip fee in the drop rate on the taximeter, collected via the PIM providers. Because each taxi takes quite a few trips in a year, a small fee per trip can provide substantial annual funds.

7 Improving Service at Bar Closing

Another concern for Sudbury is achieving adequate service on Friday and Saturday nights for popular locations in the urban core, particularly at closing hour, when large numbers of patrons are out on the streets seeking rides. This creates an occasionally challenging situation for law enforcement, whose job includes dispersing the closing crowd and clearing the street. The current zone system complicates matters in that theoretically, Zone 2 taxis can only take customers from the core back to Zone 2, leading to fare refusals. During the consultations, some drivers reported this sometimes leads to violent negative reactions by disappointed bar patrons who see an empty taxi and want the ride.

The shortages have been systemic enough that some unlicensed operators have begun to offer taxi service, marking their cars with temporary yellow emergency lights purchased at hardware stores. While providing some relief for the situation, the operation of unlicensed taxis in the dark creates obvious public safety risks. There are good reasons why regulators license taxis, and require clearly identifiable vehicles and drivers who have had a criminal record check.

All municipalities face the challenge of bar closing. The problem can be more severe in cities with a high post-secondary student population, as in Sudbury, or in cities experiencing a significant resource boom such as in Alberta. To some extent, the situation is unavoidable, since there is not enough business during the rest of the week to support a fleet of taxis capable of transporting all clients home precisely at closing time.

There are a number of techniques in common use to assist with this problem. Many focus on providing a safer environment for taxis to pick up fares during this period. Some drivers do not feel safe dealing with the nighttime crowd, resulting in only a portion of the taxi fleet serving the entertainment district at closing. The traditional treatment where bars move the customers out onto the street, and the police seek to disperse the crowd, does not necessarily lead to an attractive environment for the working taxi driver.

Options for Sudbury to consider include:

- **Merged zones.** Cities may invite out of jurisdiction taxis to come in to clear away bar patrons. Vancouver police have done this in past years – announcing non-enforcement of the geographic boundaries so that taxis from surrounding municipalities can help clear out the Gastown district on weekend nights. Sudbury would achieve the same thing by merging Zone 1 and Zone 2.
- **Driver option to require advance payment at night.** Drivers face the risk of bar patrons not having sufficient funds at the end of the trip. This is a safety concern as well as a commercial concern. Even when a driver does not insist on payment, there can be preemptive aggression and violence from the passenger. An alternative is to allow drivers the option of requiring an estimated cash fare in advance. The meter is still run during the trip, and the driver collects or refunds any difference. Thunder Bay allows drivers this option on any night shift between 8 p.m. and 8 a.m. Having the right to do so posted, along with the meter rate, reduces customer resentment when this option is exercised.

When fares are paid by credit or debit card, the driver should be prepared to refund the difference in cash if their in-taxi system is not capable of refunds. This requirement is no different from having a sufficient amount of change for cash fares – provided the initial fare estimate is accurate. The approach becomes more convenient when credit cards and debit cards

are cleared in real time from the taxi. Real time clearance is a common feature of the recommended upgrade to computer dispatch, and of installing PIMs as discussed above. This is another safety aspect of modernizing Sudbury's taxi fleet.

- **Supervised space for taxi pickup.** In an unsupervised environment, bar patrons may get into fights over a taxi (or even inside the taxi if they enter from opposite doors). More drivers will show up if there is an orderly process or space for them to take passengers. This can be tackled a number of ways:
 - **Dedicated taxi stand curb space at night.** On Friday and Saturday nights, there can be a dedicated curb space in the key entertainment area(s) where taxis can stand, and customers can go to get their taxi. Kingston, for example, has a 10-car space in the key entertainment area patronized by university students. For this strategy to be effective, it is helpful if there is ticketing and/or towing to keep the space clear after a certain time (say 10 p.m.), and if police extend their presence and interest in the area as part of their management of closing time. The City of Edmonton has a couple of such spaces on their Whyte Avenue district, and have tow trucks on hand to clear the stand of the vehicles of anyone who ignores the signs.
 - **Temporary stands in front of key establishments.** A variation of this approach is to work in cooperation with key entertainment establishments that normally staff their doors with security staff (i.e., bouncers). The city designates spaces in front of the establishments as nightstands, and there is a cooperative relationship between private security staff and the police to extend supervision into this space. Calgary takes this approach as part of its integrated strategy to revitalize its downtown.
 - **Supervised "runs".** An alternative to stands is to dedicate certain street(s) in popular areas as pick-up areas, and ensure police presence in these areas. Taxis will respond to the presence of supervised areas by cruising the designated street, and bar patrons will learn to come to that street to be picked up.
- **Coordination with police.** All these approaches work better when the police and taxi services function as partners solving a common challenge. This is helped by a conscious decision to do so, since an individual officer may experience dealing with taxi issues as a distraction from the main business at hand, rather than taking into account the long-run impact of better taxi supply making the job easier. Cooperation works both ways. In Sault Ste. Marie, where the police are also responsible for regulating taxis, there is telephone contact between the police and the taxi dispatchers to help manage the flow. Bar patrons who are still on the street are often patient when they know that the police officers is in touch with the taxi situation, and that cars are on their way back for a second round of customers.
- **Fare incentives.** Money is not always the issue with taxi service. For night service, safety is the highest issue. However, money can help motivate supply in some circumstances. This is particularly true when taxis are single shifted. Drivers with their own plates may not choose to employ a second driver in their vehicle (it is like sharing an office), or may prefer to work days. There is also the question of vehicle type. A multi-passenger van can move more passengers, especially to common points – such as university students sharing a taxi back to residence. Possible fare reforms that might help service at closing include:
 - **Night premium.** Edmonton experienced improved taxi supply at night after adding a \$3 surcharge from 11 p.m. to 4 a.m.
 - **Flat rate per person.** A flat rate per person could be designed that made use of vans rewarding for runs between the main entertainment area and post-secondary

residences. This would also facilitate advance fare collection. The net effect could be a more accessible fare for students (and others) at the same time as higher income for drivers who operate vans. The fee should be such that the meter is still more reasonable for smaller parties.

- **Interior cleaning fee.** A different issue occurs when an inebriated customer gets sick in your taxi. This is always a disaster. It is one reason why some drivers avoid this part of the trade. The disincentive can be reduced by including a “cleaning fee” on posted fares (e.g., \$50). While it is not always possible to collect such a fee, it provides a quick standard for settlement, when the fee can be collected. Ottawa posts such a fee.

Choosing among the above approaches varies based on local preferences by residents, the industry, and police services.

8 Other Issues

A number of other issues were identified for comment. The analysis below is based on the comparison with Sudbury’s peer cities (Appendix A), and best practice in the broader taxi regulatory environment.

8.1 Driver requirements

Table 3 compares requirements for a taxi driver license between Sudbury and the selected peer cities. Certain requirements are widespread but not universal, such as a letter of intent to employ from an owner or broker. Other requirements, such as conducting criminal record checks and retrieving MTO abstracts are essentially universal, but are implemented differently. Still others are unique to a single jurisdiction. For example, North Bay is unique in having the discretion to request medical certificates.

All the peers, except Thunder Bay and Sault Ste. Marie, require prospective drivers to present a letter from the broker or taxi owner that intends to hire them once they are licensed. This is generally done to put some of the burden of screening applicants on the taxi companies and to ensure that drivers do not go through the licensing process if they are seen by the industry as unemployable. Interestingly, Thunder Bay and Sault Ste. Marie are also the only two jurisdictions that have specific limits on the number of demerits a driver may have on record. In the other jurisdictions, regulators look for egregiously bad behavior but otherwise rely on the taxi owners and the insurance market to screen out poor, but not criminally dangerous, drivers. Thunder Bay and Sault Ste. Marie both regulate taxis via their police boards.

Criminal record checks are also performed by each jurisdiction. Most perform a more comprehensive form of check referred to as a vulnerable sector check. These include information otherwise absent from a standard criminal record check, such as pardoned convictions, family court restraining orders, criminal charges still pending, and the circumstances of previous contact with the police. Generally, the municipalities surveyed have a great deal of discretion in determining what constitutes reasonable grounds for refusal of a license. Some go further, and give explicit (but not all encompassing criteria) that will result in refusal. The joint taxi authority of Kingston and Loyalist County requires that there be no criminal convictions in the past three years and no unpardoned convictions for violent crime. Sault Ste. Marie and North Bay view any unpardoned convictions as unacceptable. Sudbury requires an absence of federal convictions within the past five years while Thunder Bay sets the bar at three years.

Table 3: Driver Licensing Requirements							
Jurisdiction	MTO Abstract?	Criminal Check?	Vulnerable Sector Check?	Letter of intent to employ?	Test?	Training?	Medical certificate?
Timmins	✓	✓	✓	✓	x	x	x
North Bay	✓	✓	✓	✓	✓ geography and landmarks	✓ First aid/ CPR course for Accessible taxi drivers.	✓ On request
Sault Ste. Marie	✓ Max 9 demerits	✓	x	x	✓ Written	x	x
Thunder Bay	✓ Max 8 demerits	✓	✓	x	✓ Written, meter rates and geography	✓ First Aid/ CPR course for accessible taxi drivers	x
Barrie	✓	✓	x	✓	✓ Geography Based Driving Test	x	x
Kingston and Loyalist	✓	✓	✓	✓	✓ Written or Oral	x	x
Sudbury	x	✓	x	✓	✓ Written	✓ Self-study course, MTO training for Accessible taxi drivers	x

All of the municipalities, except for Timmins require that drivers pass a test on geography and/or the bylaw. These tests vary in form, but are all based on knowledge the driver is expected to acquire for themselves. None of these jurisdictions has a formally taught training program, except for what may be required of accessible taxi drivers.

North Bay is the only one of the cities to incorporate medical requirements into its bylaw. A medical certificate can be requested by the North Bay Police Services Board, if they have reason to suspect that an individual might be medically unfit to operate a taxi.

Police services charge a higher service fee for vulnerable sector checks, but historically, the main drawback to these checks has been the delay in licensing they cause. This disadvantaged both the applicant, and taxi companies that are short of drivers.

Such a delay is not likely to be a problem for Sudbury, however, because of the technologies available to its police force. Vulnerable sector checks and criminal record checks draw from the same national police databases, but a greater assurance of identity is typically required in the course of a vulnerable sector check. For a basic criminal record check, some police forces verify identity by fingerprint only when the

individual's name and age is similar to that of someone with a criminal record. For a vulnerable sector check, however, it is the usual practice to seek greater assurance by verifying every applicant's identity against fingerprint records. Until recently, fingerprint identification was done manually by off-site experts, which took considerable time. Today, with digital fingerprint imaging and searching, this can be done fairly quickly. Police forces across Ontario are now installing digital capacity (in one peer city the machines were present but not yet operating). For Sudbury, however, the digital fingerprint capacity is already in place. Timmins, for example, reports that it sends applications to Sudbury's police to obtain quick service.

Recommendation 8: Vulnerable Sector Check. Sudbury should upgrade its criminal record check to include vulnerable sector checks, consistent with peer practice. The higher degree of assurance is worthwhile for public safety, and needed in any event for school contracts or social service contracts. The introduction of digital fingerprint recognition has significantly reduced the delay in identification that used to occur with these more stringent checks.

Another area where Sudbury varies from peer practice is a check of Ministry of Transport driver abstracts. Sudbury is alone in not requiring the presentation of the abstract, although only two peers set an actual demerit point guideline in the Bylaw. The rest exercise judgement by case, since taxi drivers will accumulate more demerit points than the average driver by virtue of being on the road as an occupation.

Recommendation 9: MTO Abstracts. Sudbury should require the provision of driver abstracts as part of its application and renewal process for taxi drivers, consistent with the practice of its peers.

8.2 Managing Meter Rates

Policy Objectives and the Law

Cities regulate meter rates primarily to protect consumers. In the absence of regulation, passengers would not be able to assess a fair price given the variable nature of the service in terms of both distance and quality of vehicle and driver. Regulated rates on meters provide a convenient set guide, and avoid situations of haggling or exploitation (as on a lonely street late at night). considered. The broader framework of common law places duties on governments when regulating the price of any product or service; prices must be set high enough to allow firms in the industry the opportunity to make a *fair and reasonable* rate of return on their investment. To do this the cost conditions of the industry must be considered. Cities typically change taxi meter rates in response to changes in industry costs.

Another relevant consideration is the value of a taxi plate within jurisdiction. When people are willing to pay to enter an industry, it is evidence that returns to capital are higher than generally available – so that the regulator's duty to permit just and reasonable returns is met. Thus the fact that Sudbury's plates have positive value is evidence that– the duty in law is met.

In the presence of plate value, cities generally still manage meter rates on a relative basis, responding to industry costs. A well-managed rate provides a predictable environment in which all industry participants can plan for the future. If rates are left unadjusted while costs rise, service is disrupted while industry players resolve who is bearing the burden, and stakeholders do not make the needed long run investments in equipment and service.

Table 4: Meter Rates							
Jurisdiction	Drop	Drop Distance	Per KM cost	Per hour cost	5km Fare (no time)	35km Fare (no time)	Formula for Update
Timmins	\$3.60	100m	\$1.75	\$36.0 (charged instead of distance)	\$12.18	\$64.68	×
North Bay	\$4.20	100m	\$1.92	\$34.41	\$13.62	\$71.26	√ CPI
Sault Ste. Marie	≥\$3.90	100m	\$1.50- \$2.50	\$30.00	\$11.25- \$16.15 (min drop)	\$56.25	×
Thunder Bay	\$4.15	62.5m	\$2.50	\$45.0	\$16.49	\$91.49	×
Barrie	\$3.25	100m	\$2.50	\$30.00	\$15.50	\$90.50	√ CPI
Kingston and Loyalist	\$2.85	77m	\$1.30	\$27.70	\$9.24	\$48.20	×
Sudbury	\$3.50	250m	\$2.23	??	\$14.10	\$81.07	√ Local gas prices

Although rates are set for the benefit of the consumer, the concerns of the industry also must be considered. The broader framework of common law places duties on governments when regulating the price of any product or service; prices must be set high enough to allow firms in the industry the opportunity to make a *fair and reasonable* rate of return on their investment. To do this the cost conditions of the industry must be considered. Cities typically change taxi meter rates in response to changes in industry costs.

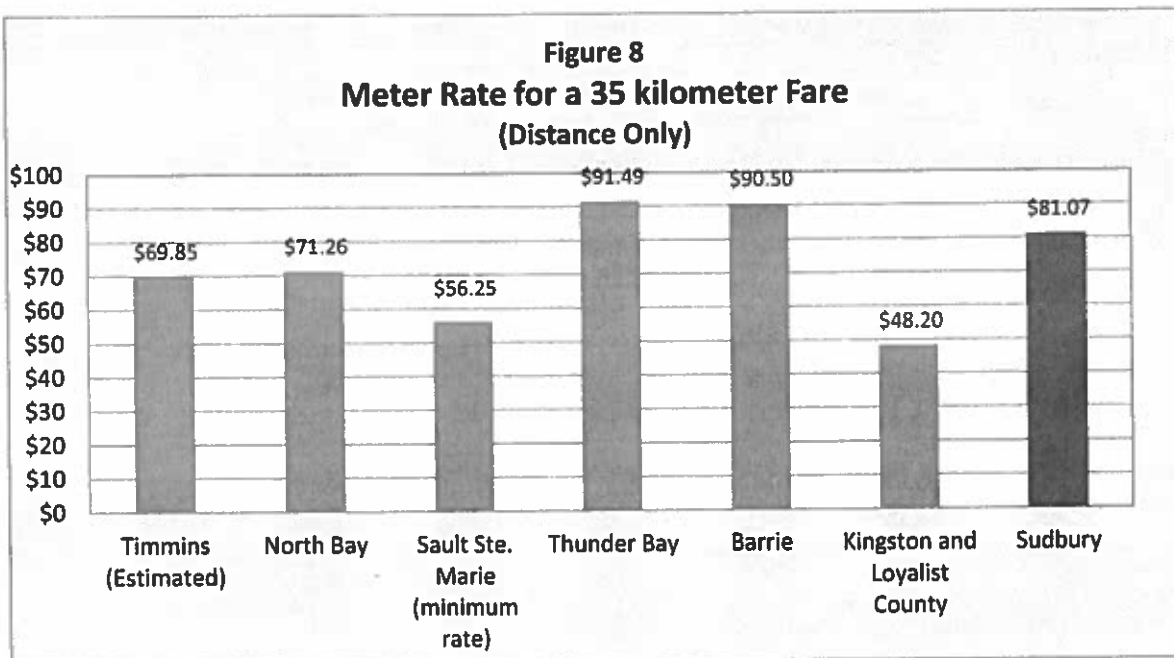
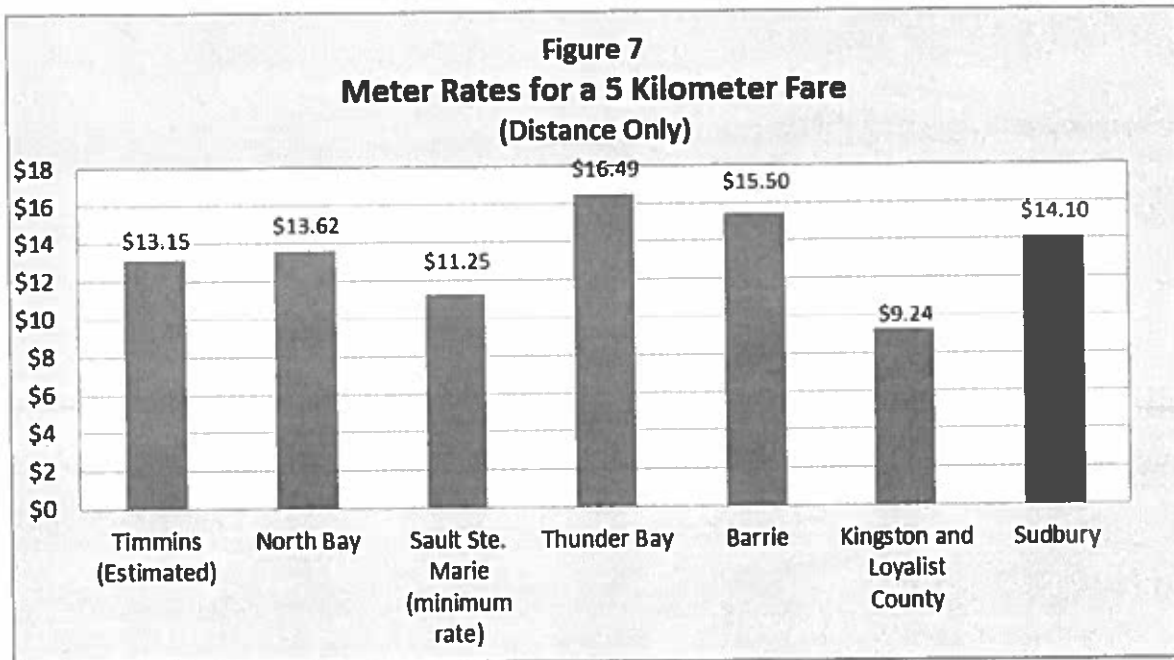
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Sudbury Meter Rates Compared to Peers

Determining whether Sudbury's current meter rates reflect recent changes in taxi operating costs requires on-site engagement with Sudbury stakeholders that is beyond the scope of this study. The cost of operation in each city is different. For example, taxi insurance rates have risen sharply in some parts of Ontario, less so in others. However, we can comment on where Sudbury stands in relation to its peers.

Figures 7 and 8 compare Sudbury's meter rates for short-haul (5 kilometer) and long-haul (35 kilometer).¹⁸ The range of meter rates is quite broad. Sudbury falls in the upper third. Rates in Thunder Bay and Barrie are higher, while rates in the other four peer cities are lower.



¹⁸ Distances are calculated based on the rate per meter, rather than "on the nickel". This avoids distortion. The Timmins meter rate is estimated – the most recent published rate was adjusted upwards 8% for HST harmonization, but a record is missing from City electronic records.

Managing Meter Rate Adjustments

A different question is how meter rates are reviewed and adjusted. Only two of the peers, Barrie and North Bay, undertake regular review of their meter rates. Both do so by increasing the meter rate by the previous year's general rate of inflation as measured by the Consumer Price Index (CPI) published by Statistics Canada. The other jurisdictions carry out their reviews at the request of their local taxi industry. Sudbury has provisions in its bylaw for meter rate adjustments to occur as often as every three months, based solely on the fluctuation in gas prices observed at any three local gas stations.

Recommendation 10: Replace method for meter adjustment rates. Sudbury's reliance exclusively on gas prices to adjust meter rates should be replaced by an index approach capturing additional important cost elements. While gas prices have been a source of volatility in the past, the rising cost of insurance has been the biggest concern for Ontario taxi operators more recently.

Some form of indexation is highly desirable. It allows the industry to form sensible expectations about future rates. It allows consumers to do so as well. This helps avoid large and infrequent rate increases that lead to sticker shock and cause customers to avoid taxis. Regular adjustment also allows individuals who are considering giving up car ownership a more stable framework in which to budget for that choice.

Ideally, an index would be representative of the costs of providing taxi service. However, there are two common approaches. Smaller municipalities, such as those in the peer comparison, tend to use the CPI because of its convenience. The disadvantage of the CPI is that it is built around a household budget, not a taxi's. Gas, insurance, and vehicle operating costs are included, but have a lower weight than is realistic for taxis..

A more sophisticated approach involves developing a taxi cost index (TCI) based on local taxi operating costs. Larger municipalities do this, including Toronto and Ottawa. Provincial agencies, such as the B.C. Passenger Transportation Board, also use a Taxi Cost Index. A TCI is like the consumer price index. It still can use convenient published data from Statistics Canada, but it gives more appropriate weight to gas, insurance, and other costs relating to operating taxis.. The disadvantage of a TCI is that it is more challenging for municipal staff to maintain. Errors can be made by those unfamiliar with the formula or the data sources.

The choice between a TCI and the CPI is one of accuracy versus convenience. Over time, Hara Associates has found that providing a spreadsheet tool that includes step-by-step instructions has helped municipalities update their indexes without assistance. Either TCI or CPI would be an improvement over the Sudbury's current reliance exclusively on gas prices.

Whichever method is chosen the end practice is similar. If the CPI has risen 2% since the previous year, then meter rates can be raised 2%, subject to stakeholder consultation (sometimes the industry will decline). The TCI is the same – an annual review based on % increase in the TCI. The major difference is that a Taxi Cost Index requires the initial step of development in consultation with Sudbury operators on their costs, while the CPI is less accurate but already made.

Applying the CPI

While a TCI based on costs is more accurate, it is possible to apply the CPI to Sudbury's taxi meter rate history to see what present rates might be under this rule.

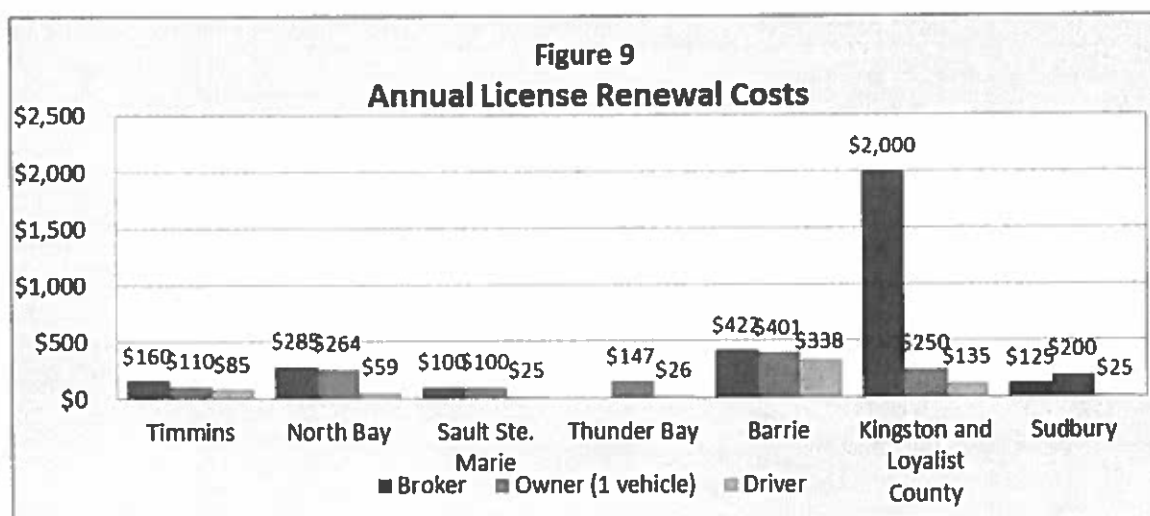
Sudbury last adjusted meter rates in July 2010. Rates were increased 8% to accommodate HST harmonization. The previous increase was in late June of 2008. The Consumer Price Index has risen 5.9% since 2008, or 7.0% if you measure from 2008.¹⁹ The choice of baseline is problematic. From one perspective, the industry has not received an adjustment for operating costs since 2008, since the 2010 adjustment was to accommodate a tax. However, the net impact of HST harmonization was less than the 8% meter rate increase given the industry. Harmonization also lowered the costs of fuel and other inputs by providing an HST tax credit in place of the provincial sales tax that was eliminated.

Applying a 5.9% increase to meter rates would increase the 5 kilometer fare to \$14.93 - leaving Sudbury's relative ranking among other peer cities unchanged.

8.3 License fees

Licensing fees in the peer group vary widely, as does the estimated amount of revenue they generate (Table 5, Figure 9). The tables show that Sault Ste. Marie has the lowest licensing revenue at less than \$5,000, while Barrie leads the pack with more than \$180,000 of licensing revenue. Sudbury's total estimated licensing fees are similar to North Bay's, a city with 52 fewer taxis. The only peers that collect less money than Sudbury to fund taxi regulation are Sault Ste. Marie and Thunder Bay, where their respective police services boards have been moving to divest themselves of the taxi regulation portfolio.

If the current regulatory budget is felt to be insufficient, Sudbury has considerable leeway to increase contributions from the taxi industry. Doubling of license fees would make Sudbury's combined fees per taxi equivalent to the average of the peer group. Increased per vehicle fees are one way of achieving this. Sudbury's driver license fees also are among the lowest among its peers, although we note that requiring a vulnerable sector check would impose additional fees on drivers.



¹⁹ Based on seasonally adjusted CPI for Canada to December 2013, Statistics Canada Table 326-0022, series v4160914. An Ontario CPI series is also available, but on a seasonally unadjusted basis. Seasonally adjusted is preferred since fuel and other prices vary seasonally, and the comparison is between a July start date and a December end-date.

Table 5: Licensing Fees						
Jurisdiction	Taxi Broker	Taxi Broker Renewal	Taxi Owner	Taxi Owner Renewal	Taxi Driver	Taxi Driver Renewal
Timmins	\$390	\$160	\$180	\$110	\$110	\$85
North Bay	\$1614.28	\$285.19	\$645.72 per taxi	\$263.66 per taxi	\$96.85 (+\$26.91 testing fee)	\$59.19
Sault Ste. Marie	\$400	\$100	\$300 + \$100 for each taxi	\$50 + \$50 for each taxi	\$15	\$25
Thunder Bay	Not Applicable	Not Applicable	\$147 per taxi	\$147 per taxi	\$77 (+\$43 test fee)	\$77 (every three years)
Barrie	\$421.98	\$421.98	\$400.88 per taxi	\$400.88 per taxi	\$337.59	\$337.59
Kingston and Loyalist	\$3,500	\$2,000	\$600 per taxi	\$250 per taxi	\$140	\$135
Sudbury	\$200	\$125	\$200 for the first \$500 for each additional	\$200 for zone 1 and zone 2 + airport \$100 for zone 2	\$25 (+\$50 for each sitting of the test)	\$25

8.4 Vehicle age, insurance, and management of license renewal

Table 6 compares peer jurisdictions on policy for vehicle age, insurance, and management of renewal of licenses.

For vehicle age, Sudbury and Thunder Bay are among the tightest jurisdictions, limiting the age of a taxi to seven model years for a regular taxi. The others use ten years, although Sault Ste. Marie and North Bay require older vehicles to be inspected more frequently. For accessible taxis, there are two different philosophies in play. One is to use a longer age limit as an incentive to provide accessible service and in consideration of recovering the higher vehicle cost (Thunder Bay). The other is to have a tighter restriction, possibly in consideration of the greater consequences of mechanical breakdown. North Bay applies a slightly tighter restriction (eight years instead of ten), while Kingston and Loyalist Township permit only three model years. Note that as of the end of 2013, Kingston and Loyalist Township have yet to put accessible taxis into service.

More broadly, the more common approach is to extend vehicle age limits for accessible taxis as an incentive. The impact on safety is moderated by the fact that, when a typical adapted family van is used, the high maintenance costs usually limit the life span of the vehicle in any event. Having a more flexible age limit for accessible vans allows operators to find low kilometer used vans to offset the cost of customizing them with a wheelchair lift. Another point to consider is that purpose-built taxis, such as the MV-1, the Transit Connect, or Nissan NV200, are intended to operate for much longer than a family van.²⁰

Regarding insurance, three of the six peers match the \$2 million third party liability required by Sudbury for its Zone 1 taxis. In addition, Kingston and Loyalist County require \$2 million for its accessible taxis, compared to \$1 million for other taxis. The rest require \$1 million coverage, except for Thunder Bay. Thunder Bay is silent on the subject – implicitly requiring the provincial minimum of \$200,000.

²⁰ Production of the MV-1 has been a stop and start process. The company recently changed hands, and at the time of writing is taking orders once again.

If Sudbury chooses to merge zones, it would be consistent with practice in smaller jurisdictions to extend the Zone 1 requirement of \$2 million to all taxis, dropping the lower \$1 million requirement for current Zone 2 operators.

A final administrative question identified for this study, was practice in other jurisdictions on license renewal. Is it preferable to renew all licences on the same expiry date? Or is it preferable to stagger them throughout the year? Among the peers, only Thunder Bay and Barrie stagger license expiry over the year. Choice will be affected by whether there is dedicated counter staff available to handle the renewal process as part of their daily routine. Thunder Bay and Barrie are among the larger of the peers. Smaller jurisdictions may prefer to deal with matters in bulk in order to focus available expertise and avoid a constant call on staff. The three smallest jurisdictions (Timmins, North Bay, and Sault Ste. Marie) are all police supervised and have chosen to manage expiry in bulk during a single month of the year. The Kingston and Loyalist Township Taxi Commission serves a large population, but stands separate from either municipality – resulting in a small office.

As a larger municipality in this group, and with bylaw office staff available to manage renewal, Sudbury may prefer to smooth out its workflow by staggering renewal dates. If vulnerable sector checks are adopted, having staggered renewal dates also will avoid management having to handle a large number of discretionary decisions all at once.

Table 6: Vehicle Age, Insurance, and Expiry Dates				
Jurisdiction	Police Jurisdiction	Vehicle Age	Third Party Liability Insurance	Staggering of Renewal Dates?
Timmins	Yes	Cannot enter service after 5 model years. Maximum 10 years.	\$2 million	No. All licenses expire on Jan. 31. Renewals staggered within Jan.
North Bay	Yes	10 model years – with increasing inspection by age (8 for accessible taxis)	\$2 million	No. Vehicle licenses expire last day of Feb. Driver licenses expire last day of March.
Sault Ste. Marie	Yes	5 years, after which extra inspection	\$1 million	No. All expire March 30, with grace period for renewal until April 15 th .
Thunder Bay	Yes (In transition)	7 years and 600,000 kilometers. (No limit for accessible taxis)	None. Provincial legislation minimum is \$200,000	Mixed. Vehicles all expire Aug. 31. Driver staggered by individual start date and have 3 year term
Barrie	No	None	\$2million	Yes. Renewal on date of issue anniversary
Kingston and Loyalist Township	No	10 years (3 years for accessible taxis)	\$1 million (\$2 million for accessible taxis)	No. All licenses expire Dec. 31. \$50 surcharge if not in by Dec. 15
Sudbury	No	7 years, (6 years for airport) (10 years for accessible)	\$2 million (\$1 million airport and rural operators in Zone 2)	No. All licenses expire Aug. 31.

Appendix A

Peer Cities

Appendix A – Peer Cities

Six cities were selected, in consultation with City representatives, to be comparable to Sudbury in terms of population and shared Ontario jurisdiction. They were:

- Barrie
- Kingston and Loyalist Township
- North Bay
- Sault Ste. Marie
- Thunder Bay
- Timmins

This appendix provides descriptions of each jurisdiction. Comparative tables appear in the main report.

Authorities in each of these cities kindly agreed to be interviewed and review draft descriptions of the Bylaw and practices. Responsibility for errors and omissions is Hara Associates'.

Barrie

<i>Jurisdiction Served:</i>	The City of Barrie
<i>Name of regulator:</i>	Department of Building and By-Law Services
<i>Population (2011 census):</i>	135,711
<i>Taxi fleet (by type):</i>	199 total 4 accessible
<i>Number of limousines:</i>	
<i>Taxis per 10,000 Population:</i>	14.6
<i>Drivers:</i>	300
<i>Plates Transferable?</i>	No
<i>Market value of plates/medallions:</i>	N/A
<i>Medallion/taxi license lease value:</i>	
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$15.50 (10% discount for senior citizens)
<i>-35 kilometers (drop and distance only):</i>	\$90.50 (10% discount for senior citizens)

In Barrie, taxi regulation is handled by the Department of Building and By-Law Services. This department is responsible for enforcing most bylaws in the city. The power to pass and amend bylaws regulating the taxi industry rests with the city council.

Licensing Regime

After an industry open house in November of 2011 and a staff review terminating in early 2012, Barrie enacted a new licence formula of 1 taxi per 1,500 residents. This was accompanied by the enactment of a moratorium on the issuance of new plates until the ratio is met; currently, there is one taxi for every 682 residents. There is no formal process in place to issue new licences, when they become available.

The moratorium on new licences was accompanied by a prohibition on the transfer of existing licences. There is no exception laid out in this bylaw. If a licence holder dies or the ownership of a licence holding company changes, their licences are forfeit.

Barrie's bylaw outlines two separate classes of taxi vehicle licences, A and B. In their definitions they carry different requirements for safety equipment; however, later bylaw amendments effectively impose the more stringent requirements of Class B on all taxis.

Taxis in Barrie must be operated in association with a taxi company. Taxi companies are required to provide dispatch service and must police their drivers and staff to ensure that cell-phones are not used to respond to calls for service. Taxi drivers may not service business for any company aside from the one they are associated with.

Vehicle Age and Insurance

Taxis must carry at least \$2,000,000 of third party liability insurance. There is no restriction on the age of vehicles used for taxi service.

Licensing Requirements

All prospective drivers must pass a test on the geography of the City of Barrie. This test requires them to take a by-law enforcement officer to three locations in the city without consulting a map. They do not have to score perfectly to pass the test, but they should demonstrate a reasonable level of familiarity with the city.

Aside from the test and having a valid Ontario driver's licence, class G or higher, there are no strict guidelines for the licencing of taxi drivers; however, if the issuer of licences determines that it would not be in the public interest to grant an individual a licence, they can refuse to do so.

In order to inform their choice as to whether or not to grant a licence, Barrie requires that all prospective taxi drivers provide them with a driver's licence abstract and submit to a criminal record check. These documents are requested at the time of initial application and at each annual renewal.

Individuals who are denied a licence have the right to appeal. This appeal must be filed in writing within 15 days of the refusal. A hearing is then held, at which the Corporate Services Committee of City Council makes a final ruling on whether to grant the licence. If the Corporate Services Committee desires, it may impose conditions on the granting of a licence. This procedure also applies to suspensions and revocations.

Before they grant a licence to a taxi company the issuer of licences must be satisfied that a prospective company will be able to provide 24 hour service from a staffed location that is readily accessible to the public. They also have to provide records of all the vehicles and drivers working with their company and must ensure that these drivers do not service calls from any other companies.

Accessible Taxis

Barrie has no special regulations for accessible taxis. The only additional regulations that apply to them are those imposed by the province. Interestingly, though Barrie has no provision for the issuance of wheelchair accessible taxi licences in its bylaw, the four taxi companies within Barrie each operate an accessible taxi.

The Airport

Barrie shares an airport with the neighbouring City of Orillia. The airport stand appears to be closed, with only two of the four Barrie companies operating there. Two Orillia based companies also operate at the airport.

Meter Rate

Since 2012 the meter rate has been set at:

- \$3.25 for the first 1/10 of a kilometer.
- \$0.25 for each additional 1/10 of a kilometer or part thereof.

Meter rates are updated based on Consumer Price Index inflation. There is a 10% discount for any passenger paying cash who can present a Senior Citizen's card.

Bar Closing and Entertainment District

Administration

All licences expire each year on the anniversary of their date of issue. Licence fees are increased annually by the amount of the previous year's rate of Consumer Price Index inflation. The fees for 2013 are:

- \$421.98 for a taxi company license
- \$400.88 for each taxi vehicle license
- \$337.59 for a taxi driver license

Kingston Area Taxi Commission (KATC)

Jurisdiction Served:	The City of Kingston and The Township of Loyalist
Name of regulator:	The Kingston Area Taxi Commission
Population (2011 Census)	139,584 (Kingston: 123,363, Loyalist: 16,221)
Taxi fleet (by type):	209
Number of limousines (2011):	Not regulated
Taxis per 10,000 Population:	15.0
Drivers:	2,570
Are Plates Transferable?	Only upon death of the plate holder
Market value of plates/medallions:	\$15,000 - \$25,000
Medallion/taxi license lease value:	
Meter Rate –	
-5 kilometers (drop and distance only):	\$9.24
-35 kilometers (drop and distance only):	\$48.20

The City of Kingston and the Township of Loyalist share a taxi regulating agency, the Kingston Area Taxi Commission (KATC). The KATC is comprised of seven members, 5 members of the public, a councillor from Loyalist, and a councillor from Kingston. These committee members are appointed for a term of one year. The KATC writes, passes, and enforces all by-laws relating to taxi licencing in its jurisdiction.

Licencing Regime

The current by-laws cap the number of taxis, with 209 standard taxis currently in service and no provisions for the issuance of additional plates. There is an additional allowance in the commission's by-laws for the issuance for three accessible taxi plates as part of a pilot program, while Kingston works its way towards AODA compliance. Given that a cap of 1 plate for every 800 residents was established in 1996 and the current ratio sits at 1 for every 750, it is unlikely that additional standard taxi licences will be issued in the near future (except in the event of a plate holder's death, discussed below).

Plates issued by the KATC are only transferrable when the plate holder dies. The decedent's family can choose to take over the operation of the taxi themselves; however, they are also permitted to offer the rights associated with the plate for sale, as part of the transfer of the business to third parties. In this case the Commission notifies the top ten individuals on the waiting list and collects sealed bids that are passed on to the estate administrator. Anyone who has maintained a valid taxi driver or owner licence for the past 24 months is permitted to bid. The estate may accept any bid, including one from someone not on the waiting list. If the family does not operate the business itself, and sells to a person not on the waiting list, then a single new plate will also be issued to the waiting list (regardless of the number of plates in the estate).

When new plates are issued by the KATC, they are first offered to individuals and companies on the official waiting list. Aside from those on the list prior to July 21, 2010, maintaining a spot on the waiting list necessitates holding a valid taxi owner or driver licence. Kingston's waiting list stands out in allowing the multiple listing of a single name. The only restriction is that a name cannot appear more than once every 15 names. The waiting list is currently closed.

Taxi owners, drivers, and brokers are all licenced by the KATC. Brokers provide dispatch service for vehicles they may own and for plate holders or lessees who operate under their brokerage. While the bylaw wording focuses on brokers dispatching taxis they do not own, in practice all dispatch operations are expected to have a broker license. All owners and drivers, except independent operators grandfathered in from before 2005, are required to maintain an association with a broker.

Plate leasing is explicitly regulated by the KATC, and all lease agreements must be filed with the KATC. Lease agreements require that the plate holder provide the vehicle and that responsibility for insurance, maintenance, and safety inspections is explicitly the responsibility of either the lessee or lessor. No subleasing is permitted and all parties to the lease must hold a taxi owner, driver, or broker licence.

Vehicle Age and Insurance

The age of standard taxi vehicles is limited to 10 years (12 if they were licenced prior to March 28, 2007). Accessible taxis, meanwhile, may not be older than 3. Each standard taxi vehicle must carry at least \$1,000,000 of 3rd party liability insurance and accessible taxis must carry at least \$2,000,000 of the same.

Licensing Requirements

Bylaw requirements for taxi drivers, brokers, and owners include:

- No criminal convictions in the past 3 years
- No unpardoned convictions for violent crime

Drivers must also have a good driving record without suspensions in the past 2 years. The failure to meet any of these requirements results in the automatic rejection of the application. The only option open to an individual that fails these criteria is to request a hearing before the Commission. The Commission's decision is final and it can impose conditions on the granting of a licence.

Drivers, plate owners, plate lessees, and brokers must submit to a vulnerable sector check at their own expense, when they are first licenced. These checks are conducted using the fingerprints of the applicant. Simpler criminal record checks are required of all licensees upon annual renewal.

There are no specific rules for the approval of a driver's abstract aside from a lack of suspensions in the past two years. Generally drivers with a high number of demerits face such prohibitive insurance rates that they are priced out of the industry. As a result, the KATC has no plans to implement a demerit requirement at this time.

All prospective owners and drivers are required to demonstrate knowledge of the permitted meter rates and the geography of the region. This is assessed by the administration of a written test, after they complete a self-study course.

Accessible Taxis

Currently, the KATC has not issued any licences for accessible taxis nor are there any operating within its jurisdiction. There is, however, a pilot program in the works that would licence up to 3 accessible taxis in the region. The first accessible taxi is anticipated for the spring of 2014.

The pilot program accessible taxis will be required to be no more than 3 years old and carry \$2,000,000 in third party liability insurance (twice the amount required of standard taxis). Safety certifications for the vehicles must also verify that they meet all the requirements of Highway Traffic Act Regulation 629.

The owners of accessible taxi plates will be required to keep at least one accessible vehicle in service at all times. Additionally they are required to make detailed quarterly reports to the KATC. These reports will be used to guide further policy. They and their drivers must also give priority to serving calls for accessible taxi service.

Accessible taxi drivers will be required to complete a course covering how to care for and safely transport disabled passengers. They are not permitted to charge a higher rate than those charged to able bodied passengers, nor are they allowed to charge for the storage of mobility aids.

Airport

The airport is an open stand.

Meter Rate

The current meter rate is:

- \$2.85 for the first 77 meters
- \$0.10 for each additional 77 meters or part thereof

There are additional surcharges of \$0.50 for each passenger after the first (except children under 12 accompanied by a parent or guardian), \$2.00 for requesting a van, \$0.50 for using the luggage storage area, and \$2.00 (or prior agreed amount) for transporting large items like bikes and skis. There is also a vehicle cleanup fee of \$80.50 if the passenger causes an “unusual sanitary accident” in the taxi.

Bar Closing and Entertainment District

Bar closing is a salient problem during the school-year, due to the high population of university students in the region. The central entertainment area currently allocates a stretch of parking space, large enough for 10 vehicles, for use as a taxi stand during late night hours. At present, the area is designated by signs but is not explicitly supervised at night (e.g. no scheduled tow-trucks or similar). Parking of private vehicles in the space is an issue. The Commission’s taxi inspector patrols some evenings, issuing tickets. Kingston’s bylaw officers will also do this from time to time. The Commission is working towards better coordination with the police in this area.

Administration

All licences expire on the 31st of December. Applications for renewal not received by December 15th are subject to a surcharge of \$50. All renewals require a criminal record check, but not a vulnerable sector check.

- Broker licence renewals cost \$2,000
- Vehicle licence renewals cost \$250
- Driver’s licence renewals cost \$135

There are detailed standards in the by-law both for driver dress and for quality of service. A specific dress code is laid out for drivers, outlining the kinds of clothing they are permitted to wear. Drivers, owners, and brokers are all required to provide service on a first come first served basis to customers. They cannot refuse a call unless the customer owes them for a previous fare or unless they can provide documentation of a prior engagement that would be compromised.

Sault Ste. Marie

<i>Jurisdiction Served:</i>	The City of Sault Ste. Marie
<i>Name of regulator:</i>	Sault Ste. Marie Police Services Board
<i>Population (census 2011):</i>	75,141
<i>Taxi fleet (by type):</i>	36 total 3 accessible
<i>Number of limousines:</i>	16
<i>Taxis per 10,000 Population:</i>	4.8
<i>Drivers:</i>	
<i>Plates Transferable?</i>	With permission.
<i>Market value of plates/medallions:</i>	
<i>Medallion/taxi license lease value:</i>	
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$11.25-16.15 (minimum drop)
<i>-35 kilometers (drop and distance only):</i>	\$56.25-91.15 (minimum drop)

Aside from passing new by-laws, the Sault Ste. Marie Police Services Board (SSMPSB) is responsible for administering all aspects of the city's taxi regulation regime. They issue licences and enforce the city's regulations. The SSMPSB is additionally responsible for overseeing limousines, hotel shuttles, and specialized wheelchair accessible services.

Licensing Regime

Sault Ste. Marie is unusual in having an open entry system. So long as an applicant meets all the required criteria and the SSMPSB finds that granting the licence would not be against the public interest, any interested party can receive a plate. Currently there are 36 taxis in Sault Ste. Marie, including three accessible taxis. Though anyone could conceivably add more taxis to the system, numbers have remained relatively stable for many years; the market appears to have settled at an equilibrium.

In order to facilitate the continuity of the business in the event of a broker or taxi owner's death, the by-law permits the estate to operate the business for up to six months while arranging for another party to take up the licences. Whoever the licences are transferred to must meet the same requirements as anyone applying for a new licence.

The by-law provides for the licencing of owners, brokers, and drivers. A broker's licence is required to dispatch vehicles not owned by oneself. Broker's licences only permit a certain number of vehicles to be dispatched by that broker and any changes to that number must first be approved by the SSMPSB. All taxi brokers and owners must provide 24 hour service, including dispatch.

Vehicle Age and Insurance

Sault Ste. Marie has a soft limit on the age of taxi vehicles. Vehicles older than 5 model years may be licenced, so long as they undergo a safety inspection overseen by the Chief of Police or his designated agent. All vehicles-for-hire in Sault Ste. Marie are required to have at least \$1,000,000 in third party liability insurance.

Licensing Requirements

By-law requirements for taxi drivers include:

- No unpardoned criminal record
- 9 or fewer demerit points on the driver's record
- No convictions in past three years for the unlawful sale or purchase of liquor

In addition, the chief of police or their designated agent can refuse a licence if they feel that granting it would be contrary to the public interest. If a licence is refused, the applicant can request a public hearing before the SSMPSPB.

Criminal record checks are carried out based on the name and birthday of the licensee. No fingerprints are taken, though the by-law does provide for it. All drivers must undergo a criminal record check annually as a condition of the renewal of their licence.

Aside from the conditions laid out above, all applicants for a new driver's licence (whether it be for a taxi, limousine, hotel shuttle, or wheelchair service), must take a written examination. The examination covers road signs and the duties of drivers under the by-law. The applicant must score at least 80% on the exam to pass. If they fail, they must restart the licence application process from the beginning.

Accessible Taxis

Sault Ste. Marie does not licence accessible taxis in a different way from standard taxis. There are no additional requirements for vehicle standards or driver training separate from those imposed by provincial regulations.

Sault Ste. Marie also licences a separate class of wheelchair accessible services. The vehicles operated by these services can only be used for the transportation of passengers requiring wheelchair accessible service and their companions. They are split into two categories, basic wheelchair service and enhanced wheelchair service. Basic service covers point to point transportation and enhanced service includes door to door service. These services have separate tariffs from those of taxi services. These tariffs are calculated using the straight line distance between two the pickup and drop-off location on a 1:20000 scale map of the region. A 5km basic fare is \$23.00. The enhanced service fare for a 5km trip is \$35.50. These are both significantly higher than the equivalent taxi fare.

A recent by-law amendment prohibits brokers, owners, and drivers from charging customers with disabilities more for the same trip than customers without disabilities; however, it is unclear as to how this affects specialized transportation providers. Sault Ste. Marie is currently investigating whether its bylaw complies with AODA and intends to take steps to ensure that it does.

Airport

The airport is a closed stand. Multiple companies operate there, but some are excluded.

Meter Rate

Since 2011, the meter rate has been set at:

- A minimum drop rate of \$3.90 for the first tenth of a kilometer (there is no maximum).

- \$0.10 for each additional fifteenth to twenty-fifth of a kilometer or part thereof.

There is no charge for additional luggage carried inside the vehicle. Meter rates are adjusted based on requests to the SSMPBSB and its own resultant investigations.

Bar Closing and Entertainment District

Bar closing is a challenge in Sault Ste. Marie, as it is in many other jurisdictions. One way that the SSMPBSB helps to lessen the problem is by establishing direct communication between the officers on the street and the taxi dispatch companies. This allows officers to ensure that sufficient taxis are on the way to clear out the area in a timely manner. Furthermore, it allows them to manage the expectations of those on the street, by telling them when vehicles will be arriving.

Administration

All licenses expire at the same time each year, March 30th, and may be renewed up until April 15th. In order to avoid a massive crush of paperwork at the end of March, the SSMPBSB staggers renewals throughout the month. All licensees failing to renew before March 30th have to pay the late renewal rate.

- Vehicle licenses are \$50 annually (\$100 for late renewal or a new license).
- Owner and broker licenses are \$100 annually (\$400 for late renewal or a new license).
- Driver's licenses are \$25 annually (\$50 for late renewal, \$15 for a new license).

All taxi brokers and owners must provide 24 hour service, including dispatch.

Sudbury

<i>Jurisdiction Served:</i>	The City of Greater Sudbury
<i>Name of regulator:</i>	City of Greater Sudbury Bylaw Enforcement Department
<i>Population (2011 census):</i>	160,274
<i>Taxi fleet (by type):</i>	131 total 103 zone 1 8 accessible 14 zone 2 6 zone 2 + airport
<i>Number of limousines:</i>	
<i>Taxis per 10,000 Population:</i>	8.2
<i>Drivers:</i>	
<i>Plates Transferable?</i>	Yes, with the vehicle
<i>Market value of plates/medallions:</i>	>\$30,000 zone 1 \$0 zone 2
<i>Medallion/taxi license lease value:</i>	
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$14.10
<i>-35 kilometers (drop and distance only):</i>	\$81.07

In Sudbury, taxi, limousine, and shuttle regulations are enforced by the Bylaw Enforcement Department. The regulations themselves are the responsibility of the City Council. The Planning Committee used to be responsible for handling appeals related to licensing issues, but this responsibility has recently been given over to a specialized body, the Hearing Committee.

Licensing Regime

Currently, the City of Sudbury is split into three zones. Zone 1 has the same boundaries as the former city of Sudbury. Zone 2 covers the rest of the city, except for the airport (the airport itself has special rules discussed in their own section). Zone 2 + airport covers zone 2 and the airport. Taxis are only permitted to pick up fares that originate or terminate within the zone for which they are licenced. Accessible taxis are an exception to this rule, as they are permitted to pick up disabled customers anywhere in the city; however, they are treated as zone 1 taxis when serving customers who do not require their extra capabilities.

Zone 1 plates are currently limited to 1 plate per 1,000 residents of that zone. Currently, there are more taxis in zone 1 than authorized by the population formula. This is due to recent developments regarding the taxis operating at Sudbury's airport. In 2013, a single provider contract was awarded by the Greater Sudbury Airport to Sudbury Cab. In order to compensate the 12 former owners of zone 2 + airport plates, they were awarded zone 1 plates. When new zone 1 plates become available they are allocated via a waiting list.

The number of wheelchair accessible taxis is capped at 8. These taxis are not included in the formula for determining the available number of zone 1 licences.

Zone 2 and zone 2 + airport plates are not limited in number and can be applied for at any time; though, only one cab company is currently permitted to operate at the airport.

All brokers, owners, and drivers must be licenced. A broker is a person who dispatches taxis not owned by themselves, immediate family, or their employer. In practice there is only one broker in Sudbury, most taxi owners control enough plates to operate their own dispatch services.

Vehicle Age and Insurance

Zone 1 licenses in existence prior to the 2008 by-law are permitted to be attached to vehicles up to 7 model years old. Zone 1 licenses issued after the enactment of the 2008 by-law and airport licenses are limited to vehicles up to 6 model years old. Accessible taxis must not be more than 10 model years old. There is no restriction on the age of zone 2 taxis.

Taxis operating in zone 1 must carry at least \$2,000,000 in third party liability insurance, while taxis in zone 2 and at the airport need to carry a minimum of \$1,000,000 worth.

Licensing Requirements

Bylaw requirements for drivers include:

- No federal criminal convictions in the past 5 years.
- The completion of a written test after a self-studied training course.

In addition to these requirements, drivers must have a letter from a taxi owner verifying that they will employ them once licensed. The test is a written examination on city knowledge, covering the locations of important landmarks in the city as well as the best routes by which to reach those points. Two versions of the test are maintained at all times, so an applicant who fails can try again within 14 days. If they fail once more, they must wait at least 180 days.

Owners and brokers do not have to pass a test but may not have a criminal conviction that suggests they would not carry out their business in an honest manner. All criminal record checks for owners and drivers are standard criminal record checks. No vulnerable sector checks are performed.

Any party refused a license has 14 days to lodge a written appeal. Once an appeal is received a hearing before the Hearing Committee is scheduled. Grounds for refusal by the Hearing Committee are based on the prior and anticipated conduct of the applicant. If it is felt that they will violate by-laws, not act with integrity and honesty, endanger the public, or infringe on the rights of the public, an applicant will be refused a licence. The final recommendation of the Hearing Committee is passed on to the City Council. The Council's decision is binding.

Accessible Taxis

There are 8 accessible taxis currently operating in Sudbury. Drivers of these taxis are required to provide written proof that they have completed an MTO authorized course on serving disabled passengers. These taxis are required to give first priority to disabled customers, who they can pick up and drop off at any point in Greater Sudbury. When they are not under engagement, they are permitted to operate as a standard zone 1 taxi cab.

Airport

The airport is served by a special class of taxi license, the class 2 + airport license. These licenses are the only ones that can pick up at the airport without paying a fee of \$12. Several companies and independent operators had these licenses up until 2013. At that point, the airport entered into a contract with Sudbury Cab. Sudbury cab is now the sole company allowed to use the airport taxi stand.

Meter Rate

Since 2010 the meter rate has been:

- \$3.50 for the first 250 meters
- \$0.25 for each additional 112 meters or part thereof

Meter rates are subject to an annual review where the costs of cab operation are considered. This used to be accomplished by way of a Taxi Cost Index, but it is now based on a review of gas prices in the local area. Once the Planning Committee reviews the annual staff report, they decide whether or not to hold a public meeting to review its proposed rate policy.

Bar Closing and Entertainment District

Sudbury frequently experiences an undersupply of taxis during bar closing, especially during the school year. This issue is further complicated by the zone system, as zone 2 taxis are not able to take many of the fares that originate downtown during this period; some taxi drivers claim that this provokes occasionally violent, negative reactions from disappointed taxi seekers. These conditions have led to reports of extensive illegal taxi activity, with a number of unregulated private vehicles being used to make up the shortfall in supply.

Administration

All licenses expire on the 31st of August each year. Renewals may be refused if the applicant has outstanding fines owing to the city.

- All new owner's licenses cost \$200 for the first license and \$500 for each additional license
 - Renewals for zone 1 and zone 2 + airport licenses cost \$200.
 - Renewals for zone 2 licenses cost \$100.
- Broker's licenses are \$200 initially and \$125 to renew.
- Driver's licenses are \$25 initially (+\$50 for each sitting of the knowledge test) and \$25 to renew.

Zone 1 taxis are subject to certain operation requirements. Owners must either operate each vehicle for at least eight consecutive hours per day, provide 24/7 service with multiple vehicles (only one needs to be on the road at any specific time), or be affiliated with a business that provides 24/7 service. This affiliation can take the form of an automated voice message directing callers to another company or to a broker, when the owner's taxis are not in operation. All taxi licenses must be operated for at least one day in every 30.

Thunder Bay

<i>Jurisdiction Served:</i>	The Corporation of the City of Thunder Bay
<i>Name of regulator:</i>	The Thunder Bay Police Services Board
<i>Population (2011 census):</i>	108,359
<i>Taxi fleet (by type): official count</i>	95 total 18 accessible
<i>Number of limousines:</i>	2
<i>Taxis per 10,000 Population:</i>	8.3
<i>Drivers:</i>	130
<i>Plates Transferable?</i>	Only in the event of the death of the licence holder.
<i>Market value of plates/medallions:</i>	Not applicable
<i>Medallion/taxi license lease value:</i>	Not applicable
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$16.49
<i>-35 kilometers (drop and distance only):</i>	\$91.49

Thunder Bay taxis are regulated by the Police Services Board. The city itself provides administrative support by managing the renewal of licenses and the collection of fees. At the time of writing, the transfer of full responsibility from the police to the city is under discussion. One possible future division of responsibilities would leave the police responsible for vehicle safety and enforcement, as the local force has MTO licensed garages and mechanics available for this purpose.

Licensing Regime

The number of taxis is limited in the bylaw to 1 per 1,500 residents. This formula was established in the 1980's. In practice the number of taxis has stayed at 95, since applying the formula to Thunder Bay's current population would result in fewer taxis than are currently operating (72 vs. 95). Accessible taxis are 18 of the 95. The bylaw excludes accessible taxis from the formula, and empowers the Police Board to issue additional accessible taxi licenses. In practice, eight of the 18 accessible plates were issued outside of the formula, and the other ten are included in the number of taxis that would fall under the formula. How taxi numbers are regulated may be reviewed in the event that there is a new regulatory regime established with the transfer of responsibility from the police to the city. In past years, at least one application for new licenses (by a potential operator from elsewhere in the province) was rejected by the Board.

No person or group is permitted to control more than 60% of the vehicle licenses, either directly or indirectly. This is supported by requirements to inform the Chief of Police of changes in ownership and corporate structure.

Vehicle licenses are non-transferrable, except in the event of the death of a permit holder. Rights to the permit pass to the estate of the deceased. New family operators must be approved by the Police Services Board, the same as any new operator. Should the estate wish to sell the taxi vehicle (e.g. to a new non-family member operator), then the license itself cannot be transferred. Instead, a new license must be acquired by the new operator.

Taxi operators are expected to operate the vehicle themselves – leasing is prohibited. Taxis must be used for a full shift at least 5 days per week or the license may be revoked.

There is a waiting list for new licenses under the Bylaw, open to anyone. The list has not been in use until recently, when three taxi drivers asked to be added to the list with the presumed intention of starting their own company. These are the only three people on the list. When a license becomes available, eligible members of the waiting list are to be notified. They have 10 days to apply and qualify for the license.

Only taxi vehicles and drivers are licensed. There is no direct licensing of taxi companies. However, the word “company” is used in Bylaw requirements, effectively requiring taxi operators to disclose what company they are associated with by requiring unique fleet colors and fleet vehicle numbers.

Vehicle Age and Insurance

Vehicle age of taxis is limited to 7 years (see accessible exception below). Additionally, all taxi vehicles must have less than 600,000 km on the odometer. There are no such restrictions for limousines. There is a requirement to provide proof of insurance, but no mandated coverage level. Accordingly neither taxis nor limos require any additional insurance beyond that mandated by the Province.

Licensing Requirements

Bylaw requirements for taxi drivers include:

- No criminal conviction in the last three years for an offence related to safe taxi operation, including but not limited to summary convictions under the Criminal Code, Food and Drug Act, or Narcotic Control Act.
- Less than nine demerit points on the driver record.

Applicants who do not meet these conditions must have their application reviewed and approved by the Police Board. In addition, any licensed taxi driver who accumulates six demerit points may be requested to attend a meeting with the Police Chief to consider whether their license should be recommended for suspension or revocation.

In practice, the police conduct an “enhanced” check that includes criminal record and any relevant pending convictions or security concerns (e.g. sex offender). The enhanced check is more than a criminal record check, but does not include the fingerprint identification of the formal vulnerable sector check. Name and birth date is used for identification to avoid the three-month delay of manual fingerprint processing via the RCMP. This practice may change once the digital fingerprint imaging system, already received, becomes operational.

There are no specific rules for approval of driver record or enhanced check, beyond the basics in the Bylaw. This includes some flexibility on driver abstract demerits. Thunder Bay drivers typically have an employment relationship with the company. Results of checks are provided to the taxi companies, who may use this information to decide whether to accept drivers given natural concerns about insurance and service quality.

Potential drivers receive a copy of the Bylaw with highlighted sections relevant to driver responsibilities. They must also pass a test covering the bylaw and geographic knowledge of the area. Companies are expected to do the actual training. There is no language testing. Again, reliance is on the companies.

Accessible taxis

Accessible taxis must give priority to service of persons with disabilities and/or seniors. There are 18 accessible taxis included in the 95 total taxis. Accessible licenses are exempt from the age requirement for vehicles, and must meet Canadian Standards Association standard (CAN3 D409 M84) and regulation 629 of the Ontario Highway Traffic Act. Accessible taxi drivers must provide proof they have completed a course in CPR and first aid.

Airport

The airport is a closed stand with a single franchisee taxi company.

Meter Rate

Since 2010, the meter rate has been set at:

- \$4.15 for the first 1/16 of kilometer.
- \$0.10 for the every additional 1/25 of a kilometer or part thereof.

There is a daytime discount for seniors of 30 cents from 9am to 6pm. Meter rate adjustment is on industry request to the Police Board. There is no set formula or criteria for adjustment.

Bar Closing and Entertainment District

There is a shortage of taxis at bar closing, in part because peak demand coincides with late-night flight arrivals at the airport. The shortage manifests itself at the airport rather than at the bar area for two reasons. First, the fast turnover on trips from the entertainment area is more attractive to drivers. Second, because the police are in direct contact with taxi company dispatchers and request cars to come down and help with clearing the streets at closing time. This shortage at the airport has become a public issue covered in the media and a concern of involved members of City Council.

Drivers may require an estimated “fare up front” on any night shift (between 8pm and 8am). The meter is run during the ride, and any difference is to be refunded (or paid).

Administration

Vehicle licenses all expire on August 31 annually. Vehicle renewals are handled all at once. Driver licenses are issued for three-year term and renewals are distributed throughout the year according to their individual start dates.

- Vehicle licenses are \$147 annually.
- Drivers licenses are \$77 every three years plus the cost of a criminal record check (currently \$45). First time applicants must also pay the test fee of \$43.

There are no qualitative service or performance standards in the Bylaw beyond requirements for vehicle and driver safety and presentation.

Timmins

<i>Jurisdiction Served:</i>	The City of Timmins
<i>Name of regulator:</i>	The Police Services Board for the City of Timmins
<i>Population (2011 census):</i>	43,165
<i>Taxi fleet (by type):</i>	60
<i>Number of limousines:</i>	1
<i>Taxis per 10,000 Population:</i>	13.9
<i>Drivers:</i>	Approximately 1,100 Estimated 400-500 active
<i>Plates Transferable?</i>	Yes, with the vehicle or upon death of a licence holder
<i>Market value of plates/medallions:</i>	Approximately \$7,000
<i>Medallion/taxi license lease value:</i>	
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$12.18
<i>-35 kilometers (drop and distance only):</i>	\$64.68

Taxis and Limousines in Timmins are regulated and licenced by the Police Services Board for the City of Timmins (TPSB). The power of passing and amending by-laws remains with the City Council.

Licencing Regime

The number of taxis in Timmins is limited to 60 by the current bylaw. This cap includes wheelchair accessible vehicles, though none are in service at this time. The number of limousines is not restricted.

All vehicle licences must be kept in operation. If an owner fails to operate their vehicle for 30 calendar days the plate can be revoked. When a taxi plate becomes available, either due to its being revoked or the expansion of the licence cap, it is distributed via a lottery. Interested parties have 30 days to register for the lottery. There is no prior industry involvement requirement for registration.

Vehicle licences can be transferred along with the vehicle, so long as the TPSB official in charge of issuing licences approves it. Licences can also be transferred to the family members or estate of an individual upon their death.

Taxi brokers are defined as those who accept calls for and dispatch vehicles not owned by themselves, immediate family members, or their employer. Taxi owners can be brokers as well. Taxi brokers are required to meet minimum service standards regarding the proportion of their fleet in service. At least 35% of their fleet must be operating in low demand periods and this doubles to 70% during peak hours. Taxi owners do not need to associate with a broker, and they are not bound by the same service requirements.

Vehicle Age and Insurance

Taxi vehicles may be no older than 5 years when initially licenced and may not stay in service past the age of 10. All taxi vehicles must carry at least \$2,000,000 in third party liability coverage.

Licencing Requirements

Aside from having a valid Ontario driver's licence, class G or higher, there are no strict guidelines for the licencing of taxi drivers; however, if the TPSB determines in it would not be in the public interest to grant and individual a licence, it can refuse to do so.

In order to inform its choice regarding whether or not to grant a licence, the TPSB requires that all prospective taxi drivers provide them with a driver's licence abstract and submit to a vulnerable sector check based on their fingerprints. These documents are only requested at the time of initial application. There is no requirement to produce them upon renewal.

Individuals who are denied a licence have the right to appeal. This appeal must be filed in writing within 15 days of the refusal. A hearing is then held, at which the TPSB makes a final ruling on whether to grant the licence. If the TPSB desires it may impose conditions on the granting of a licence. This procedure also applies to suspensions and revocations.

All taxi owners and dispatch company owners must maintain a taxi driver's licence, so they undergo the same degree of scrutiny as prospective drivers. In addition they must have correct zoning for their business and, in the case of brokers, sufficient parking space for all taxis associated with their brokerage.

Accessible Taxis

The bylaw makes a single reference to accessible taxis, when it clarifies that they are included in the licence cap. There are no accessible taxis currently operating in Timmins nor are there any specific rules in place for their drivers or operation.

Airport

The airport is open to all three companies in Timmins. Each has their own parking space and courtesy phone.

Meter Rate

The current meter rate reported by the TPSB is:

- \$3.60 for the first 100 meters.
- \$0.175 for each additional 100 meters or part thereof

Bar Closing and Entertainment District

The TPSB reports that it enacts no special measures for bar closing and that it poses no challenges to the cab industry or local community.

Administration

All licences expire on January 31st of each year. In order to prevent a single rush of renewal applications, the TPSB staggers the renewals throughout the month of January.

- Broker's licenses are \$390 initially and \$160 on renewal.

- Owner's licenses are \$180 initially and \$110 on renewal (this fee covers any number of vehicle licenses).
- Driver's licenses are \$110 initially and \$85 on renewal.

North Bay

<i>Jurisdiction Served:</i>	The City of North Bay
<i>Name of regulator:</i>	The North Bay Police Services Board
<i>Population (2011 census):</i>	53,651
<i>Taxi fleet (by type):</i>	79 total 1 Accessible (7 additional standard plates are currently privately held but not active on vehicles)
<i>Number of limousines:</i>	Not regulated
<i>Taxis per 10,000 Population:</i>	14.7 (17.0 authorized)
<i>Drivers:</i>	163
<i>Plates Transferable?</i>	With permission
<i>Market value of plates/medallions:</i>	
<i>Medallion/taxi license lease value:</i>	
<i>Meter Rate –</i>	
<i>-5 kilometers (drop and distance only):</i>	\$13.62
<i>-35 kilometers (drop and distance only):</i>	\$71.26

The City of North Bay has fully delegated the power to licence and regulate taxis to the North Bay Police Services Board (NBPSB). Delegation to the NBPSB includes the power to pass and amend the by-laws that regulate the taxi industry.

Licencing Regime

The number of taxis is limited by the by-law to 91. This includes 85 standard taxi plates and 6 plates for wheelchair accessible vehicles. Currently, all standard taxi plates are allocated, but 7 are not in operation. Only a single wheelchair accessible taxi plate is currently operating; those that are not attached to a vehicle are revoked.

Plates are transferrable with the permission of the chief of police or his designate. Normally they can only be transferred to the holder of a vehicle owner's licence, but this requirement is waived in the event of their transfer to an immediate family member upon the death of the holder. There is no formal process in place at the moment to determine how to allocate new plates, if they are issued.

Plates can be leased, and all plate lessors must be licenced as taxi owners. Taxi brokers are distinct from taxi owners and are individuals or companies that accept calls on behalf of vehicles not owned by them, their immediate family, or an employer. The use of cell-phones to receive calls from the public is expressly prohibited. As a result only brokers and owners can provide dispatch service and they must do so from fixed premises.

Limousines are exempt from regulation so long as they either do not operate under radio dispatch or only accept trips with a minimum lead time of four hours.

Vehicle Age and Insurance

Standard taxi vehicles have to be less than 10 model years old, while wheelchair taxis must be less than 8 model years old. All types of taxis must carry at least \$2,000,000 in third party liability insurance.

North Bay is different from most Ontario municipalities in requiring different inspection frequencies for taxis, based on the age of the vehicle. This varies from one safety inspection certificate per year for vehicles 2 model years and younger to 4 per year for those between 9 and 10 model years old.

With just cause, the chief of police or their designate can reject Safety Certificates from a particular mechanic or garage. They also may, when they have good reason to suspect a vehicle is in unfit mechanical condition, require that the owner or driver submit the vehicle to inspection by an approved mechanic within 24 hours.

Licencing Requirements

Bylaw requirements for all prospective licensees include:

- Being of good moral character and habits
- No federal, provincial, or municipal convictions.

There are a number of other requirements that kick in, once an individual is licensed. The chief of police or their designate can suspend a license if a licensee has apparently contravened the criminal code of Canada, been convicted of an offence under the Highway Traffic Act that carries a penalty of 7 or more demerits, contravened the liquor license act, contravened the by-law, been charged the operation or permitting the operation of a motor vehicle without insurance, or been charged under the Highway Traffic Act with careless driving, driving while suspended, failing to remain at the scene of an accident, or failing to stop for police.

If a license is suspended, the NBPSB holds a hearing to determine the course of further action. They can decide to revoke the license, suspend it, renew it, or issue a new license with specific conditions attached to it. The licensee must be given at least 7 days' notice of the hearing date.

All licensees are required to submit to a vulnerable sector check as part of the initial application and annual renewal processes. These checks are first run on the name of the applicant. If the name does not come back as clear a fingerprint check is performed, so as to avoid false positives.

Applicants for a new taxi driver's licence have to pass a written test demonstrating that they have knowledge of the city's geography and landmarks, the bylaw, and the Highway Traffic Act. They must also have a letter of endorsement from the taxi owner who intends to hire them.

If they have reasonable grounds to suspect a problem, the chief of police or their designate may request a medical certificate from any licensed party. If the license holder is found to be unfit to operate a taxi, conditions can be imposed on their license or it can be revoked entirely.

Accessible Taxis

The bylaw authorizes up to 6 accessible taxis, however these licences are revoked if they are not attached to a vehicle. There is only one accessible taxi in service at this time.

Accessible taxi vehicles must meet all provincial requirements and must be less than 8 model years old. Their drivers must be licenced as taxi drivers and additionally must provide proof that they have passed a course in CPR and first aid.

Airport

The airport is a closed stand with a single franchisee company.

Meter Rate

The Meter Rate for 2013 is:

- \$4.20 for the first 100 meters
- \$0.10 for each additional 52.04 meters or part thereof.

The rates are increased every February at the same time as licence renewals are carried out. The increase is equivalent to the percentage change in Statistics Canada's Consumer Price Index over the previous calendar year.

Whenever a new customer enters a taxi that is already engaged, the meter is reset and the customers in the taxi for the previous portion of the trip are responsible for immediately paying the fare. This is different from the majority of municipalities. In most cases, trips with multiple pickups are considered a single engagement.

Bar Closing and Entertainment District

The NBPSB facilitates easy access to taxis during peak evening hours by permitting them to use loading zones in the main entertainment district as taxi stands, between the hours of 9pm and 6pm. The police also will call the taxi companies if shortages are observed; but, this is generally the result of all taxis being busy, so long delays do occur.

Administration

All owners' licences expire on the last day of February in each year. Driver's and Broker's licences expire on the 31st of March.

- Taxi brokers' licenses cost \$1,614.28 initially and \$285.19 to renew.
- Taxi owners' licenses cost \$645.72 per vehicle initially and \$263.66 per vehicle to renew.
- Taxi drivers' licenses cost \$96.85 initially (+\$26.91 for the test) and \$59.19 to renew.



North Bay Police Service

P.O. Box 717, 135 Princess Street West, North Bay, ON P1B 8J8

705-497-5555 FAX 705-497-5591

Website: www.northbaypolice.on.ca

Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 6, 2014
Date of Meeting: May 13, 2014

Chair Mr. D. O'Connor and members of the
North Bay Police Services Board

Subject: Chief's Monthly Activities Report – April/May

Recommendation: Information Item

The following are items of interest and/or special events that Deputy Chief Devine and I have represented the Police Service at since the last Board meeting that does not merit separate reporting:

Apr. 8

- Cop Talk
- Nipissing CMHA/Amelia Rising Dinner Meeting

Apr. 9

- DIA Meeting regarding YIPI Program
- OACP Zone 6 Meeting in Sarnia

Apr. 10

- Retirement Luncheon for Ted Whittle

Apr. 14

- Meeting with Brent Kalinowski regarding the Gateway HUB

Apr. 15

- Meeting OPP Drug/Intelligence
- Amelia Rising, "No one asks for it" Walk Meeting

Apr. 22

- OPTIC Board Meeting in Toronto
- One Pledge Presentation for Near North District School Board

Apr. 24

- Amelia Rising, "No one asks for it" Walk Meeting
- Provincial Strategy on Child Pornography Meeting
- One Pledge presentation to the Rotary Club of Nipissing

Apr. 25

- 51 Squadron Graduation Ceremony at 22 Wing

Apr. 28

- Special Olympics Winter Games Committee Meeting

Apr. 29 & 30

- OACP Board of Directors Meetings in North Bay

May 2

- Ontario Police College Advisory Committee Meeting in Aylmer

May 5

- Change of Command Ceremony for Chief Paul Pedersen Greater Sudbury Police Service

May 7

- OACP Justice Committee Meeting in Brampton

May 8

- CISO Governing Body Meeting in Mississauga
- Keynote Speaker at Ontario Homicide Investigator's Association Workshop in Niagara Falls

May 9

- OPP Commissioner Lewis' Retirement Supper at the Nottawasaga Inn

May 10

- Prescription Drugs Drop Off Day

May 12

- One Pledge Presentation for Rotary Club of North Bay

Since the last Board meeting we have not amended any of our Standard Operating Procedures or entered into any new Protocols.

I invite any comments or questions from the Board.

Sincerely,



Paul D. Cook, O.O.M.
Chief of Police



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Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 5, 2014
Date of Meeting: May 13, 2014

Mr. D. O'Connor, Chair
and members of the
North Bay Police Services Board

Subject: Statistical Reports

Recommendation: The Board resolves to, "Accept the Condensed Monthly Statistical and Revised Statistical Reports for the month of March 2014 as presented."

Find attached the Condensed Monthly and Revised Monthly Reports for the month of March 2014.

I invite any questions or comments from the Board.

Sincerely,

Paul D. Cook, O.O.M.
Chief of Police

2014-05-01

*** REVISED ***

NORTH BAY POLICE SERVICE CONDENSED MONTHLY STATISTICAL REPORT

MONTH OF MARCH

During the month of March 2014, police activity for the North Bay Police Service resulted in 2267 calls as compared to 2143 calls in 2013.

Of these calls, 121 were to investigate motor vehicle accidents. Nine of these accidents involved injuries, with 13 persons injured.

The following is a list of some of the criminal occurrences investigated during the month, with comparative figures for 2013.

	Year to Date				Cleared to Date	
	2014	2013	2014	2013	2014	2013
Homicide	-	-	-	-	-	-
Sexual Offences	3	8	9	20	8	13
Assault	39	38	92	99	89	98
Robbery	-	7	2	9	-	3
Break, Enter & Theft	14	6	42	30	4	9
Stolen Vehicles	2	2	4	13	1	2
Stolen Bicycles	-	2	1	3	-	-
Recovered Bicycles	-	3	5	4	1	-
Theft Under	71	80	181	191	56	61
Theft Over	2	-	4	2	1	-
Mischief	23	33	51	80	8	20
Drug Charges	9	16	32	49	32	55
Criminal Offences Total			587	700		
Calls for Service			5511	5035		
Police Activity			6280	5948		

Additional detailed statistics are available through the Office of the Chief of Police.

*Note - Year to Date statistics will change due to adjustments.


P.D. Cook
Chief of Police

/sc

2014-04-01

**NORTH BAY POLICE SERVICE
CONDENSED MONTHLY STATISTICAL REPORT**

MONTH OF MARCH

During the month of March 2014, police activity for the North Bay Police Service resulted in 2267 calls as compared to 2143 calls in 2013.

Of these calls, 121 were to investigate motor vehicle accidents. Nine of these accidents involved injuries, with 13 persons injured.

The following is a list of some of the criminal occurrences investigated during the month, with comparative figures for 2013.

	Year to Date				Cleared to Date	
	2014	2013	2014	2013	2014	2013
Homicide	-	-	-	-	-	-
Sexual Offences	3	8	9	20	9	13
Assault	37	38	91	99	88	98
Robbery	-	7	2	9	-	3
Break, Enter & Theft	9	6	36	30	4	9
Stolen Vehicles	2	2	4	13	1	2
Stolen Bicycles	-	2	1	3	-	-
Recovered Bicycles	-	3	5	4	1	-
Theft Under	51	80	159	191	51	61
Theft Over	2	-	4	2	1	-
Mischief	13	33	41	80	9	20
Drug Charges	8	16	30	49	31	55
Criminal Offences Total			537	700		
Calls for Service			5540	5035		
Police Activity			6276	5948		

Additional detailed statistics are available through the Office of the Chief of Police.

*Note - Year to Date statistics will change due to adjustments.


P.D. Cook
Chief of Police

/sc



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Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 1, 2014
Date of Meeting: May 13, 2014

Chairman Mr. D. O'Connor
and Members of the
North Bay Police Services Board

Subject: 2013 Reports on Policing for North Bay and Callander

Recommendation: That the Board hereby resolves to, "accept the 2013 Annual Reports on Policing for North Bay and Callander as presented by the Chief of Police."

Find attached our Annual Reports on Policing for 2013, which were prepared by Sergeant Webber.

Once these reports are accepted by the Board, through Resolution, they will be forwarded to Municipal Councils in North Bay and Callander. They will also be shared with our community on our website.

I invite any questions that the Board may have concerning this report.

Sincerely,

Paul D. Cook, O.O.M.
Chief of Police



North Bay Police Service

Report on Policing 2013

Dennis O'Connor – Chair
North Bay Police Services Board
Paul D. Cook – Chief of Police
North Bay Police Service



Dear Community Members:

I am pleased to present our 2013 North Bay Annual Report on Policing on behalf of the North Bay Police Services Board. I would also like to take this opportunity to recognize and thank all of our members for their ongoing professionalism, integrity, compassion and dedication to duty. They continue to make a significant difference both on-duty and off-duty in the communities we serve each and every-day.

This past year we commissioned an independent polling company to conduct community surveys as part of our Business Planning process. The results were extremely positive with community satisfaction levels at an all-time high for both North Bay and Callander. These results are something we should all be proud of as they are a direct reflection of the confidence our community has in our Police Service and our members.

Our success has been achieved thanks to our people and our strong ties with a multitude of community partners that work with our Police Service on a daily basis. The Gateway HUB Community Mobilization Model that we introduced this year is a fine example of cross sector partners coming together to work with the police in the interests of community safety and well being.

Our Police Service is proud of our history and looks forward to taking on the many challenges and opportunities that lay ahead. Our new Business Plan 2014-2016 clearly articulates our policing priorities, goals and objectives, and our direction over the next three years. In partnership with our Board, City Council and our many partners we are committed to providing the high level of professional policing our communities have come to expect and deserve.

Sincerely,

A handwritten signature in black ink that reads "Paul Cook".

Paul D. Cook, O.O.M.
Chief of Police



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MISSION STATEMENT

'Dedicated to service, committed to community'

VALUES

'We, the members of the North Bay Police Service are committed to:

Excellence in policing
Pride in professionalism
Compassion for those in need

Honesty-Integrity-Growth-Teamwork'

NORTH BAY POLICE SERVICE COMMAND STAFF

Paul Cook -Chief of Police

Shawn Devine - Deputy Chief of Police

Kirk Kelusky - Inspector of Administration

Robert Jerome- Inspector of Operations



NORTH BAY POLICE SERVICE BOARD MEMBERS



Dennis O'Connor—Chair



From left to right:
Bill Hagborg, - Vice Chair, Mayor Al McDonald - member, Tiziana Silveri - member,
Peter Leckie - Board Solicitor ,Tanya Vrebosch - member, and Carol Miller - Board Secretary.



GATEWAY COMMUNITY MOBILIZATION HUB

One of the most significant contributions to our community was the creation of the Gateway Community Mobilization HUB. The North Bay Police Service has taken a leadership role in bringing various human resource providers and stakeholders together to develop a mobilization and engagement strategy to address individuals or families who are at “acutely elevated risk”.

Acutely elevated risk exists when a number of factors are identified and if left unattended will likely result in harm or lead to the situation worsening. The objective of the HUB is to intervene before a situation worsens or escalates to more formal and extended interventions such as the apprehension of children, criminal charges, prolonged or psychiatric inpatient hospital stays.

Before any situation is discussed at a HUB meeting it must be determined that it involves risk factors that extend beyond the scope or normal business practices of any one agency. In most HUB discussions three or more agencies must be involved to address the extent of the risk factors present.

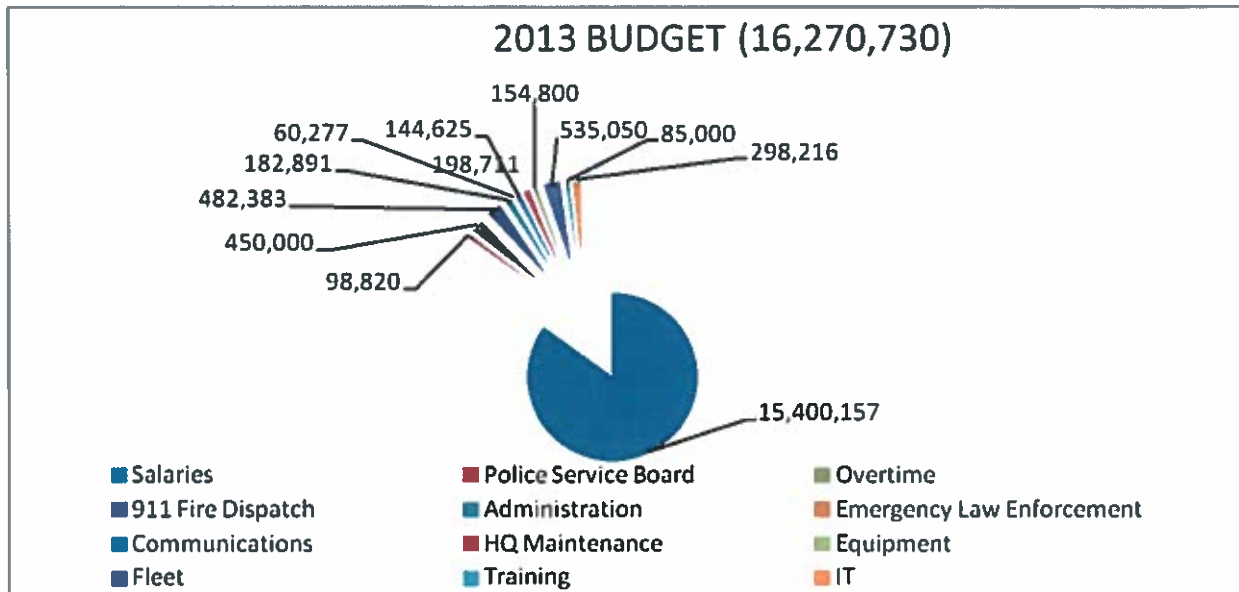
The HUB has a clearly defined process for determining if an individual and/or family are at acutely elevated risk and if multi-agency intervention is required. The process is designed to balance a citizen's right to privacy with the value or necessity of addressing the elevated risk. Each meeting begins with a focused review of situations that have been previously 'actioned' by the HUB. A typical HUB meeting is depicted in the photograph below.

The current agencies involved in the Gateway Community Mobilization HUB are: North Bay Police Service, Nipissing District Housing Corporation, District Nipissing Social Services Admin Board, Children's Aid Society, North Bay Parry Sound District Health Unit, Youth Justice Services, Crisis Center, Canadian Mental Health Association, Nipissing Mental Health Housing Support Services, Indian Friendship Center, Near North District School Board, North Bay Regional Health Center, Nipissing-Parry Sound District Catholic School Board, HANDS The Family Help Network.ca, PEP (People for Equal Partnership), Conseil Scolaire Catholique Franco-Nord (School Board), Ontario Provincial Police, Probation and Parole and Community Counselling Services.

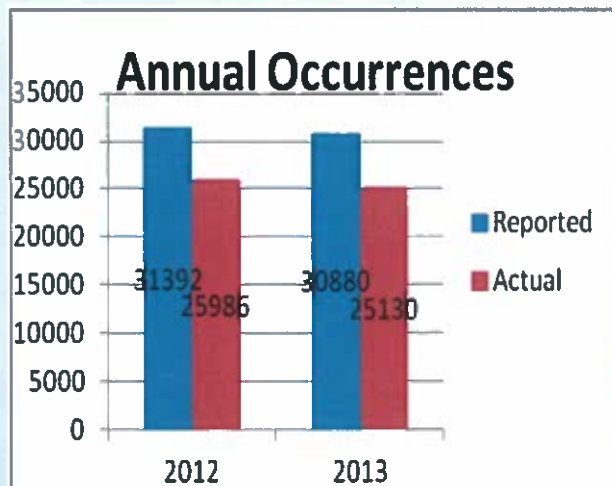




Facts and Figures



In 2013 our compliment of staff remained at the same levels as 2012 with 94 Sworn, 40 Full-time, and 26 Part-time members.



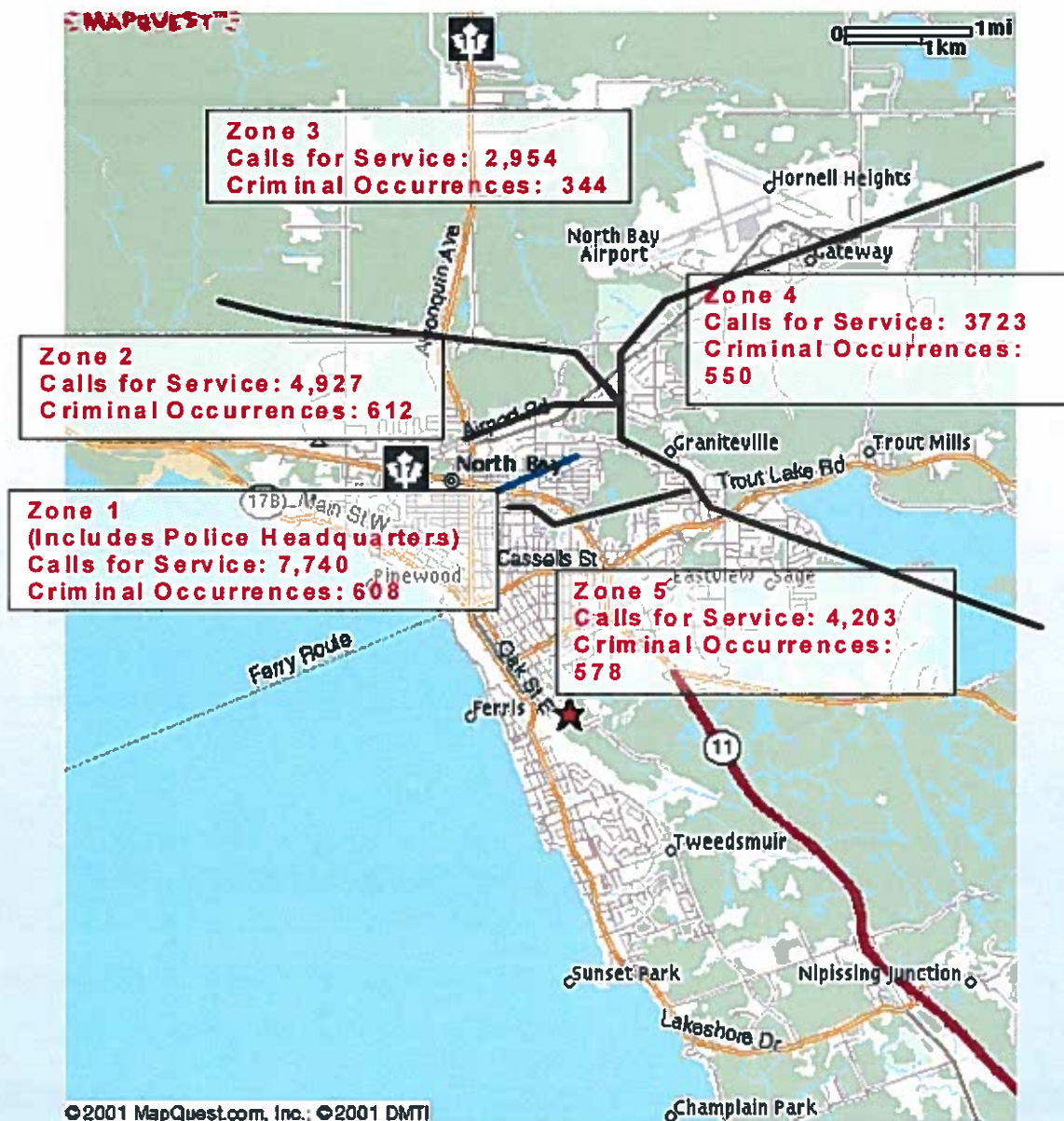
As noted in the corresponding graphs it would appear "Reported Occurrences" remained fairly consistent over the same reported time period in 2012.

As noted in the 2013 graphs there is a difference between the reported and actual occurrences. This is mostly attributed to traffic stops. All reported occurrences include logged traffic stops. Only those interactions with motorists where some form of enforcement resulted are included in the "Actual" component of the graph.



Geographic Distribution

Based on the 2013 statistics documented in our Records Management System (RMS) Niche, 23,547 occurrences were reported across the five (5) zones. The map below outlines the number of calls for service by patrol zone. The criminal occurrences include drug charges and drinking and criminal driving and driving offences with young offenders being excluded. There was an additional 1,583 calls for service not attributed to a zone but categorized in a zone entitled "other". This happens when the location of the occurrence is unknown (i.e. people lose their wallet, damage to vehicle). These figures are obtained by Uniform Crime Reports Survey (UCR). Details concerning the value and use of UCR is located on page 8.





2013 Platoon Statistics

Platoon	Total Hours Worked	Dispatched Calls	Criminal Code Charges	Reports	P.O.A. Notices	POA Summons	LLA or BY-Law	3-Day Reports
1	29,808	7,920	634	2,200	587	41	74	490
2	30,576	9,262	527	2,330	485	37	84	579
3	28,668	10,061	755	2,416	384	55	84	579
4	28,680	8,413	559	2,181	259	47	81	305
TOTAL	117,732	35,656	2,475	9,127	1,715	180	323	1,953
2012 Totals	82,740	37,172	2,645	7,337	1,894	242	576	2,192
% Change	42.3%	-4.1%	-6.4%	24.4%	-9.5%	-25.6%	-43.9%	-10.9%

The table above denotes numerical values for many criterion related to Platoon functions and comparison values between 2012 and 2013 performances. The Canadian Centre for Justice Statistics (CCJS), in cooperation with the policing community, collects police-reported crime statistics through the Uniform Crime Reporting Survey (UCR). The UCR Survey was designed to measure the incidence of crime in Canadian society and its characteristics.

UCR data reflects reported crime that has been substantiated by police. Information collected by the survey includes the number of criminal incidents, the clearance status of those incidents and persons charged information. Statistics obtained by the UCR Survey revealed the North Bay Police Service investigated 2,944 criminal occurrences.

Court Statistics

Year	Wash Court	Video Remand	Prisoners Escorted within the City	Prisoners Escorted out of the city	Prisoner Meals	Documents Served	Adult Charges (C.C.)	Youth Charges (C.C.)	Total Charges
2003	171	279	2935	129	1701	1017	2373	499	2822
2004	179	632	1948	85	1415	1051	2536	467	3003
2005	152	655	3340	184	1984	1141	2288	527	2815
2006	160	493	2686	128	2089	908	2507	388	2895
2007	187	761	3473	160	2534	1008	2308	387	2695
2008	216	591	3655	92	2486	682	2549	429	2978
2009	237	559	3564	80	2667	986	2791	457	3248
2010	203	562	3835	177	2699	859	2681	415	3096
2011	188	738	3741	96	2554	1202	2834	289	3123
2012	201	834	3738	118	2669	1049	2845	314	3159
2013	153	711	3438	123	2479	868	3547	353	3900

In 2013 the NBPS laid the most Adult Criminal Charges since 2003. Adult charges laid were 33% (887) above the last 11 year average of 2,660 charges. Youth charges laid were 353 or 14.11% below the 11 year average of 411.



Crime and Clearance Rates

CRIME AND CLEARANCE RATES				
	Property Crime	Violent Crime	Other Criminal Code	Total Criminal Code (excluding drug & Impaired Driving offences)
Number of Occurrences	1250	673	326	2249
Clearance Rate	28.32%	93.08%	94.52%	Total Average 71.97%
CRIMINAL CHARGES				
	Adult		Youth Criminal Justice Act	
	Male	Female	Male	Female
	697	209	68	16
				Youth Not Charged
				203

Crime and Clearance Rates

A large proportion of calls for service and criminal occurrences are related to property crime. Several initiatives, from community education to plain clothes operations are regularly utilized to detect and deter property crime. Property crimes require the utmost of cooperation and communication between all community stakeholders in terms of awareness and general deterrence, as they are typically crimes of opportunity. As evidenced above property crimes were almost double that of violent crime or crimes against a person.

For the reporting year of 2012, there was a total of 21 female youth charged, 90 male youth charged, and 174 youth not charged/diverted. In 2013 there were 16 youth females charged, 68 male youth charged and 203 youth not charged/diverted.

In 2012 criminal occurrences involving youth were 285 while in 2013 the number was 287. It is obvious that tenements of the *Youth Criminal Justice Act*, with respect to various forms of dealing with youth outside a court setting is taking place. Perhaps in years to come recidivism rates could be explored more thoroughly to determine the effect pre-charge provisions and extra judicial measures under the Act has on first time offenders.

Clearance rates pertaining to crimes against persons has increased to 94.52% in 2013 versus 88.3% in 2012.



Violent Crime

ViCLAS is a nationwide database established to ensure that possible linkages between predatory crimes are identified as early as possible. Criteria offence means an offence for which a ViCLAS submission must be completed and submitted. These offences include but are not limited to: Sexual Assaults, Homicides and Attempts, some instances of missing persons, Child Luring, false allegations of Sexual Assault and in some instances Criminal Harassment.

From January 1st to December 31st, 2013, a total of 60 ViCLAS submissions were made to the Provincial ViCLAS Centre for analysis, 51 related to Sexual Assault investigations. The remaining submissions were for Child Luring, Homicide, Attempted Homicide and Child Pornography related offences.

ViCLAS 2013 – Three Year Statistical Report			
Criteria Offences	2011	2012	2013
Sexual Assault	62	79	51
Child Luring	1	1	4
Missing Persons	1	0	0
Homicide	0	0	1
Attempt Homicide	0	0	1
Unidentified Remains	0	0	0
Non-Parental Abduction	0	0	0
SUB-TOTAL	64	80	57
Non-Criteria Offences			
Child Pornography	0	0	3
Criminal Harassment	0	1	0
Indecent Act	0	4	0
Other	0	1	0
TOTAL	64	86	60

Violent Crime in our society draws much attention, particularly occurrences of domestic violence and violence in our schools. With recent changes in legislation, a strong message of zero tolerance has been communicated and our sworn members are diligent in this approach to offences of violence. One of the effects of greater public awareness is that the incidence of reported crime increases while actual crime rates remain constant.

The North Bay Police Service has supported this position for a number of years and has ensured that violent criminals were prosecuted whenever the evidence was present. Enhancing community partnerships in the area of Victims Services, while simultaneously providing training for investigating Domestic incidents, will work towards continued progress in this area.

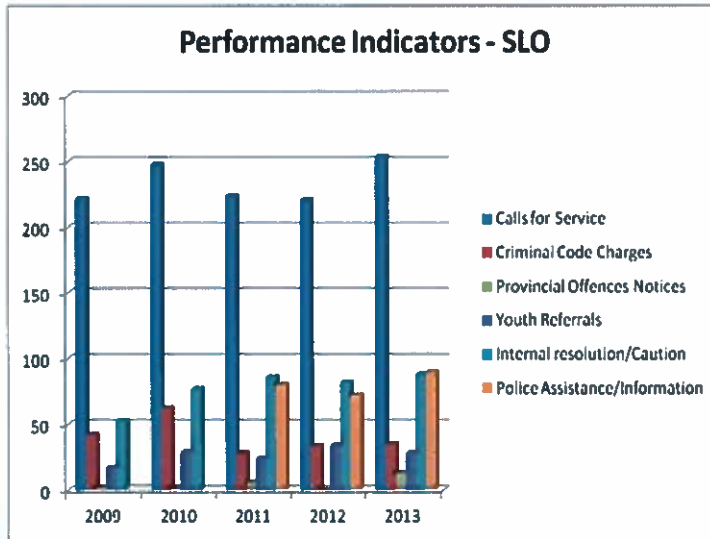
For reporting purposes the number of reported occurrences, such as those attributed to violent crime, may differ from the number of actual occurrences after an investigation has been completed. In 2013 there were 60 founded occurrences of "criteria offences".



Youth Crime

Most investigations into disorderly conduct of youth or of crimes committed on young persons will be investigated by either our School Liaison Officer (SLO) or Youth Officer.

In 2013 there were 254 school related calls for service investigated by the SLO. From these calls the SLO issued 48 criminal charges, 88 verbal cautions/warnings and 28 youth referrals. Other calls related to drug possession, assault, threatening criminal harassment (bullying), possession of stolen property, theft, weapons and mischief.



The majority of occurrences did not involve criminal charges. Informal resolutions, referrals, diversions and cautions were the most common and effective option exercised by the SLO as well as other officers responding to school related calls. Youth referrals involve an interview with the Service's Youth Officer to assess the entire situation and consider a referral to the Youth Criminal Justice Program for further assessment and consequences. It should be noted that the option of a criminal charge is maintained throughout the process should other measures prove to be ineffective.

In 2013 the Youth Office investigated 25 occurrences of offences against children. Of these occurrences a total of 43 criminal charges were laid. Many of the types of charges were sexual in nature.

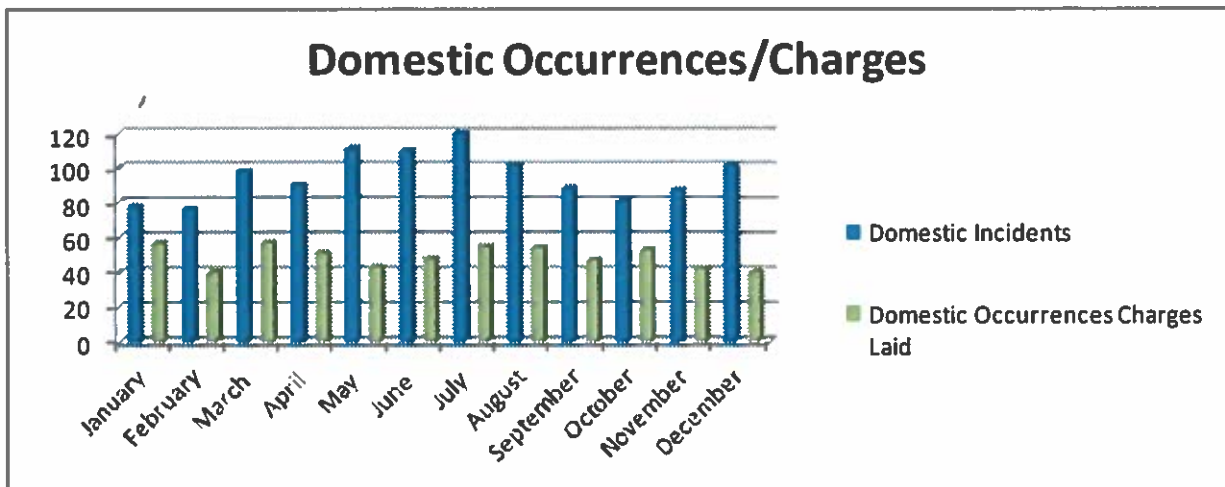
The Youth Officer conducted more youth referrals last year than in the preceding years. Occurrences involving inappropriate behaviours such as bullying, sexting and distributing sexually explicit images facilitated by computers and other electronic communication devices has been on the increase nationwide. Awareness campaigns by governments not only aim to teach youth what constitutes a crime but also encourages others not to be victimized. Our Youth Officer and SLO will undoubtedly be reporting on these issues in subsequent reports.

	2010	2011	2012	2013
Offences against children Investigations	13	14	25	25
Other Investigations	16	12	16	9
Charges	32	30	28	56
Youth Referrals	89	71	84	96



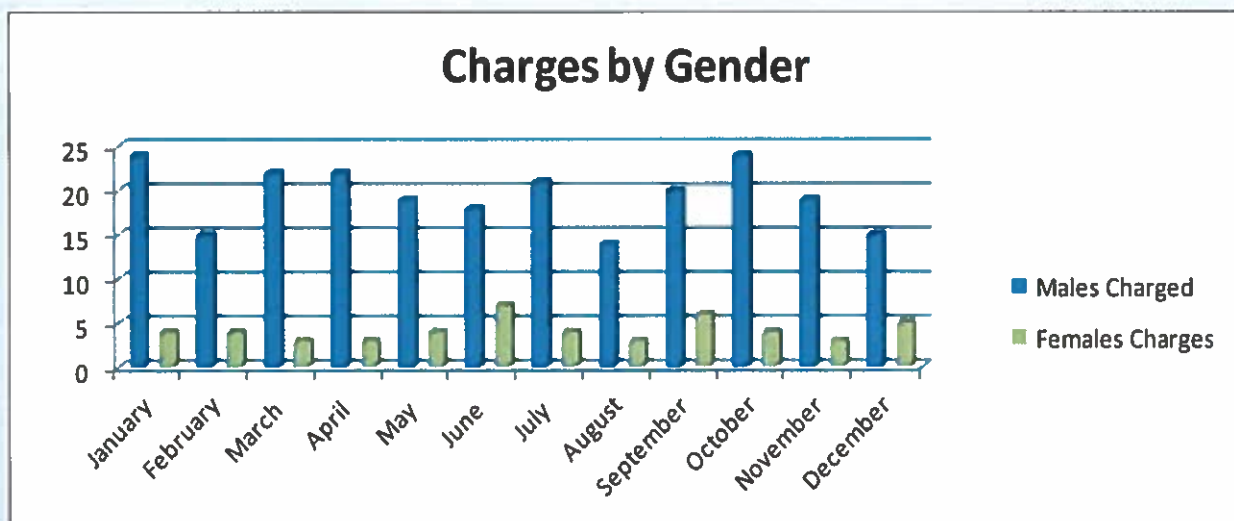
Domestic Violence Occurrences

There was continued progress during the past year addressing the current and future needs of the North Bay Police Service in the area of victim services and domestic violence investigations. Community partner development and access remains a key ongoing process.



In 2013 the North Bay Police Service averaged 3.9 reports daily of domestic violence. This behavior has become the focus of a campaign, One Pledge, launched by the Nipissing Transition House in partnership with the City of North Bay and the North Bay Police Service in 2014.

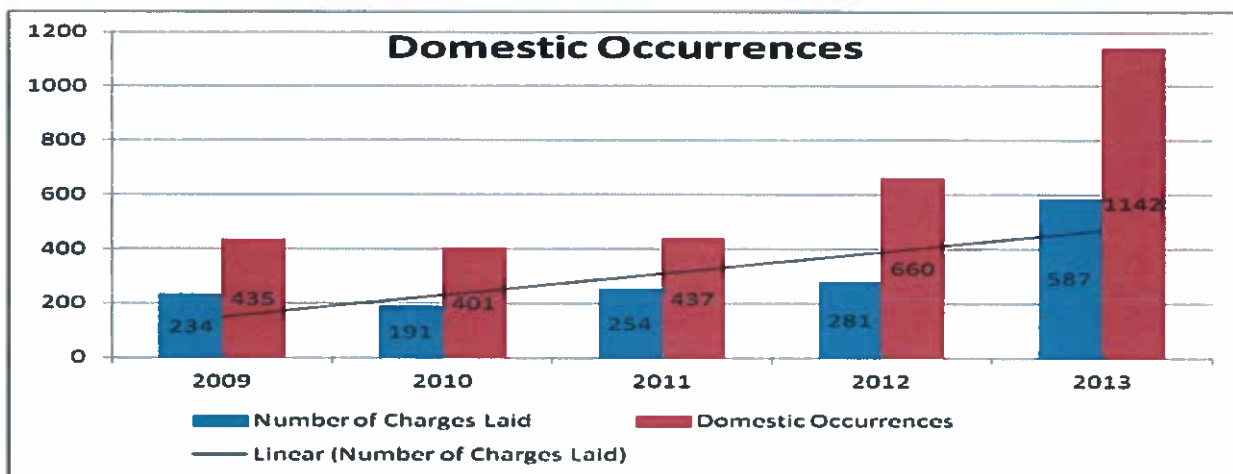
This community campaign is aimed at encouraging every citizen to make a difference. By signing the pledge, either in person or online, you are joining others in acknowledging domestic violence exists in our community. By signing the pledge citizens are giving a voice to end domestic violence in North Bay and area.





Domestic Violence

In 2013 the Service responded to 1,142 incidents of reported domestic violence resulting in 587 charges being laid. Of the individuals charged, 233 were male while 50 were women. As with any crime there are those persons who are prone to re-offending. Recidivism in 2013 for incidents of domestic violence was 103 males and 14 women respectively.

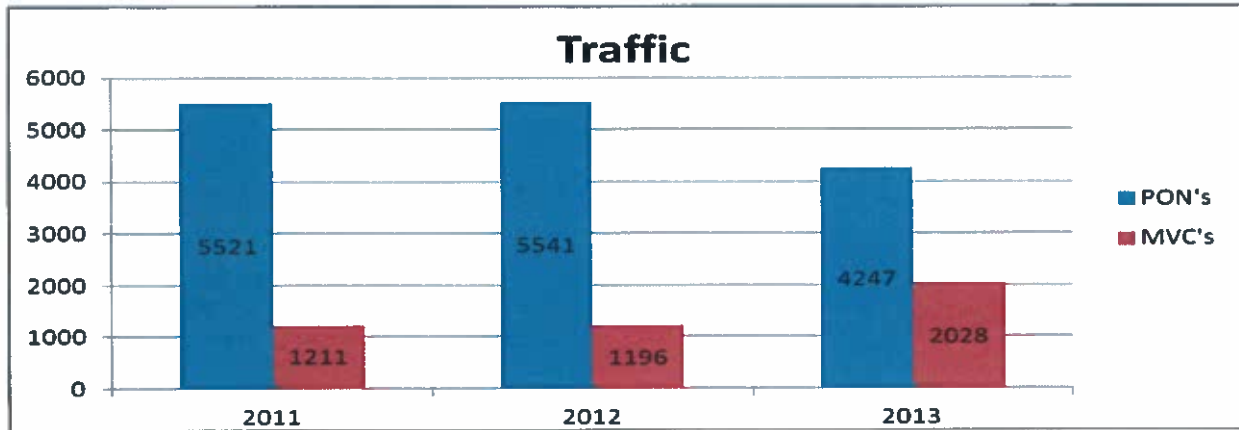


There has been a general and proportional increase of Domestic Occurrences reported over the last decade. The 2013 rising figures are offset by more rigorous reporting, investigative standards and practices. Currently our Victim Services/Domestic Violence Coordinator is vigilant in documenting and maintaining accurate statistics for the Service.

Use of Force

REPORT TYPE	2008	2009	2010	2011	2012	2013
Total Occurrences	55	69	53	46	39	55
Total Reports	57	71	64	50	55	74
Reports submitted to euthanize animals					14	16
Reports involving fire-arms (public only)	--	19	15	19	23	39
Reports involving Aerosol Weapons	7	6	0	2	1	6
Reports involving Baton	0	1	1	0	2	2
Reports involving Empty Hand Techniques	3	3	3	2	1	0
Reports involving C.E.W. (demonstrative and fired)	15	19	10	16	11	12
Reports involving C.E.W. (fired only)	--	--	3	5	3	4

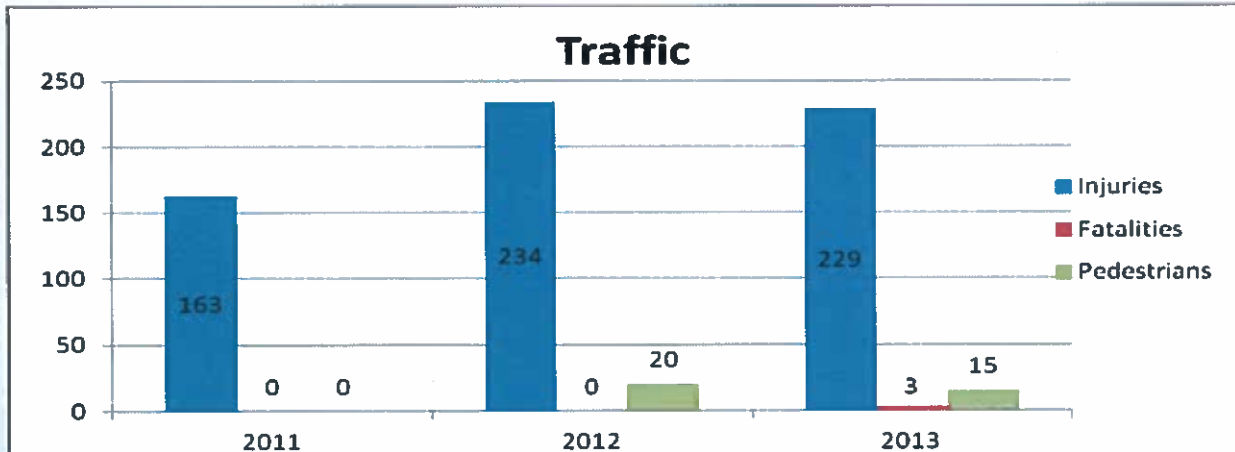
A notable difference year after year is the increase in the overall number of occurrences involving pointing a firearm at a member of the public. In 2013 the number increased to 39 from 23. A review of the reports indicate the increase is largely due to the NBPS Street Crime Unit and the Emergency Response Team executing numerous warrants on drug houses and arrest warrants on suspected armed subjects. These occurrences are high risk and predominantly involve several officers.



It is important to note that the reported collisions versus the investigated collisions numerical values may differ because not all accidents reported are investigated. The *Highway Traffic Act* stipulates that any accident involving personal injury or damage exceeding \$1,000 must be reported to the nearest police officer. Police also investigate accidents or collisions regardless of dollar amount or person injury incurred when any vehicle owned by the City of North Bay, Municipality of Callander, Provincially or Federally is involved.

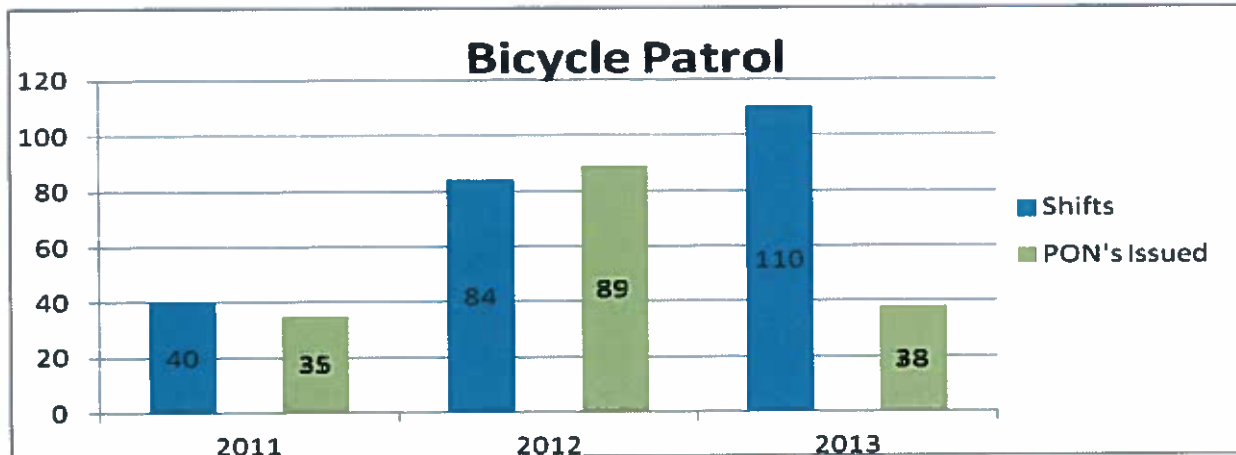
In 2013, 68 impaired driving charges were recorded compared to 85 in 2012 and 56 in 2011. The R.I.D.E. Program was utilized or implemented on 17 occasions in 2013.

***PONs are Provincial Offence Notices, commonly referred to as tickets. This includes written warnings and three-day reports. MVC is the acronym for motor vehicle collision.



Of the 2,028 MVCs reported last year, 3 collisions resulted in fatalities. One occurrence involved a cyclist being struck after which he succumbed to his injuries. Another occurrence involved a driver that struck a pedestrian, killing her. The driver failed to remain at the scene but was later arrested, charged and entered a plea of guilt. The third fatality occurred when a driver failed to yield to a pedestrian. The woman was struck and died of her injuries.

In response to our Services commitment to the Platoon Traffic Officer (PTO) program. Assigned officers logged 622.5 hours of enforcement resulting in 642 violations issued. These officers participated in traffic initiatives, education, community programs and enforcement.



The use of the Bicycle Patrol Officer (BPO) provides an officer an opportunity to be more accessible to the public while assuming the role of Ambassador for the North Bay Police Service. Officers have the opportunity to focus their attention towards promoting safe cycling habits while enforcing Federal / Provincial Statutes and City of North Bay By-Laws.

At present the 5 officer Unit consists of the Traffic Enforcement Officer (TEO) and one officer appointed from each of the four Platoons. This is also supplemented by the Community Oriented Response (COR) Unit. This structure was utilized in order to facilitate the availability of BPO's and ensuring staffing levels on Patrol are maintained.

The BPO's and the COR Unit addressed numerous investigations under the *Criminal Code*, *Controlled Drug and Substances Act*, *Highway Traffic Act*, *Trespass to Property Act*, City By-Laws as well as investigate motor vehicle collisions.

While the focus remained on patrolling the downtown core, waterfront areas and supporting community events efforts were also made at targeted enforcement and education initiatives. Not included in the 2013 figures were 80 verbal warnings.

Community Programs Section

This Section maintains community partner relationships with many groups and associations. We continue to work with our community to identify problems or areas of concern and problem solve in a collaborative manner. In these instances Police are not only to be observed as enforcement figures but also mentors and supporters of creative ideas to solving community problems.

The Community Safety Coordinator's (CSC) duties includes safety presentations and participation in numerous community projects and events. The CSC also problem solve various concerns that the public bring to us. One of the biggest commitments of the Community Safety Co-ordinator is fostering a positive relationship with the media. In 2013 the CSC facilitated over 284 Interviews, prepared 215 Media releases, attended 89 committee meetings and provided over 40 presentations.



2013 Highlights

The association between the Law Enforcement community and Special Olympics dates back more than 30 years. Under the banner of the Law Enforcement Run for Special Olympics, the Torch Run is the largest grass-roots fundraiser and public awareness vehicle for Special Olympics, raising over 450 million world-wide since its inception.

On December 3, 2013 at police headquarters it was made official, the Ontario Special Olympics Winter Games will be held in North Bay from January 29 until February 1st, 2015. The games will see over 400 to 450 athletes, including an estimated 15 to 20 local participants, vying for medals in events that include: snowshoeing, speed skating, figure skating, curling, downhill and cross-country skiing.

Constable Merv Shantz was announced as the Games Manager and his duties will include organizing various committees, looking into fundraising opportunities and partnerships throughout the next year.

Mr. Glenn MacDonell, President and Chief Executive Officer of Special Olympics Ontario was quoted as saying "We know that this is the right place for the games to be, and we know they're going to be highly successful."

On hand for the announcement were: Shannon Johnson, Chief Cook, Lori Spencer, Susan McNeely, Carly Tucker, Mathew Abraham, Jerome Stickland, Ed Reaman, Councillor Mendicino and Cst. Shantz.





ACHIEVEMENTS

Officer of the Order of Merit

On October 4, 2013 Chief Cook joined other police officers from across Canada at La Citadelle de Québec where they were recognized by the Right Honourable David Johnston, Governor General of Canada during the Investiture Ceremony for the Order of Merit of the Police Forces.

Chief Cook was advanced in the Order from Member to Officer of the Order of Merit.

Chief Cook is both honoured and humbled to receive this prestigious recognition from Governor General Johnston.



Member of the Order of Merit



On May 24, 2013 Sergeant Hunter along with 60 colleagues from across Canada were named to the Order of Merit of the Police Forces during an investiture ceremony at Rideau Hall, presided over by His Excellency the Right Honourable David Johnston, Governor General of Canada.

The Order of Merit of the Police Forces was created in 2000 to recognize conspicuous merit and exceptional service by members and employees of Canadian Police Forces whose contributions extend beyond protection of the community.

Sergeant Hunter commenced his career with the Peel Regional Police in 1987 before returning home to join the North Bay Police Service on November 19, 1990.



ACHIEVEMENTS



North Bay Police Service Officer Goes that Extra Mile

The Go the Extra Mile Program is aimed to reward business owners, employees & volunteers for excellence in customer service. Rewarding customer service acknowledges the performance and contributions in making North Bay and district a better place to live & encourages visitors to our area.

Cst. Marc Ethier was named the winner of the North Bay and District Chamber of Commerce "The Extra Mile Award" for the month of June for excellence in customer service.

Annual Awards

This year our 2013 Annual Awards Luncheon was hosted at the Clarion Resort Pinewood Park. Ms. Carol Wolfe (Communications Centre), Mr. Ivan Ryman (Forensic Identification Section), Ms. Linda Brogan (Exhibits Clerk) and Special Constable June Degagne (Court Section) were recognized for 20 years of dedicated service to our organization.



Ms. Wendy Leroy (Clerical Section) was recognized for her long time dedication to our Service. Wendy began her career with the NBPS in 1973. She has been a valued employee who has worked at many of the positions in the Administration Section. While in her 40th year with our organization Wendy decided to retire. We wish Wendy and her family many years of health and happiness in retirement.

Commendation

On February 12, 2013 Constable Steve Chabbert received a Board Commendation and a Chief's Commendation for his role in saving the life of a member of our community after he suffered a heart attack while playing hockey in a pick-up game on January 10, 2013.

Constable Chabbert, who was a participant in the game and several other players in attendance came to the victim's aid and administered first aid, including CPR and the use of a portable Defibulator at the arena.

Thanks to Constable Chabbert's life-saving training and



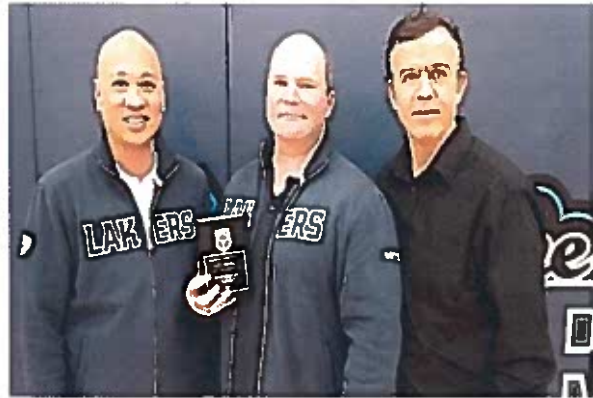


ACHIEVEMENTS

OVA Award

Celebrating Volleyball for Life in Ontario, the Ontario Volleyball Association OVA holds a bi-annual OVAtions Award banquet to honour those volunteers and corporate partners that have distinguished themselves through the years by providing their time, effort and support to the promotion and development of volleyball in the province.

On December 7th, Constable Greg Randall received a 2013 OVAtion Award. Greg volunteers as the President of The North Bay Youth Volleyball Club (NBYVC)



Home Town Hero

David Yee, Maintenance Supervisor, received Home Town Hero Award from Moose FM, for all his hard work at our police station.

David Yee with Amanda Cupido of the Moose.

Paul Harris Award

Chief Paul Cook was honoured with a Paul Harris Fellow (PHF) award by the Rotary Club of North Bay for his outstanding service and dedication to the community and abroad. Organizing Co-Chair, Yvonne Weir, stated that "This award (PHF) is the highest honour a Rotary club can bestow on an individual, on behalf of The Rotary Foundation, and acknowledges 'service above self' by those persons who are selected".

Officers Receive IODE Awards

On May 1, 2013 Detective Constable Fernando Cirullo was honoured by the IODE, Dr. Herbert A. Bruce Chapter, "Police Community Relations Award". As a lifelong citizen of North Bay, Detective Constable Cirullo lives his off-duty life as an advocate for community service. Fernando's belief that sports play a fundamental role in the development of our youth is evident from his volunteer projects.

On May 8, 2013 Detective Helen Kent was honoured by the IODE, Manitou Chapter, for her work with the annual Special Olympics Torch Run and her participation in fund raising events. Helen believes that devoting time to the Special Olympics is truly a privilege and believes strongly in the Special Olympics motto "People with an intellectual disability can and will succeed in life if given the opportunity."



ACHIEVEMENTS

2013 Employees of the Year

Employee of the Year

Co-winners of this year's, "Chief's Employee of the Year Award" were Ms. Diane Lynett (Court Section Clerk) and Ms. Elaine Morin (Investigative Support Section Clerk). At the awards ceremony in January Chief Cook described the recipients as "two of the most dedicated and hard working employees in our organization". He went on to say, "that they consistently carry out their day-to-day assignments without complaint and put group goals above personal recognition. They both lead by example and are very positive role models for others in our workplace to follow".

Ms. Lynett started her career as a part-time clerk on June 18, 1984, while Ms. Morin commenced her career on November 7, 1988. Both have held various clerical positions during their careers and they have each always excelled at whatever their assignment has been.



Cop Talk

Our Police Service has partnered with Cogeco to educate our community on the policing profession and our Service through a television call-in show entitled, "Cop Talk".

The show, which airs every second Tuesday of the month at 7 p.m., is hosted by Mr. Jeff Turl.

Cogeco was recognized with an "Outstanding Documentary Production" Award for a segment of "Cop Talk" where our Bicycle Patrol was featured.



ACHIEVEMENTS

2013 MADD Officer of the Year



Constable Steve Brown led the way this year with six impaired driving arrests. Ms. Celebre and Ms. McLeod from the MADD Nipissing Chapter attended the North Bay Police Services Board meeting on December 10th to recognize Constable Brown for his efforts this past year.

L to R: Denis O'Connor, Board Chair, Ms. McLeod, Ms. Celebre, Cst. Brown

Last Post

It has been many years since the North Bay Police Service has experienced the loss an active member to a health or work related tragedy. Regrettably this trend was broken in 2013.

Constable Whitford was born in 1969 in Englehart, Ontario. She later moved to Timmins with her parents where she graduated high school. In 1993 she moved to North Bay with her spouse Scott. Prior to joining our Service, Constable Whitford was employed at the Fenbrook Institute in the Gravenhurst area.

Constable Tanya Whitford commenced her policing career with the North Bay Police Service on February 21, 2000 as a Cadet. After successfully completing recruit training at the Ontario Police College, Tanya was sworn in as a 4th Class Constable on June 13, 2000. She remained in the Patrol Section until 2007 when her health diminished and she could no longer work in the career that she had worked so hard to attain.

On October 2, 2013 Constable Whitford passed away after a long and courageous battle with cancer, leaving behind Scott and their two children Nolan and Camden.





National Memorial Day



Every year off duty members attend the Police Memorial held in Toronto in May and the National Memorial Day held in Ottawa in September. Both of these events are tributes to police officers who have died in the line of duty. These two ceremonies provide community members an opportunity to formally express appreciation for the dedication of police and peace officers who have made the ultimate tragic sacrifice to keep our communities safe.

Conclusion

In 2013 we were in our final year of our Business Plan. In order to develop clear goals, objectives and direction our Service contracted OraclePoll Research – Sudbury, to perform the 2013 community surveys of North Bay and Callander. OraclePoll was selected for its capacity to fulfill the rigorous requirements of a scientifically valid survey methodology. The resulting information represents an empirically and quantitatively sound series of data that confidently and accurately represents the voice of the community we serve.

These results were published and several Town Hall meetings were hosted by the North Bay Police Service to allow the residents of North Bay and Callander to ask questions and contribute further opinions and insights.

Our new Business Plan 2014-2016 identifies our policing priorities and will be used as our road map over the next three years. Working to achieve our new goals and objectives in concert with our community will ensure the continued success of our police service.

As evident by the implementation of the GATEWAY COMMUNITY MOBILIZATION HUB we continue to work with a multitude of community partners to develop and initiate strategies designed to improve the quality of life on our streets, in our neighbourhoods and enhance public safety.

We wish to thank the Police Services Board, the citizens of North Bay, and all of our various community, provincial, and national partners for contributing to our organizational success this past year and we look forward to working with all of you in 2014.



North Bay Police Service

Municipality of Callander

Report on Policing 2013



Callander
ONTARIO

Four Seasons of Reasons

**Dennis O'Connor – Chair
North Bay Police Services Board
Paul D. Cook – Chief of Police
North Bay Police Service**



Dear Community Members:

I am pleased to present our 2013 Callander Annual Report on Policing on behalf of the North Bay Police Services Board. I would also like to take this opportunity to recognize and thank all of our members for their ongoing professionalism, integrity, compassion and dedication to duty. They continue to make a significant difference both on-duty and off-duty in the communities we serve each and every-day.

This past year we commissioned an independent polling company to conduct community surveys as part of our Business Planning process. The results were extremely positive with community satisfaction levels at an all-time high for both North Bay and Callander. These results are something we should all be proud of as they are a direct reflection of the confidence our community has in our Police Service and our members.

Our success has been achieved thanks to our people and our strong ties with a multitude of community partners that work with our Police Service on a daily basis. The Gateway HUB Community Mobilization Model that we introduced this year is a fine example of cross sector partners coming together to work with the police in the interests of community safety and well being.

Our Police Service is proud of our history and looks forward to taking on the many challenges and opportunities that lay ahead. Our new Business Plan 2014-2016 clearly articulates our policing priorities, goals and objectives, and our direction over the next three years. In partnership with our Board, Callander Council and our many partners we are committed to providing the high level of professional policing our communities have come to expect and deserve.

Sincerely,

A handwritten signature in black ink that reads "Paul Cook".

Paul D. Cook, O.O.M.
Chief of Police



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MISSION STATEMENT

'Dedicated to service, committed to community'

VALUES

'We, the members of the North Bay Police Service are committed to:

Excellence in policing
Pride in professionalism
Compassion for those in need

Honesty-Integrity-Growth-Teamwork'

NORTH BAY POLICE SERVICE COMMAND STAFF

Paul Cook -Chief of Police

Shawn Devine - Deputy Chief of Police

Kirk Kelusky - Inspector of Administration

Robert Jerome- Inspector of Operations



NORTH BAY POLICE SERVICE BOARD MEMBERS



Dennis O'Connor—Chair



From left to right:

Bill Hagborg, - Vice Chair, Mayor Al McDonald - member, Tiziana Silveri - member ,
Peter Leckie - Board Solicitor ,Tanya Vrebosch – member, and Carol Miller - Board Secretary.



GATEWAY COMMUNITY MOBILIZATION HUB

One of the most significant contributions to our community was the creation of the Gateway Community Mobilization HUB. The North Bay Police Service has taken a leadership role in bringing various human resource providers and stakeholders together to develop a mobilization and engagement strategy to address individuals or families who are at "acutely elevated risk".

Acutely elevated risk exists when a number of factors are identified and if left unattended will likely result in harm or lead to the situation worsening. The objective of the HUB is to intervene before a situation worsens or escalates to more formal and extended interventions such as the apprehension of children, criminal charges, prolonged or psychiatric inpatient hospital stays.

Before any situation is discussed at a HUB meeting it must be determined that it involves risk factors that extend beyond the scope or normal business practices of any one agency. In most HUB discussions three or more agencies must be involved to address the extent of the risk factors present.

The HUB has a clearly defined process for determining if an individual and/or family are at acutely elevated risk and if multi-agency intervention is required. The process is designed to balance a citizen's right to privacy with the value or necessity of addressing the elevated risk. Each meeting begins with a focused review of situations that have been previously 'actioned' by the HUB. A typical HUB meeting is depicted in the photograph below.

The current agencies involved in the Gateway Community Mobilization HUB are: North Bay Police Service, Nipissing District Housing Corporation, District Nipissing Social Services Admin Board, Children's Aid Society, North Bay Parry Sound District Health Unit, Youth Justice Services, Crisis Center, Canadian Mental Health Association, Nipissing Mental Health Housing Support Services, Indian Friendship Center, Near North District School Board, North Bay Regional Health Center, Nipissing-Parry Sound District Catholic School Board, HANDS The Family Help Network.ca, PEP (People for Equal Partnership), Conseil Scolaire Catholique Franco-Nord (School Board), Ontario Provincial Police, Probation and Parole and Community Counselling Services.





HOURS OF SERVICE

We continue to stagger our patrol hours in order to optimize our presence and provide coverage during peak hours for demand. This strategic deployment allows for maximum visibility and deterrence of crime. Positive comments continue to be received from the residents of Callander on the high visibility of patrols, which has been welcomed from the outset.

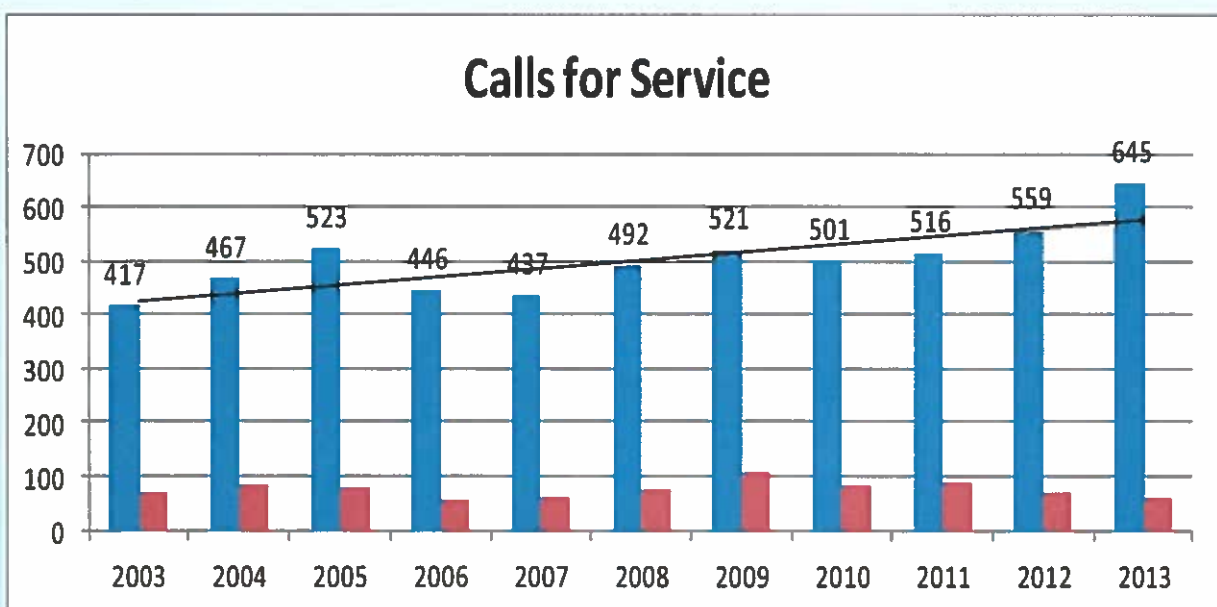
In addition to Uniformed Patrol, we utilize our Traffic Enforcement Unit, Bicycle Patrol, R.I.D.E. Program Patrol, Street Crime Unit and the services of our Community Programs Section to augment enforcement issues and to enhance community safety.

Many residents of the community enjoy winter sports including snowmobiling and ice fishing. As seen from almost anywhere in the community ice huts are abundant in Callander Bay. Regular enforcement by our Joint Snowmobile Patrol ensures travel and activities on and around Callander Bay remains safe.

CALLS FOR SERVICE

Since the North Bay Police Service assumed policing responsibilities for the Municipality of Callander in April of 1997, the annual number of calls for service has been as high as 942 and as low as 417. In 2013 our members responded to 645 calls for service. This included 64 *Criminal Code* occurrences, which is a slight decrease of 4 criminal occurrences over 2012.

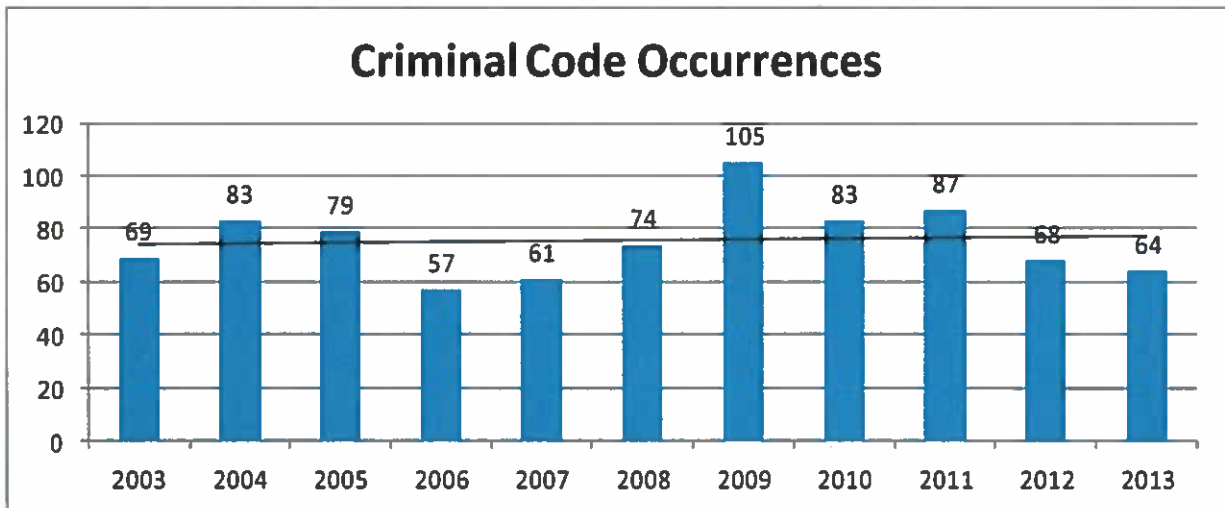
Callander continues to grow in reference to population and structures. In 2001 the population was 3,177 with 1,406 residences. Both the population and the number of residences continue to expand. According to figures obtained by the Municipality through Statistics Canada the latest figures indicate the population has grown to 3,864 with 1,677 private dwellings.





Geographically, Callander is spread out over 100 square kilometres and has a total of 156.7 kilometres of roadways that are maintained. Providing a police presence throughout the municipality is achieved through random patrols coupled with the Bicycle Unit and members of our Joint Snowmobile Patrol.

Despite the population growth and expansion of neighbourhoods many of the categories that will be examined in this report have not increased proportionately. In fact *Criminal Code* occurrences have remained fairly low and consistent over the years with the odd fluctuation occurring sporadically.



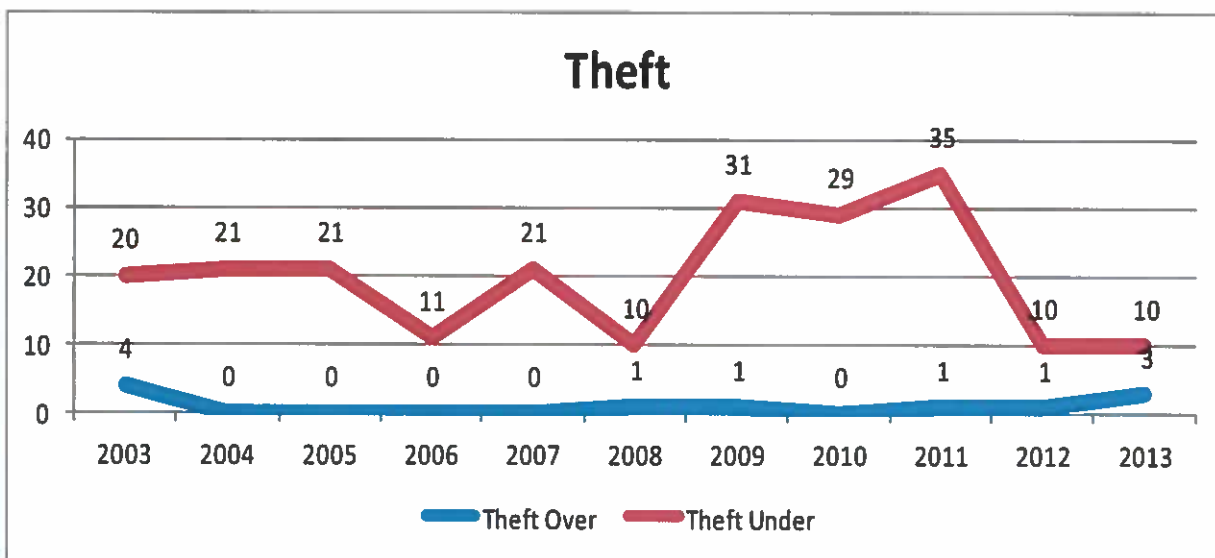
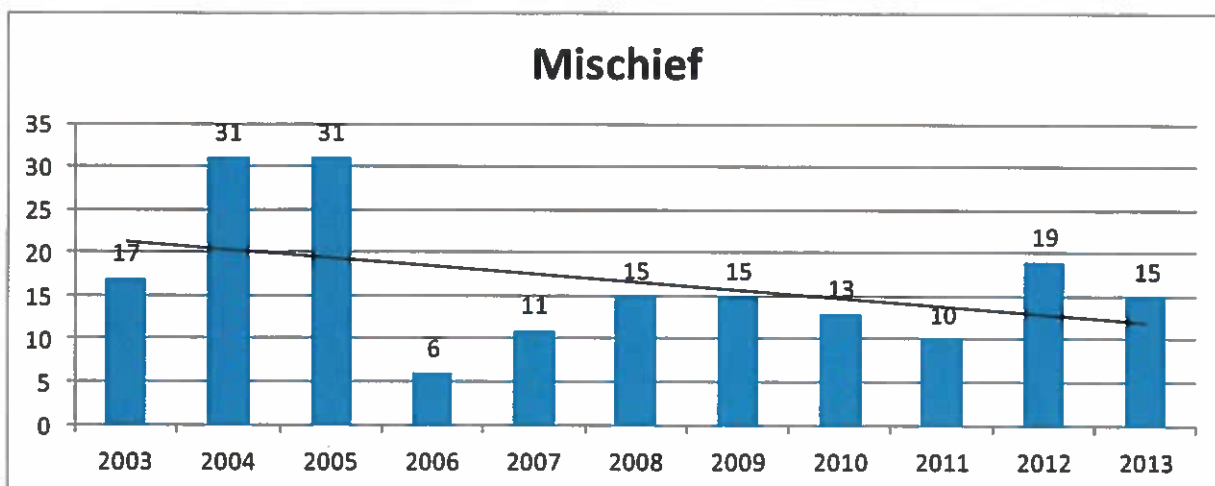
CRIME AND CLEARANCE RATES

Reports of property crimes such as theft under \$5,000 have remained unchanged from 2012 and are at their lowest levels in a 10 year comparison. The average number of theft under \$5,000 occurrences in the last decade has been 19.9. With such a low incident of criminal acts this number can increase or decrease significantly by the actions only a few individuals.

The number of break-ins in 2013 was 8 compared to 7 in 2012 and 13 such occurrences in 2010. The chart on page 8 indicates the number of break and enter offences has remained somewhat consistent over the last 10 years, with spikes in only 3 of the last 10 years.

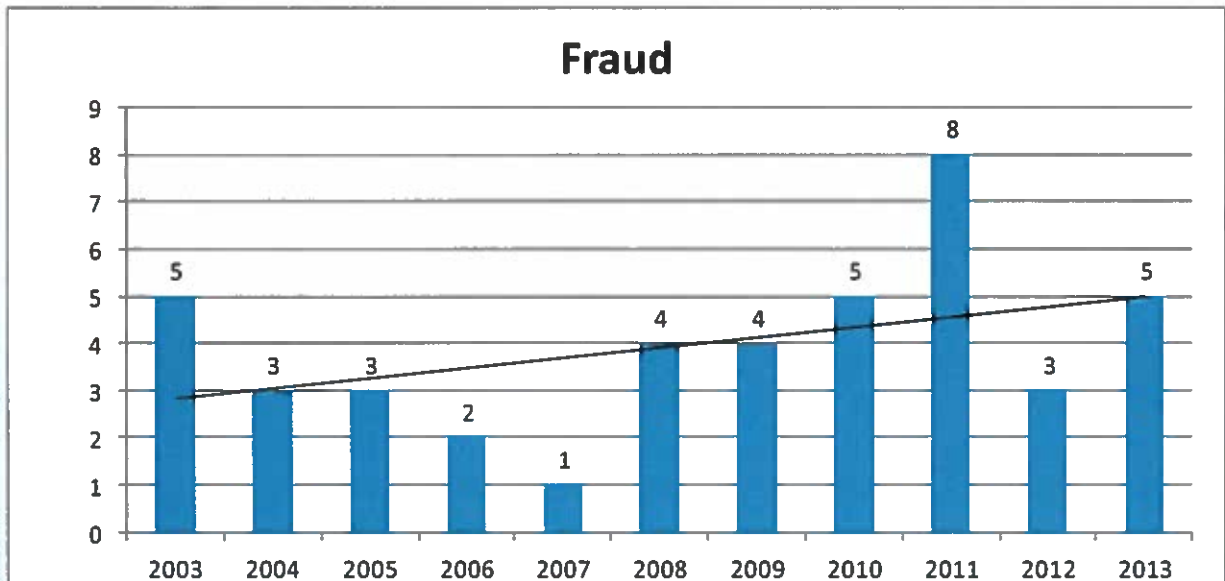
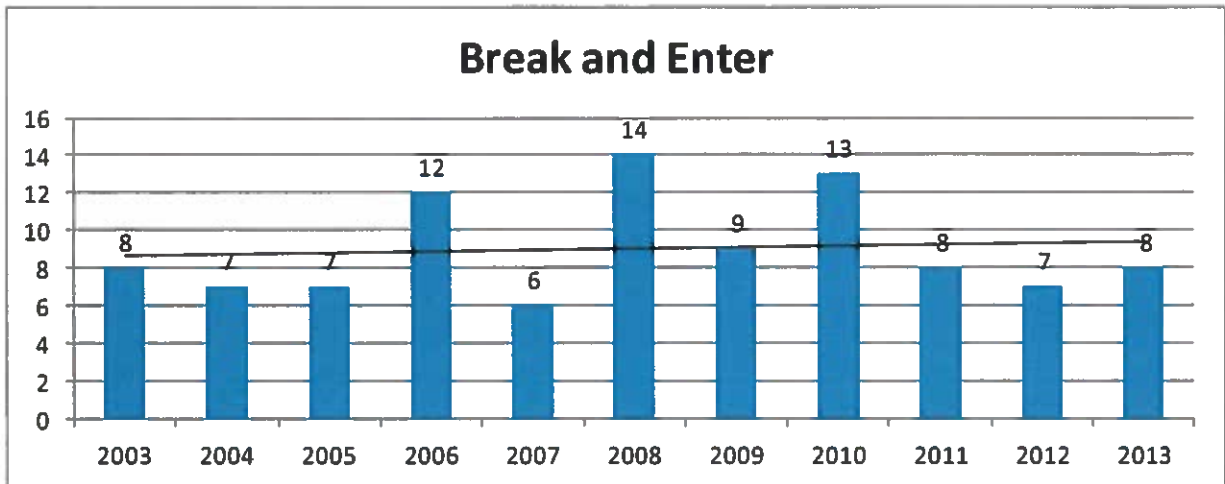
As shown later in this report, the clearance rate for property crime is now at 13.3%, which is a decrease from 29.5% reported in 2012. In 2009 the clearance rate was only 8%. These variants appear significant but must be taken in the proper context. With such a limited number of occurrences, clearance rates can increase and decrease dramatically.

For example, if in 2013 the community incurs 20 occurrences in relation to theft under \$5,000, it would be an increase of 100% over that of 2012. It is easy to observe how the acts of one or several individuals can skew increases or decreases in percentiles that could be perceived as a significant problem.



As residents of the area become well educated in the area of crime prevention and target hardening, they take steps to reduce their vulnerability to being a victim of a crime. We take every opportunity to provide literature and advice to residents on protecting themselves from criminals and thus reducing the risk of victimization. Such endeavours included the new "Lock It or Lose It" program which was unveiled in 2012.

Infomercials and media coverage has assisted police to get the message out in relation to lowering risk to person and property crimes victimization. In 2013, only 4 thefts from motor vehicles were reported in contrast to 16 in 2011. Thefts under \$5,000 increased from 16 in 2011 to 7 in 2012.



YOUTH CRIME

The youth criminal justice system is intended to prevent crime by addressing the circumstances underlying a young person's behaviour, rehabilitate young persons who commit offences and ensure that a young person is subject to meaningful consequences for their actions to promote long-term protection of the public.

As note in the chart on the following page, 5 female youths were charged under the provisions of the *Youth Criminal Justice Act.*, while in the same reporting period no male youths were charged. Traditionally when comparing criminal charges to a gender, it is typically the male population that exceeds females. This is the first time since 2006 this has occurred.



In 2013, 13 male adults and 1 female youth were charged under the *Controlled Substances and Drug Act*. With a limited number of occurrences in each category, crime and clearance rates can rise and fall dramatically from year to year. For example, two unsolved robberies, producing a clearance rate of 0.00% in that category, can make the violent crime clearance rate drop considerably, and the rate of incidence climbs as dramatically. Rates and percentages should be looked at in concert with the data to ensure a proper analysis of the situation. However, in order to report Municipal Performance Measures, the data has been converted to those figures and is presented in the tables below.

CRIME AND CLEARANCE RATES				
	Property Crime	Violent Crime	Other Criminal Code (including drug charges)	Total Criminal Code Including impaired driving offences)
Number of Incidents	45	8	9	64
Clearance Rate	13.3%	100%	100%	78.3%

CRIMINAL CHARGES				
Adult		Youth Criminal Justice Act		Youth Not Charged
Male	Female	Male	Female	
18	4	0	5	1

Our Service employs many tools to provide the most efficient and effective services to the communities of North Bay and Callander. These include the most obvious and visible means such as the Mobilization and Engagement Model of Community Policing which utilizes the Community Resource Officer, D.A.R.E. officers, School Liaison Officer and dedicated uniformed patrol officers such as the Bike Patrol, Snowmobile Patrol and R.I.D.E. Program. Our Service also utilizes Crime Stoppers often receiving tips pertaining to incidents involving fraud, drugs, arson and fish and wildlife (poaching).

VIOLENT CRIME

Violent Crime in our society draws much attention, in particular the issues of domestic violence and violence in our schools. With recent changes in legislation, a strong message of zero tolerance has been communicated and our sworn members are diligent in this approach to offences of violence. One of the effects of greater public awareness is that the incidence of reported crime increases while actual crime rates remain constant.

The North Bay Police Service has supported this position for a number of years and has ensured that violent criminals were prosecuted whenever the evidence was present. In 2013 the violent crime clearance rates was 100%.



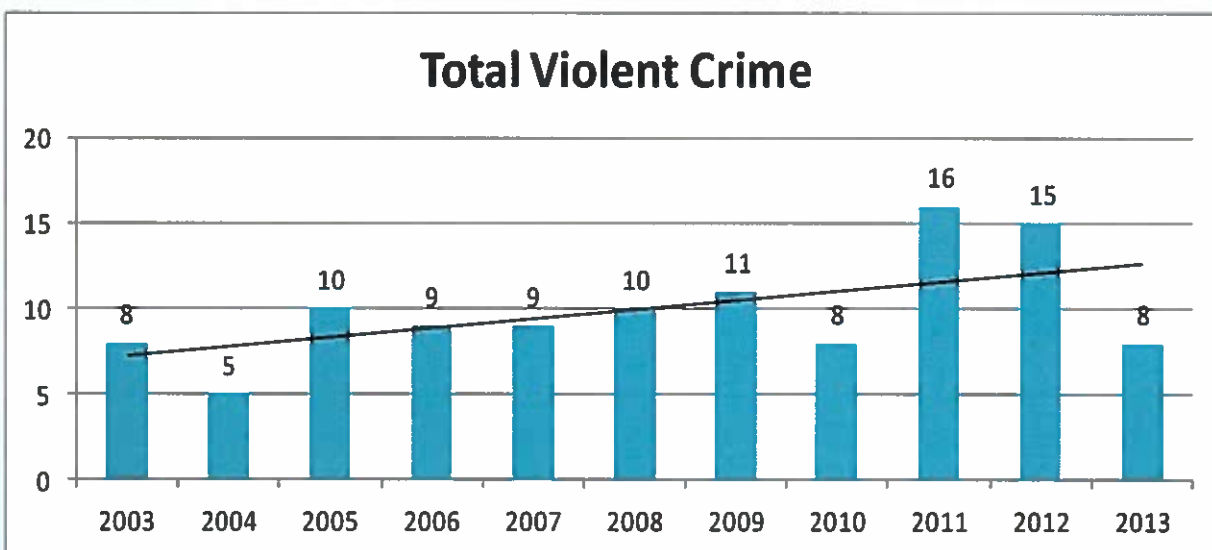
VIOLENT CRIME CONT.

For reporting purposes the number of reported occurrences such as those attributed to violent crime may differ from the number of actual occurrences after an investigation has been completed. There were 12 reports of violent crime in 2013 a decrease of 9 from that of 2012. Of the reported 12 occurrences, 8 were deemed to be actual incidents of violent crime.

The following charges were laid in conjunction with those 8 investigations: 4 level 1 assault charges; 1 robbery charge and 1 utter threats. The remaining 2 investigations were cleared and solved but no charges were laid.

In relation to the violent crime investigations 2 adult males were charged with various offences in contrast to 3 females that were charged. Only 1 female was charged in relation to allegedly committing a violent crime.

Our officers responded to 18 domestic disturbance calls for service in 2013. This is the same number as the year previous. In many instances calls for service in this area are attributed to third party reporting of noise complaints and verbal arguments where no physical violence has occurred. There were 6 occurrences that warranted charges. To ensure each component of a domestic violence call for service has been addressed, each report of domestic violence is the subject of examination by our Domestic Violence Coordinator. The chart below depicts the number of violent crime incidents over the past ten years. This includes assaults, robberies, sex offences, criminal harassment and weapon offences.



In 2013 the North Bay Police Service averaged 3.9 reports daily of domestic violence (North Bay and Callander statistics combined). This behavior has become the focus of a campaign, One Pledge, launched by the Nipissing Transition House in partnership with the City of North Bay and the North Bay Police Service in 2014.

This community campaign is aimed at encouraging every citizen to make a difference. By signing the pledge, either in person or online, you are joining others in acknowledging domestic violence exists in our community. By signing the pledge citizens are giving a voice to end domestic violence in North Bay.

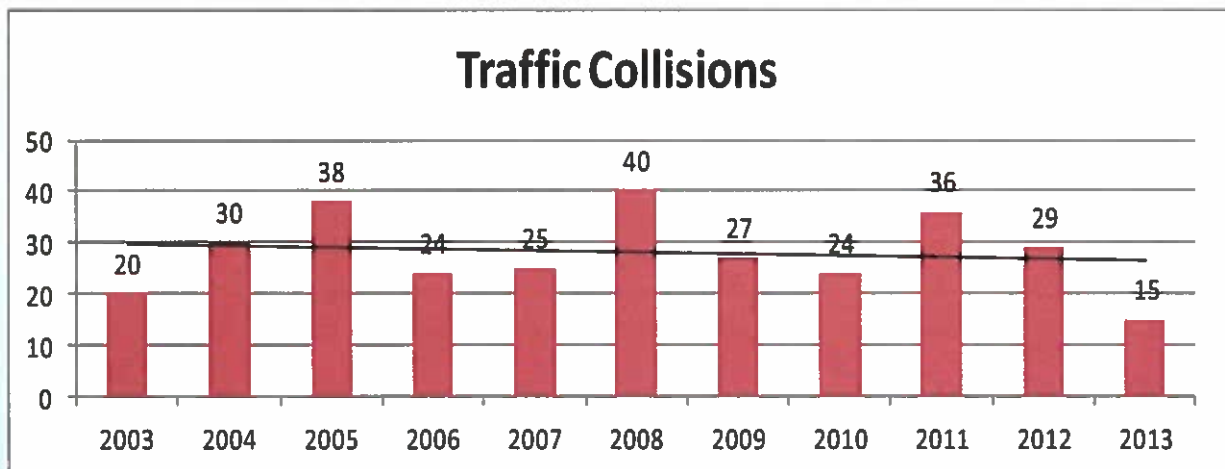


ROAD SAFETY

Many surveys attempt to identify concerns of citizens. Often police services have learned that complaints about traffic violations and safety are the most common concerns for community members. In 2013 our Service received 45 traffic complaints from residents of Callander compared to 34 the year previous. Many of these complaints were attributed to erratic/aggressive drivers, reports of possible impaired drivers, distracted driving, speeding and non use of equipment such as helmets.

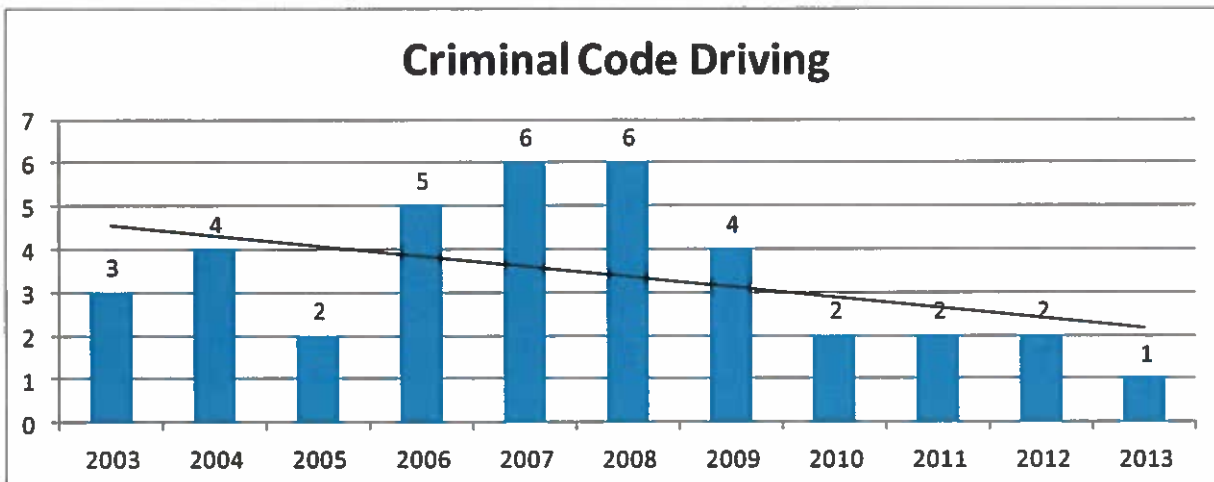
In 2013 the number of reportable motor vehicle collision was 15, which meant a decrease by almost 50% over the previous year. There were no fatalities. As outlined in the *Highway Traffic Act*, motorists have several options when it comes to reporting. Motorists involved in collisions where less than \$1,000 worth of damage has been sustained and where no injury is apparent need not report the matter and may settle it among themselves. These are deemed non-reportable accidents. In other cases, motorists in Callander also have the option to have their collision investigated by a police officer who would be dispatched to the scene or they may wish to attend the Collision Reporting Centre (C.R.C.) located adjacent to the lobby of the police administration building.

Of significance is the fact that one third of all the accidents (reportable & non-reportable) were as a result of a motor vehicle striking deer.



Education, deterrence and enforcement are key ingredients in an overall road safety strategy. RIDE patrols, dedicated traffic enforcement and general patrols all contribute to reducing the number of injuries and deaths on our highways. Our Community Programs Section is involved in endeavours such as safety lectures and bike rodeos in area schools as well as being members of such community based organizations like the Road Safety Committee.

In 2013 our Traffic Section and Snowmobile Patrol conducted a joint forces R.I.D.E. program with the O.P.P. in Callander, targeting traffic on and leaving Lake Nipissing. The Joint Forces North Bay Police Service Snowmobile Patrol also routinely conducted patrols and spot checks on the trails and waterways in Callander. On several occasions Conservation Officers with the Ministry of Natural Resources teamed with our officers.



In 2013 uniformed members, either while on patrol or assigned to directed activities, issued 143 Provincial Offences Notices. These notices include infractions of following provincial acts: *Highway Traffic Act*, *Motorized Snow Vehicles Act*, *Liquor Licence Act* and *Off Road Vehicles Act*.

Another method of ensuring we are visible in the community is to augment police vehicle patrols with officers assigned to our Bike Patrol Unit. The use of the Bicycle Patrol Officer (BPO) provides an officer an opportunity to be more accessible to the public while assuming the role of Ambassador for the North Bay Police Service. Officers have the opportunity to focus their attention towards promoting safe cycling habits while enforcing Federal / Provincial Statutes.

At present the 5 officer Unit consists of the Traffic Enforcement Officer (TEO) and one officer appointed from each of the four Platoons. This is also supplemented by the Community Oriented Response (COR) Unit. This structure was utilized in order to facilitate the availability of BPO's and ensuring staffing levels on Patrol are maintained.

R.I.D.E.

The R.I.D.E. Program was developed by the Metro Toronto Police in 1977 as "Reduce Impaired Driving in Etobicoke". It was eventually adopted by all Ontario Police Services and modified to mean "Reduce Impaired Driving Everywhere". The program runs all year long and involves police spot checks where vehicles are stopped and drivers are checked for impairment. The campaign also has a significant public awareness component.

The Ministry of Community Safety and Correctional Services provide police services in Ontario with an annual grant to assist in augmenting costs.

In addition to their patrol duties police officers may team up with a partner to conduct shortened versions of R.I.D.E. This occurred on 58 occasions in various locations in North Bay and Callander in 2013. R.I.D.E. Programs that were in duration of 6 hours were conducted on 17 different occasions in 2013.





2013 Highlights

The association between the Law Enforcement community and Special Olympics dates back more than 30 years. Under the banner of the Law Enforcement Run for Special Olympics, the Torch Run is the largest grass-roots fundraiser and public awareness vehicle for Special Olympics, raising over 450 million world-wide since its inception.

On December 3, 2015 at police headquarters it was made official, the Ontario Special Olympics Winter Games will be held in North Bay from January 29 until February 1st, 2015. The games will see over 400 to 450 athletes, including an estimated 15 to 20 local participants, vying for medals in events that include: snowshoeing, speed skating, figure skating, curling, downhill and cross-country skiing.

Constable Merv Shantz was announced as the Games Manager and his duties will include organizing various committees, looking into fundraising opportunities and partnerships throughout the next year.

Mr. Glenn MacDonell, President and Chief Executive Officer of Special Olympics Ontario was quoted as saying "We know that this is the right place for the games to be, and we know they're going to be highly successful.

On hand for the announcement were: Shannon Johnson, Chief Cook, Lori Spencer, Susan McNeely, Carly Tucker, Mathew Abraham, Jerome Stickland, Ed Reaman, Councillor Mendicino and Cst. Shantz.





ACHIEVEMENTS

Officer of the Order of Merit

On October 4, 2013 Chief Cook joined other police officers from across Canada at La Citadelle de Québec where they were recognized by the Right Honourable David Johnston, Governor General of Canada during the Investiture Ceremony for the Order of Merit of the Police Forces.

Chief Cook was advanced in the Order from Member of the Order of Merit to Officer of the Order of Merit.

Chief Cook is both honoured and humbled to receive this prestigious recognition from Governor General Johnston.



Member of the Order of Merit



On May 24, 2013 Sergeant Hunter along with sixty colleagues from across Canada were named to the Order of Merit of the Police Forces during an investiture ceremony at Rideau Hall presided over by His Excellency the Right Honourable David Johnston, Governor General of Canada.

The Order of Merit of the Police Forces was created in 2000, to recognize conspicuous merit and exceptional service by members and employees of Canadian police forces whose contributions extend beyond protection of the community.

Sergeant Hunter commenced his career with the Peel Regional Police in 1987 before returning home to join the North Bay Police Service on November 19, 1990.



ACHIEVEMENTS



North Bay Police Service Officer Goes that Extra Mile

The Go the Extra Mile Program is aimed to reward business owners, employees & volunteers for excellence in customer service. Rewarding customer service acknowledges the performance and contributions in making North Bay and district a better place to live & encourages visitors to our area.

Cst. Marc Ethier was named the winner of the North Bay and District Chamber of Commerce "The Extra Mile Award" for the month of June for excellence in customer service.

Annual Awards



This year our 2013 Annual Awards Luncheon was hosted at the Clarion Resort Pinewood Park. Ms. Carol Wolfe (Communications Centre), Mr. Ivan Ryman (Forensic Identification Section), Ms. Linda Brogan (Exhibits Clerk) and Special Constable June Degagne (Court Section) were recognized for 20 years of dedicated service to our organization.

Ms. Wendy Leroy (Clerical Section) was recognized for her long time dedication to our Service. Wendy began her career with the NBPS in 1973. She has been a valued employee who has worked at many of the positions in the Administration Section. While in her 40th year with our organization Wendy decided to retire. We wish Wendy and her family many years of health and happiness in retire-

Commendation

On February 12, 2013 Constable Steve Chabbert received a Board Commendation and a Chief's Commendation for his role in saving the life of a member of our community after he suffered a heart attack while playing hockey in a pick-up game on January 10, 2013.

Constable Chabbert, who was a participant in the game and several other players in attendance came to the victim's aid and administered first aid, including CPR and the use of a portable Defibulator at the arena.

Thanks to Constable Chabbert's life-saving training and timely intervention a potential tragedy was averted.





ACHIEVEMENTS

OVA Award

Celebrating Volleyball for Life in Ontario, the Ontario Volleyball Association OVA holds a bi-annual OVA-tions Award banquet to honour those volunteers and corporate partners that have distinguished themselves through the years by providing their time, effort and support to the promotion and development of volleyball in the province.

On December 7th, Constable Greg Randall received a 2013 OVA-tion Award. Greg volunteers as the President of The North Bay Youth Volleyball Club (NBVC LAKERS).



Home Town Hero

David Yee, Maintenance Supervisor, received Home Town Hero Award from Moose FM, for all his hard work at our police station.

David Yee with Amanda Cupido of the Moose.

Paul Harris Award

Chief Paul Cook was honoured with a Paul Harris Fellow (PHF) award by the Rotary Club of North Bay for his outstanding service and dedication to the community and abroad. Organizing Co-Chair, Yvonne Weir, stated that "This award (PHF) is the highest honour a Rotary club can bestow on an individual, on behalf of The Rotary Foundation, and acknowledges 'service above self' by those persons who are selected".

Officers Receive IODE Awards

On May 1, 2013 Detective Constable Fernando Cirullo was honoured by the IODE, Dr. Herbert A. Bruce Chapter, "Police Community Relations Award". As a lifelong citizen of North Bay, Detective Constable Cirullo lives his off-duty life as an advocate for community service. Fernando's belief that sports play a fundamental role in the development of our youth is evident from his volunteer projects.

On May 8, 2013 Detective Helen Kent was honoured by the IODE, Manitou Chapter, for her work with the annual Special Olympics Torch Run and her participation in fund raising events. Helen believes that devoting time to the Special Olympics is truly a privilege and believes strongly in the Special Olympics motto "People with an intellectual disability can and will succeed in life if given the opportunity."



ACHIEVEMENTS

2013 Employees of the Year

Employee of the Year

Co-winners of this year's, "Chief's Employee of the Year Award" were Ms. Diane Lynett (Court Section Clerk) and Ms. Elaine Morin (Investigative Support Section Clerk). At the awards ceremony in January Chief Cook described the recipients as "two of the most dedicated and hard working employees in our organization". He went on to say, "that they consistently carry out their day-to-day assignments without complaint and put group goals above personal recognition. They both lead by example and are very positive role models for others in our workplace to follow".

Ms. Lynett started her career as a part-time clerk on June 18, 1984, while Ms. Morin commenced her career on November 7, 1988. Both have held various clerical positions during their careers and they have each always excelled at whatever their assignment has been.



Cop Talk



Our Police Service has partnered with Cogeco to educate our community on the policing profession and our Service through a television call-in show entitled, "Cop Talk".

The show, which airs every second Tuesday of the month at 7 p.m., is hosted by Mr. Jeff Turl.

Cogeco was recognized with an "Outstanding Documentary Production" Award for a segment of "Cop Talk" where our Bicycle Patrol was featured.



ACHIEVEMENTS

2013 MADD Officer of the Year



Constable Steve Brown led the way this year with six impaired driving arrests. Ms. Celebre and Ms. McLeod from the MADD Nipissing Chapter attended the North Bay Police Services Board meeting on December 10th to recognize Constable Brown for his efforts this past year.

L to R: Denis O'Connor, Board Chair, Ms. McLeod, Ms. Celebre & Cst. Brown

Last Post

It has been many years since the North Bay Police Service has experienced the loss of an active member to a health or work related tragedy. Regrettably this trend was broken in 2013.

Constable Whitford was born in 1969 in Englehart, Ontario. She later moved to Timmins with her parents where she graduated high school. In 1993 she moved to North Bay with her spouse Scott. Prior to joining our Service, Constable Whitford was employed at the Fenbrook Institute in the Gravenhurst area.

Constable Tanya Whitford commenced her policing career with the North Bay Police Service on February 21, 2000 as a Cadet. After successfully completing recruit training at the Ontario Police college, Tanya was sworn in as a 4th Class Constable on June 13, 2000. She remained in the Patrol Section until 2007 when her health diminished and she could no longer work in the career that she had worked so hard to attain.

On October 2, 2013 Constable Whitford passed away after a long and courageous battle with cancer, leaving behind Scott and their two children Nolan and Camden.





National Memorial Day



Every year off duty members attend the Police Memorial held in Toronto in May and the National Memorial Day held in Ottawa in September. Both of these events are tributes to police officers who have died in the line of duty. These two ceremonies provide community members an opportunity to formally express appreciation for the dedication of police and peace officers who have made the ultimate tragic sacrifice to keep our communities safe.

Conclusion

In 2013 the North Bay Police Service was in its final year of its Business Plan. In order to develop clear goals, objectives and direction our Service contracted OraclePoll Research – Sudbury, to perform the 2013 community surveys of North Bay and Callander. OraclePoll was selected for its capacity to fulfill the rigorous requirements of a scientifically valid survey methodology. The resulting information represents an empirically and quantitatively sound series of data that confidently and accurately represents the voice of the community we serve.

These results were published and several Town Hall meetings were hosted by the North Bay Police Service (NBPS) to allow the residents of North Bay and Callander to ask questions and contribute further opinions and insights.

Our new Business Plan 2014-2016 will be used as our road map over the next three years. We have set priorities that we have identified through consultation both internally and with members of our community. Working to achieve our new goals and objectives in concert with our community will ensure the continued success of our police service.

As evidence by the implementation of the GATEWAY COMMUNITY MOBILIZATION HUB we continue to work with a multitude of community partners to develop and initiate strategies designed to improve the quality of life on our streets, in our neighbourhoods and enhance public safety.

We wish to thank the Police Services Board, the citizens of Callander, and all of our various community, provincial, and national partners for contributing to our organizational success this past year and we look forward to working with all of you in 2014.



North Bay Police Service

P.O. Box 717, 135 Princess Street West, North Bay, ON P1B 8J8

705-497-5555 FAX 705-497-5591

Website: www.northbaypolice.on.ca

Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 6, 2014
Date of Meeting: May 13, 2014

Mr. D. O'Connor, Chair
and members of the
North Bay Police Services Board

**Subject: Contingency Account – Near North School Board
Environment Committee**

**Recommendation: That the Board hereby resolves, “to donate \$250.00 from the
contingency line in the Board’s 2014 Operating Budget to
support the Near North School Board Environment
Committee.”**

Find attached a letter sent to me on behalf of the Near North District School Board Environment Committee requesting financial support for their North Bay Water Festival. We have never provided financial assistance to this committee previous to this.

This initiative involves youth in our community and the event encourages them to be environmental leaders. I am recommending the Board provide support as requested through our contingency account.

The current balance in the contingency account is currently -\$340.00, but this will change after our May auction.

I invite any comments or questions from the Board.

Sincerely,

Paul D. Cook, O.O.M.
Chief of Police

May 06, 2014

Dear Chief Paul Cook,

On behalf of the Near North District School Board Environment Committee, we are writing to inform you of an opportunity to help shape the future for our youth, our community and our environment.

Within the Environment Committee, we focus on the 5 R's - Re-cycle, Re-use, Re-duce, Re-think, and Re-fuse - to create proactive student engagement regarding the environment and to motivate our students to be environmental leaders in their schools and community. Our committee meets once a month and ensures that our plans fall in line with the Ministry of Education documents as follows: Acting Today; Shaping Tomorrow, Standards for Environmental Education in the Curriculum; Shaping our Schools, Shaping our Future; and Ready, Set, Green!

One of our priorities this year is in the area of environmental conservation and water resource management. We are planning a North Bay water festival similar to the one that has been held annually in Parry Sound for the last 5 years. The water festival will involve a staff of high school students of about 35-40 and approximately 100-125 grade four and five students. Elementary schools in the area are invited on a rotational basis. Our target group is quite large but looking at the curriculum documents listed above, environmental education will only grow and the need will only increase. As well, this activity is an excellent transition experience for the Elementary students.

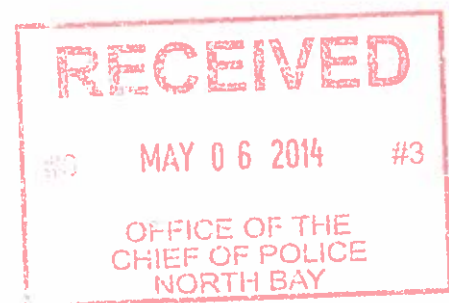
For an initiative of this size and scope we need help. This is where you come in! We ask that you consider supporting us with a financial donation of your choice. These funds would help to purchase some much needed equipment to facilitate the activities which we will keep and reuse each year. Our future is in the hands of our children and we need to take the responsibility now to educate them to help ensure a clean sustainable future.

Your donation will benefit a large mass of students in our school board and will help promote our own North Bay water festival for 2014. We have already made contact with many community groups who are willing to help us plan this amazing festival: Greening Nipissing, The Mattawa Conservation Authority, The Lake Nipissing Stewardship Council, Canadore College, The Ontario Clean Water Agency, Nipissing First Nations, The Nipissing Environmental Watch and more! These groups are willing to help this great event be a success for all!

Thank you for consideration. If you have any questions, please contact Shawna Etches at shawna.etches@nearnorthschools.ca We look forward to working with you in the future.

Sincerely,

Your Near North District School Board Environment Committee





North Bay Police Service

P.O. Box 717, 135 Princess Street West, North Bay, ON P1B 8J8

705-497-5555 FAX 705-497-5591

Website: www.northbaypolice.on.ca

Paul D. Cook
Chief of Police

Shawn E. Devine
Deputy Chief of Police

Board Report

Date of Report: May 13, 2014

Date of Meeting: May 13, 2014

Mr. D. O'Connor, Chair
and members of the
North Bay Police Services Board

Subject: Contingency Account – Armed Forces Day

Recommendation: That the Board hereby resolves, "to donate \$250.00 from the contingency line in the Board's 2014 Operating Budget to support this year's Armed Forces Day."

Find attached a letter sent to the Board by me in my capacity as Honourary Colonel for 51 Squadron requesting financial assistance for this year's Armed Forces Day. The Board has provided financial assistance for this event for a number of years.

This event is scheduled for June 4, 2014 at the North Bay waterfront. The Honourary Colonels are attempting to raise \$6,000.00 to cover expenses associated to Armed Forces Day. I am requesting the Board provide support again this year through our contingency account.

The current balance in the contingency account is currently -\$340.00, but this will change after our May 17th Police Auction.

I invite any comments or questions from the Board.

Sincerely,

Paul D. Cook, O.O.M.
Chief of Police

May 13, 2014

Mr. Dennis O'Connor, Chair
North Bay Police services Board
135 Princess St. West
North Bay ON P1B 8J8

Dear ~~Mr.~~ ^{Dennis} O'Connor:

Re: Armed Forces Day – June 4, 2014

I am writing this letter on behalf of Honorary Colonels Burton, Clark and I to request financial support from your organization in relation to Armed Forces Day, which is scheduled for June 4, 2014 at the North Bay waterfront.

This year's event in support of our Troops is going to be an incredible experience as we have confirmed the participation of the CF-18 Demonstration Team and 424 Search and Rescue Squadron. Local members of our military will be also be marching to the waterfront where they will be recognized by our community for everything that they do.

As always we are anticipating a good turn out from our city and neighbouring communities, including a significant representation of students from local schools who will be attending both to show support for our Troops as well as to take advantage of the educational focus being offered up again this year.

There are associated expenses to host this event and we are looking to our community partners for sponsorship and support. Our estimated total costs are \$6,000.00.

Should your organization be interested in providing financial support for this worthwhile community initiative to honour and thank our military please contact me at 497-5566.

Thank you for taking the time to consider this request for assistance.

Sincerely,



Paul Cook
Honorary Colonel, 51 Squadron