

## Item 4.1.1



Casino Taxi Limited

3558 NovaLea Drive  
Halifax, Nova Scotia  
B3K 3E8

Tel (902) 429-6666  
Fax (902) 453-6843

Mr Kevin Hindle

June 25, 2012

Chair, Taxi and Limousine Liaison Group

Dear Mr. Hindle,

In response to your email on Friday, June 22<sup>nd</sup> regarding the information that I had provided to the Transportation Standing Committee and your question regarding a quantifiable statistic on unanswered calls. Unfortunately our telephone system does not track the absolute number of unanswered calls; however I can provide further background into when these types of abandon calls would be likely to occur. There are two primary times that Casino would choose to slow down answering calls therefore increasing the likelihood of an abandoned (unanswered) call occurring: (1) Weekend Rush from 11:00 to 3:00 and (2) inclement weather.

**Inclement Weather:** During snowstorms, freezing rain, or in slippery conditions, drivers generally pull their vehicles off the road as a hedge against the risk of being involved in an accident. During this time we literally cannot get calls dispatched because there are so few cars working. As a result we consciously slow our answering time, or we end up take so much longer with each answered call because we have to explain the current situation and how long their wait may be, that another customer may choose to hang up before their call is answered.

**Weekend Bar Rush:** During Friday and Saturday nights on average there is an increased wait time for taxi service. Generally speaking the increased wait time for taxi service is from 23:00 Friday to 03:00 Saturday, and 23:00 Saturday to 03:00 Sunday. There are two distinct waves of peak taxi requests during this time which lead to an increased wait time for dispatched taxi service:

From 23:00 – 12:30 customers are heading downtown from various locations throughout the HRM; therefore the issue is not with enough cars being in the downtown core but instead there are not enough cars to service customers on the perimeter of the city. During this timeframe there are actually often too many cars in the downtown core after they have finished dropping off a fare, and therefore drivers either have to be willing to deadhead back out to the perimeter of town to get their next call or often sit for long periods of time in the downtown core.

From 1:00 – 3:30 when many customers are heading out of downtown, the ratio of available drivers to dispatch calls drops significantly leading to a larger number of backlogged calls. There are two primary reasons for this backlog, one being that there are a large volume of customers requiring a taxi within the

same short timeframe, and the second is that many drivers chose to accept a guaranteed "flagged fare" during this timeframe and therefore are not booking into our system to look for a dispatched call.

As a result of these two distinct Bar Rush waves of increased taxi requests Casino may choose to slow down answering calls to prevent significant aging, which leads to an increased risk of a driver getting a no-show on a dispatched trip. Even with slowing the answering of calls during the Bar Rush timeframe the no show rate is approximately 14%-15%, whereas on a typical week day the no show rate is 2%-4%.

After the 3:00 timeframe, the volume of calls and trips drops significantly, as is shown in the chart below, and therefore there is no further need for Casino to slow answering calls so any and all abandoned calls are greatly reduced or non-existent.

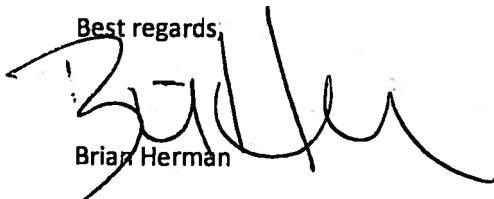
Friday Nights (Time shown is early Sat morning): Total Calls March 11th to June 11th*				
<u>Time</u>	<u># of Trips</u>	<u>Time</u>	<u># of Trips</u>	<u>After Rush vs Peak</u>
12:00 - 12:59	4,207	3:00 - 3:59	2,103	50%
1:00 - 1:59	3,701	4:00 - 4:59	1,098	30%
2:00 - 2:59	2,966	5:00 - 5:59	886	30%
Peek Bar Rush	<u>10,874</u>	After Bar Rush	<u>4,087</u>	38%
Saturday Nights (Time shown is early Sun morning): Total Calls March 11th to June 11th*				
<u>Time</u>	<u># of Trips</u>	<u>Time</u>	<u># of Trips</u>	<u>After Rush vs Peak</u>
12:00 - 12:59	4,645	3:00 - 3:59	2,527	54%
1:00 - 1:59	3,959	4:00 - 4:59	1,543	39%
2:00 - 2:59	3,264	5:00 - 5:59	997	31%
Peek Bar Rush	<u>11,868</u>	After Bar Rush	<u>5,067</u>	43%

\* Includes absolute number of Casino trips (i.e. Dispatched calls and Flags)

I trust that the information provided is useful, and as always should you require additional clarification please do not hesitate to contact me.

Best regards,

Brian Herman





*We're The Fast Ones!*

Casino Taxi Limited

3558 NovaLea Drive  
Halifax, Nova Scotia  
B3K 3E8

Tel (902) 429-6666  
Fax (902) 453-6843

Councillor Reg Rankin,  
Chairperson,  
Transportation Standing Committee

June 12, 2012

Dear Councillor Rankin,

I am writing to request an opportunity to meet with you to discuss a matter that is of great importance to the stakeholders, drivers, and customers of the HRM Taxi Industry. In the upcoming weeks, a staff report will be forthcoming to the Transportation Standing Committee, and as a result, you will be called upon to make important decisions that will affect our industry. From my understanding there will be three items relating to the Taxi Industry discussed at the meeting: 1 - Taxi Meter Raises, 2 - Opening the Zones on Thursday nights and extending until 6 am, and 3 - the Self Funded Pension Plan proposal. Specifically I am writing to you to share Casino Taxi's perspective on the first two items.

#### Meter Rate Increases

As you are aware, most businesses are sensitive to the external pressures of inflation, and as a result must make periodic price adjustments to reflect the increasing cost of operation. The taxi industry in particular is highly sensitive to the rising costs associated with fuel, automotive repair, and insurance. In spite of these pressures, the taxi rates in HRM have not been adjusted since November 2005; more than 6 ½ years. Approximately one year ago, the taxi industry brought forward a proposal for an increase, which after being forwarded to several departments, is about to be brought forward for your review and recommendation to Council. It is our concern that because all three taxi specific items are being grouped together for discussion, any delay in a decision on the other two items may automatically result in a delay on a decision on this item. I would like to urge that this not be the case. The taxi raises have not kept up with inflation for a number of years and it is our belief that this places a significant financial burden on the taxi driver, which should be permitted to be discussed and addressed in a timely manner.

#### Opening the Halifax Zones on Thursday Night and Extending the Open Zone Period to 6am

It is our understanding that there will be a proposal forthcoming that recommends further modification to the taxi zoning structure within HRM, essentially increasing the number of hours where the restrictions on taxi zoning do not exist. Our understanding of the rationale behind this is to expedite the process of clearing the downtown streets during the weekend rush. Although seemingly logical, we believe the proposed modifications are based more on perception than statistical data and factual evidence.

As the largest taxi company in Halifax, representing in excess of 320 vehicles and 350 taxi drivers (more than 50% of all Halifax zoned taxis), with a computerized dispatch system, we are in a position to provide evidence required for you to make an informed decision on this matter. Attached to this letter you will find a consolidated printout of the most recent 3 months (March 11, 2012 through June 11, 2012) of trip data. This information is broken down by each day of the week and shows:

- the total number of taxi requests per hour,
- the full time of dispatch by segmented interval (the time between receiving the call and the customer sitting in their booked car),
- customer service level (the % of customers who have received their taxi within a 15 minute threshold), and
- the total number of taxis operating per hour.

In summary, the historical data shows that the proposed expansion of the zone free time is unnecessary given that the demand for taxi service falls sharply between 3:00am – 6:00am on the effected days. More importantly, the customer service level remains extremely high with ~96% to 98% of all calls between midnight and 6:00am on Thursday, Friday, and Saturday over the past three months being fully serviced within 15 minutes (i.e the time between when the call is received and when the customer is seated in the car).

It is my hope that at your convenience, you may have time to discuss these matters, and that I may be of assistance in answering any questions you may have as it pertains to the taxi industry in HRM.

Thank you for your consideration in this matter. I can be contacted by telephone at 902-491-5150, or by email at [bherman@casinotaxi.ca](mailto:bherman@casinotaxi.ca).

Yours sincerely,



Brian Herman  
Operations Manager,  
Casino Taxi Limited

## Settings in Trip Reports

- Time period 2012-03-11 to 2012-06-11 (All History)
- Service threshold 15 Minutes (from time called until loaded into vehicle)
- Printouts are compiled per day of the week. E.x. when Wednesday is selected the report shows all Wednesday's in time period (for statistical averaging purposes)

**CUSTOMER SERVICE REPORT**

**Companies**

- Casino Taxi LTD
- All Companies

**Parameters of Report :**

From Date: 03/11/2012 00:00

To Date: 06/11/2012 23:59

**Define**

- All History

M T W T F

Service Level **15** min

**Trips**

- Total
- Per Day

All Zones

Time Called **FromTime**

Load Time **LoadTime**

Use w/time limits

but less than **120** min

Show Result in Grid

Notes (Weather conditions etc.)

**-- Weather --**

# CUSTOMER SERVICE REPORT



**Activity Period: 03/11/2012 00:00  
06/11/2012 23:59**

**Weather: SUNDAY**

**Company:  
Casino Taxi LTD**

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	2857	1635	144	9	12	4645	96	221
1:00 - 1:59	2700	1150	94	15	19	3959	97	207
2:00 - 2:59	2456	725	76	7	13	3264	97	191
3:00 - 3:59	1936	535	47	9	12	2527	97	179
4:00 - 4:59	1057	442	33	11	3	1543	97	176
5:00 - 5:59	618	341	26	12	2	997	96	146
6:00 - 6:59	656	453	31	9	1	1149	96	154
7:00 - 7:59	688	260	17	12	2	977	97	141
8:00 - 8:59	813	341	13	11	0	1178	97	139
9:00 - 9:59	996	428	23	11	0	1458	97	155
10:00 - 10:59	1091	566	27	11	3	1695	97	161
11:00 - 11:59	1019	578	57	28	3	1682	94	177
12:00 - 12:59	931	603	35	16	3	1585	96	185
13:00 - 13:59	949	660	56	16	1	1681	95	192
14:00 - 14:59	1095	586	48	18	0	1747	96	206
15:00 - 15:59	1166	559	28	11	2	1764	97	211
16:00 - 16:59	1148	543	22	13	1	1726	97	209
17:00 - 17:59	1057	562	42	7	3	1668	97	208
18:00 - 18:59	1122	563	27	7	3	1719	98	189
19:00 - 19:59	1064	558	29	6	1	1657	97	183
20:00 - 20:59	953	532	40	12	3	1537	96	178
21:00 - 21:59	1086	604	46	10	4	1746	96	176
22:00 - 22:59	1329	523	25	3	5	1880	98	169
23:00 - 23:59	1231	466	25	4	3	1726	98	164
Avg	30018	14213	1011	268	99	45510	97	

# CUSTOMER SERVICE REPORT



Activity Period: 03/11/2012 00:00  
06/11/2012 23:59

Weather: MONDAY

Company:  
Casino Taxi LTD

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	1037	341	29	7	5	1414	97	149
1:00 - 1:59	779	213	9	1	5	1002	99	118
2:00 - 2:59	609	141	14	1	1	765	98	105
3:00 - 3:59	431	98	7	6	3	542	97	93
4:00 - 4:59	316	121	10	3	1	450	97	96
5:00 - 5:59	493	283	27	12	1	815	95	120
6:00 - 6:59	939	448	46	18	1	1451	95	149
7:00 - 7:59	1358	561	34	29	1	1982	96	192
8:00 - 8:59	2113	1054	51	16	3	3234	97	229
9:00 - 9:59	2285	738	16	11	4	3050	99	243
10:00 - 10:59	2207	749	23	7	3	2986	98	246
11:00 - 11:59	1989	747	28	13	1	2777	98	256
12:00 - 12:59	1888	737	22	7	6	2654	98	256
13:00 - 13:59	2019	596	25	18	3	2658	98	256
14:00 - 14:59	1987	636	25	18	4	2666	98	265
15:00 - 15:59	1858	739	30	12	5	2639	98	254
16:00 - 16:59	1520	700	38	14	5	2272	97	232
17:00 - 17:59	1414	625	50	9	1	2098	97	222
18:00 - 18:59	1489	583	27	5	3	2104	98	215
19:00 - 19:59	1366	516	22	3	6	1907	98	208
20:00 - 20:59	1215	425	19	6	5	1665	98	186
21:00 - 21:59	1271	482	30	4	4	1787	98	169
22:00 - 22:59	1152	412	26	4	7	1594	98	142
23:00 - 23:59	963	395	19	3	1	1380	98	128
Avg	32698	12340	627	227	79	45892	98	

# CUSTOMER SERVICE REPORT



**Activity Period: 03/11/2012 00:00  
06/11/2012 23:59**

**Weather: TUESDAY**

**Company:  
Casino Taxi LTD**

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	855	338	14	2	1	1209	98	106
1:00 - 1:59	637	188	12	3	3	840	98	81
2:00 - 2:59	444	112	12	2	1	570	97	66
3:00 - 3:59	343	102	4	5	2	454	98	61
4:00 - 4:59	233	91	11	6	1	341	95	72
5:00 - 5:59	410	212	18	10	0	650	95	104
6:00 - 6:59	866	375	30	8	1	1279	97	151
7:00 - 7:59	1444	598	23	10	2	2075	98	195
8:00 - 8:59	2195	1286	75	18	4	3574	97	235
9:00 - 9:59	2515	882	30	7	4	3434	98	243
10:00 - 10:59	2370	778	8	10	3	3166	99	260
11:00 - 11:59	2311	831	30	10	3	3182	98	257
12:00 - 12:59	2307	916	35	16	5	3274	98	265
13:00 - 13:59	2398	826	28	14	3	3266	98	266
14:00 - 14:59	2241	704	21	15	3	2981	98	269
15:00 - 15:59	1939	867	46	18	4	2870	97	259
16:00 - 16:59	1524	887	87	20	5	2518	95	240
17:00 - 17:59	1522	795	53	9	7	2379	97	229
18:00 - 18:59	1704	622	18	8	4	2352	98	224
19:00 - 19:59	1406	460	10	4	6	1880	99	220
20:00 - 20:59	1295	494	15	3	4	1807	99	200
21:00 - 21:59	1294	484	22	4	7	1804	98	183
22:00 - 22:59	1103	385	11	3	2	1502	99	149
23:00 - 23:59	1028	349	22	2	5	1401	98	119
<b>Avg</b>	<b>34384</b>	<b>13582</b>	<b>635</b>	<b>207</b>	<b>80</b>	<b>48808</b>	<b>98</b>	



# CUSTOMER SERVICE REPORT



**Activity Period: 03/11/2012 00:00  
06/11/2012 23:59**

**Weather: WEDNESDAY**

**Company:  
Casino Taxi LTD**

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	944	235	13	1	4	1193	98	108
1:00 - 1:59	676	198	12	1	2	887	98	81
2:00 - 2:59	478	144	7	2	5	631	98	70
3:00 - 3:59	298	77	15	1	0	391	95	63
4:00 - 4:59	209	94	9	2	2	314	96	72
5:00 - 5:59	393	191	8	9	1	601	97	106
6:00 - 6:59	836	348	32	29	1	1245	95	146
7:00 - 7:59	1372	620	43	17	5	2052	97	205
8:00 - 8:59	2267	1357	77	10	4	3711	97	231
9:00 - 9:59	2584	842	36	9	0	3471	98	249
10:00 - 10:59	2517	824	23	9	3	3373	99	258
11:00 - 11:59	2385	772	19	14	5	3190	98	268
12:00 - 12:59	2255	781	28	6	1	3070	98	267
13:00 - 13:59	2255	737	26	15	2	3033	98	263
14:00 - 14:59	2256	684	35	12	4	2987	98	273
15:00 - 15:59	1957	768	52	16	2	2793	97	267
16:00 - 16:59	1533	860	69	19	1	2481	96	243
17:00 - 17:59	1610	713	46	18	3	2387	97	242
18:00 - 18:59	1791	739	34	14	5	2578	98	234
19:00 - 19:59	1642	587	33	5	4	2267	98	232
20:00 - 20:59	1522	511	25	1	3	2059	98	216
21:00 - 21:59	1504	482	10	2	3	1998	99	192
22:00 - 22:59	1467	444	20	0	10	1931	98	172
23:00 - 23:59	1395	378	20	1	8	1794	98	147
<b>Avg</b>	<b>36146</b>	<b>13386</b>	<b>692</b>	<b>213</b>	<b>78</b>	<b>50437</b>	<b>98</b>	

# CUSTOMER SERVICE REPORT



Activity Period: 03/11/2012 00:00  
06/11/2012 23:59

Weather: THURSDAY

Company:  
Casino Taxi LTD

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	1196	336	23	2	3	1557	98	125
1:00 - 1:59	1018	216	11	3	3	1248	98	107
2:00 - 2:59	728	164	6	1	4	899	99	89
3:00 - 3:59	545	104	7	3	0	659	98	83
4:00 - 4:59	339	117	4	5	3	465	98	104
5:00 - 5:59	439	215	22	17	2	693	94	109
6:00 - 6:59	846	308	24	23	2	1201	96	149
7:00 - 7:59	1427	549	43	35	5	2054	96	192
8:00 - 8:59	2119	1350	84	41	5	3594	96	229
9:00 - 9:59	2579	889	85	29	3	3582	96	240
10:00 - 10:59	2505	883	76	28	5	3492	97	259
11:00 - 11:59	2255	867	37	9	5	3168	98	261
12:00 - 12:59	2178	893	38	9	5	3118	98	264
13:00 - 13:59	2095	744	43	10	3	2892	98	277
14:00 - 14:59	2246	806	43	10	3	3105	98	280
15:00 - 15:59	1964	890	63	13	8	2930	97	272
16:00 - 16:59	1675	967	105	26	4	2773	95	264
17:00 - 17:59	1653	1094	92	20	8	2859	96	253
18:00 - 18:59	1968	869	52	10	3	2899	97	246
19:00 - 19:59	1808	760	41	10	4	2619	98	236
20:00 - 20:59	1820	744	39	2	2	2605	98	236
21:00 - 21:59	1894	731	36	5	5	2666	98	218
22:00 - 22:59	2009	689	19	7	7	2724	99	207
23:00 - 23:59	1988	706	35	4	10	2733	98	192
Avg	39294	15891	1028	322	102	56535	97	

# CUSTOMER SERVICE REPORT



**Activity Period: 03/11/2012 00:00  
06/11/2012 23:59**

**Weather: FRIDAY**

**Company:  
Casino Taxi LTD**

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	1959	562	29	6	9	2556	98	181
1:00 - 1:59	1758	328	13	3	8	2102	99	160
2:00 - 2:59	1399	270	32	1	8	1702	98	144
3:00 - 3:59	914	198	20	9	2	1141	97	129
4:00 - 4:59	555	198	11	12	1	776	97	115
5:00 - 5:59	549	252	18	14	0	833	96	120
6:00 - 6:59	939	374	28	11	2	1352	97	162
7:00 - 7:59	1395	638	51	18	1	2102	96	198
8:00 - 8:59	2168	1205	63	9	5	3445	97	235
9:00 - 9:59	2436	992	39	9	4	3476	98	243
10:00 - 10:59	2461	860	23	12	4	3356	98	243
11:00 - 11:59	2275	919	33	12	4	3239	98	259
12:00 - 12:59	2196	808	30	8	6	3042	98	259
13:00 - 13:59	2115	834	46	23	6	3018	97	256
14:00 - 14:59	2137	795	24	15	8	2971	98	282
15:00 - 15:59	1993	800	40	18	3	2851	97	270
16:00 - 16:59	1670	1010	66	10	8	2756	97	258
17:00 - 17:59	1713	897	59	12	8	2681	97	241
18:00 - 18:59	2100	1100	42	8	9	3250	98	250
19:00 - 19:59	2169	897	28	12	6	3106	98	253
20:00 - 20:59	2217	879	24	6	4	3126	99	237
21:00 - 21:59	2469	1157	47	15	7	3688	98	231
22:00 - 22:59	2650	1002	43	12	10	3707	98	227
23:00 - 23:59	2773	1409	77	13	8	4272	97	216
<b>Avg</b>	<b>45010</b>	<b>18384</b>	<b>886</b>	<b>268</b>	<b>131</b>	<b>64548</b>	<b>98</b>	

# CUSTOMER SERVICE REPORT



**Activity Period: 03/11/2012 00:00  
06/11/2012 23:59**

**Weather: SATURDAY**

**Company:  
Casino Taxi LTD**

Day Time	< 5 min	6-15 min	16-25 min	> 26 min	Cancelled	Total	Service Level	Drivers
0:00 - 0:59	2783	1297	115	12	18	4207	96	206
1:00 - 1:59	2897	733	61	10	16	3701	98	197
2:00 - 2:59	2337	574	42	13	2	2966	98	179
3:00 - 3:59	1685	382	30	6	3	2103	98	173
4:00 - 4:59	780	296	17	5	2	1098	97	149
5:00 - 5:59	536	326	11	13	1	886	97	137
6:00 - 6:59	809	496	34	10	3	1349	96	146
7:00 - 7:59	981	282	13	7	2	1283	98	153
8:00 - 8:59	1363	482	18	12	2	1875	98	177
9:00 - 9:59	1497	623	21	11	1	2152	98	194
10:00 - 10:59	1572	623	23	5	3	2223	98	204
11:00 - 11:59	1573	719	27	6	2	2325	98	220
12:00 - 12:59	1525	675	34	8	4	2242	98	226
13:00 - 13:59	1541	672	28	6	5	2247	98	230
14:00 - 14:59	1609	657	27	9	2	2302	98	240
15:00 - 15:59	1634	739	27	12	2	2412	98	241
16:00 - 16:59	1665	797	38	7	7	2507	98	244
17:00 - 17:59	1915	817	27	7	4	2766	98	240
18:00 - 18:59	2201	1162	67	11	4	3441	97	243
19:00 - 19:59	2238	996	55	7	8	3296	98	241
20:00 - 20:59	2279	936	39	12	3	3266	98	233
21:00 - 21:59	2472	1258	78	18	8	3826	97	231
22:00 - 22:59	2645	1274	71	9	13	3999	97	230
23:00 - 23:59	2842	1623	156	14	18	4635	96	229
<b>Avg</b>	<b>43379</b>	<b>18439</b>	<b>1059</b>	<b>230</b>	<b>133</b>	<b>63107</b>	<b>97</b>	