

Winnipeg Taxi Study (Volume Two – Appendices)

By

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VOLUME 2

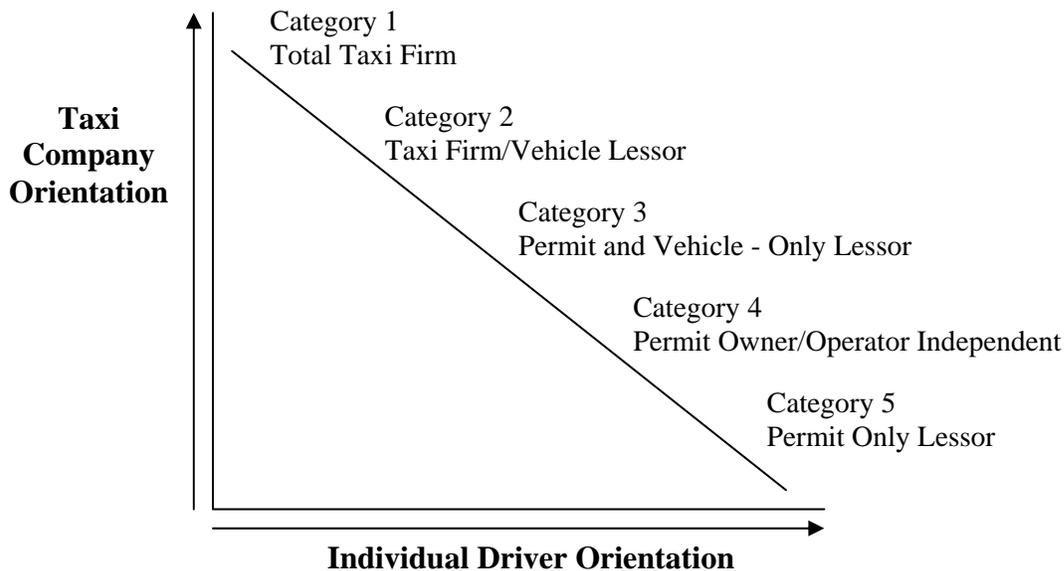
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APPENDIX A:

Detailed Explanation of Types of Taxi Companies

Figure 1

Continuum of City Taxicab Firms



At the top of the above slope, Category 1 represents the total taxi firm or to some, the historical taxi firm. In this category, a taxi firm has a physical facility from which to conduct its dispatching and vehicle maintenance. A full service taxi firm also provides drivers (as employees), significant advertising, comprehensive radio dispatching, insurance, and fleet maintained vehicles. Moreover, this type of taxi firm provides for collective agreements with major clients or social service agencies, accepts credit cards with no additional charge, and represents a firm that stands behind its service -- often trying to differentiate its service from the competition. These firms accept all major credit cards, establish voucher systems with hotels, airlines for group rides, and often pre-sell their services to conference and convention groups. Only a few major cities currently have this type of full service taxicab firm utilizing employee drivers. Las Vegas is the notable

exception to this generalization due to its orientation toward the famous “Vegas Strip” and state regulations.

Competitive pressures, federal and state laws regarding employees, and industry interests have forced the elimination of taxi drivers as employees in most other major U.S. cities. In their place are the less costly independent contractors or lease drivers (Category 2 in Figure 1). At this level the taxi firm retains all the service and obligations of its former common carrier status, i.e., insurance, vehicle ownership, radio dispatch, service agreements, etc., but elects to lease its fleet vehicles to independent contractor drivers.

These lease arrangements can be a straight lease of so much per 12-hour shift, by the day, or by weekly leases. A common form of the lease arrangement is the commissioned driver, where the revenue from the vehicle is split with the driver after gasoline and tolls are deducted from the total. With the commission or split arrangement, total taxi companies are acting in their own best interest by putting only the number of taxi vehicles out on the street as necessary since they maintain the vehicle and would receive no additional revenues if they oversupplied the market. The taxi driver benefits by staying busy and earning the maximum amount possible given the time he/she is leasing the vehicle.

Unfortunately, it is common practice for these independent drivers to decide whether or not to take radio or dispatched trips as they are presented. Attempting to protect their status as “non-employees, the taxi firm dispatchers offer the telephone request for taxi service to the independent driver and if refused the dispatcher typically moves onto the next driver willing to take the call. Usually the dispatch offer for business is taken but not always, leaving some trips uncovered. In order to maintain the non-employee status, it is often felt that the taxi firm dispatchers cannot order a driver to take any particular call.

While there is economic gain to the traditional taxi firm to move to Category 2, (e.g. no employee taxes, wages, EEOC, paternity leave, vacation or sick days, employee lawsuits, liability for driver accidents, or record keeping), there can be a noticeable loss of managerial control. As stated above, a driver does not perceive that he or she has to accept a radio dispatched call, but rather can elect to wait for a better fare. This poses a problem for the typical municipal taxi firm, which is required by its original Certificate of Convenience and Necessary to accept all requests for service. This is particularly relevant

to out-of-the-way locations and/or high crime areas which are often undesirable trips, for obvious reasons.

Category 2 also shifts the decision of hours of work onto the driver, since after leasing the vehicle for a prescribed period, he/she has the option to work none, some, or all of the hours for which the taxi vehicles is leased. The resulting behavior has led cities to pass ordinances or rules which state the maximum number of hours a taxi driver can be on duty out of 24 consecutive hours.

Under the split commission approach to drivers, full service taxi company officials, realizing the potential loss of revenue from their portion of the revenue split, are generally not interested in continuing to lease vehicles to individuals that prefer not to take dispatch calls unless they are good fares.

A further variation of a Category 2 taxi firm is when management decides to also eliminate its ownership of the taxi vehicle. In addition to being an independent driver, the individual wishing to drive a taxi for this type of taxi firm must provide a suitable taxi vehicle to use. This vehicle is then painted in the colors of the taxi firm and fitted with a taximeter which the driver typically rents from the taxi firm.

Such “asset light” operations are also common in other service industries where the service is provided by an independent contractor. Most trucking firms do not own their own trucks, but rather pay an independent truck driver that provides both his/her labor and a truck. The issue in the taxi industry, however, is the ongoing condition of the taxi vehicle and overall appearance. In many instances, the management of the taxi firms might seldom see these vehicles that are flying the company’s taxi colors. In Category 2 however, the taxi firm still provides all the company functions of a Category 1 – marketing, dispatching, credit card processing, corporate clients, etc.

In smaller operations, a limited version of a Category 2 firm may initially operate as a home based business, but then as the company grows, it typically expands into its own facility, either by zoning regulations or the need for additional space and a place to interact with drivers and 24-hour dispatchers.

A level down from the company orientation to that of the driver orientation of the taxicab firm is represented above by Category 3 -- *Permit and Vehicle-Only Lessor*. It is often difficult to distinguish a Category 2 taxi firm from a Category 3, but in this scenario,

a single individual, acting in name only as a taxi firm, will lease his/her taxicab permit(s) and vehicle(s) to independent contractor drivers. Typically, such an individual or firm provides very little or no dispatching and no marketing, other than perhaps a listing in the Yellow Pages of the local phone company. Today, this is possible because almost all drivers have cell phones for use with regular patrons. In addition, the drivers may be connected through a common cell phone system that lets them easily reach one another to see who can take a call for service. Typically, such operations are comprised of ten or fewer vehicles in what is referred to as a “spider” network – trading customer calls to cover their demand. In summary, this Category 3 taxi firm would offer no real coordinated 24-hour radio service, advertising, or service contracts, credit card, or voucher support.

In recent years there appears to be a hybrid type of taxi firm that is both Category 2 and 3. That is, they have certain vehicles that they lease for general use within the community. These vehicles take dispatch calls and participate in corporate client business and other clients of the taxi firm. Such a firm may also have “airport only” cabs for lease or lease their permits to individuals that want to bring their own vehicles but want to serve only the airport. These operators are often referred to within the industry as “airport commandos” since they serve only the airport and whatever personals they may be able to secure. Typically, the lease fee for these airport-only cabs will be considerably less than that of the general community use cab. Due to the wait time at the airport, it is typical for the general community use cab to not participate in airport traffic unless called for a prearranged pickup, or when there is just no other business available.

The Fourth Category on the continuum of taxi firms is that of the single permit owner/operator. In a Category 4 firm, the holder of the permit is also the driver. This driver typically does not have availability of radio dispatch and/or service contracts with hotels and is forced to work the public cabstands, primarily the airport, and any "personals" he/she may develop. In this scenario, the taxi driver is an independent driver contracted mainly to the city or airport or both. Thus, the airport or the city becomes the de-facto personnel department for these drivers. The city’s or airport’s responsibility is to screen drivers (issue a permit), manage their conduct (require that they follow the taxi ordinances), and discipline them when necessary (issues citations/violations).

Furthest away from the traditional regulated taxi firm is Category 5 -- *Permit Only Lessor*. In this scenario the holder of city or airport permit simply pays the city an annual fee for the permit privilege and then either drives a single vehicle himself or leases it to the independent taxi driver who must provide his own vehicle, insurance, maintenance, etc. associated with operating a taxicab. Nothing else is provided. In essence, the permit holder provides no additional economic value to the permit other than to lease it to a city-licensed taxicab driver and inspected vehicle. This category's firms are comprised often of what the industry refers to as independent owner-operator, medallion drivers.

In this scenario, the city or airport again assumes the role of being the personnel department for the independent taxicab drivers. Often these drivers will join driver associations for the purposes of purchasing insurance and/or furthering their desires for increases in taxi fares and community support for the taxi drivers.

As shown, this continuum of taxicab firms ranges from the total taxi firm which adds significant economic value to the city's taxicab permit, down to that of a simple permit holder who leases a city property (the taxi permit) to the highest bidder. At the upper end of this continuum, the total taxi firm is adding significant value to the community permit, using their own employees or commissioned drivers which they manage themselves. As we move toward the concept of the independent driver who owns his/her own vehicle, the community and/or airport inherits a much greater role in the management of these taxi drivers on a day-to-day basis.

Unfortunately, most city regulatory systems are set up as if we still had either Category 1 or Category 2 taxi firms and, as such, they assume very little management role of the taxi drivers at first, but over time, through issuance of driver's permits, vehicle inspections, daily citations for violations of city/airport taxi ordinances, etc. the Board becomes the day-to-day management of the community's taxi operations. This framework is an appropriate template upon which the City of Winnipeg's taxi firms can be placed.

APPENDIX B

Winnipeg Taxi User Survey

A summary of the survey feedback

WINNIPEG TAXI SERVICE QUESTIONNAIRE

1) Which of the following taxicab companies do you regularly call for service? (Please check all that apply.)

- Blueline Taxi Duffy's Taxi Spring Taxi Other(s), please list: _____
 Co-Up Taxi Holy Care Transit Unicity Taxi _____
 Crown Taxi Rapid Taxi _____

2) What is the average wait time for a taxicab to arrive at your establishment after being called?

- Less than 5 minutes 10-15 minutes 20-30 minutes
 5-10 minutes 15-20 minutes More than 30 minutes

3) What is a reasonable wait time for a taxicab to arrive at your establishment after being called?

- Less than 5 minutes 10-15 minutes 20-30 minutes
 5-10 minutes 15-20 minutes More than 30 minutes

4) How would you rate the taxi service you presently receive?

	N/A	5 Very Good	4 Good	3 Okay	2 Poor	1 Very Poor
a) promptness of arrival	<input type="checkbox"/>					
b) answering their phone	<input type="checkbox"/>					
c) courtesy of drivers.....	<input type="checkbox"/>					
d) appearance of drivers	<input type="checkbox"/>					
e) willingness to pick up passengers at your establishment	<input type="checkbox"/>					
f) handling of complaints.....	<input type="checkbox"/>					
g) appearance of vehicles	<input type="checkbox"/>					
h) willingness to accept credit cards	<input type="checkbox"/>					
i) affordability	<input type="checkbox"/>					

5) Do you find taxi service to be significantly different during peak season (Dec.-April) versus off-peak season (May-Nov.)? Yes No If yes, please explain: _____

6) Is it important for your patrons to be able to use credit cards for taxi service? Yes No

7) Do you arrange other forms of transportation (limo, shuttle, etc.) for your guests? Yes No
 If yes, which companies do you use? _____
 How is the service arranged? _____

8) Do you know whom to call if you have a problem with taxicab service? Yes No
 If yes, whom do you call? _____

9) Please list any comments you would like to make regarding Winnipeg taxicab services? _____

Winnipeg Taxi Service Questionnaire Results

Question 1 Summary

Which taxicab companies do you regularly call for service?

HOTELS:

Blueline Taxi	2
Co-Up Taxi	0
Crown Taxi	0
Duffy's Taxi	32
Holy Care Transit	0
Progress Taxi	0
Rapid Taxi	0
Spring Taxi	12
Unicity Taxi	31

RESTAURANTS:

Blueline Taxi	1
Co-Up Taxi	0
Crown Taxi	0
Duffy's Taxi	27
Holy Care Transit	0
Progress Taxi	0
Rapid Taxi	0
Spring Taxi	3
Unicity Taxi	24

ALL COMBINED:

Duffy's Taxi	59
Unicity Taxi	55
Spring Taxi	15
Blueline Taxi	3
Operation Red Nose	1
Driving Alternative	1
Limousines	1

Winnipeg Taxi Service Questionnaire Results

Questions 2-3 Summary

What is the AVERAGE/REASONABLE wait time for a taxicab to arrive at your establishment after being called?

HOTELS:	AVERAGE	%	REASONABLE	%
Less than 5 minutes	4	9%	7	17%
5-10 minutes	7	15%	17	40%
10-15 minutes	13	28%	15	36%
15-20 minutes	6	13%	2	5%
20-30 minutes	6	13%	0	0%
More than 30 minutes	10	22%	1	2%
RESTAURANTS:	AVERAGE	%	REASONABLE	%
Less than 5 minutes	1	3%	2	7%
5-10 minutes	8	25%	18	60%
10-15 minutes	15	47%	9	30%
15-20 minutes	5	16%	0	0%
20-30 minutes	3	9%	1	3%
More than 30 minutes	0	0%	0	0%
ALL COMBINED:	AVERAGE	%	REASONABLE	%
Less than 5 minutes	5	6%	9	13%
5-10 minutes	15	19%	35	49%
10-15 minutes	28	36%	24	33%
15-20 minutes	11	14%	2	3%
20-30 minutes	9	12%	1	1%
More than 30 minutes	10	13%	1	1%

Winnipeg Taxi Service Questionnaire Results

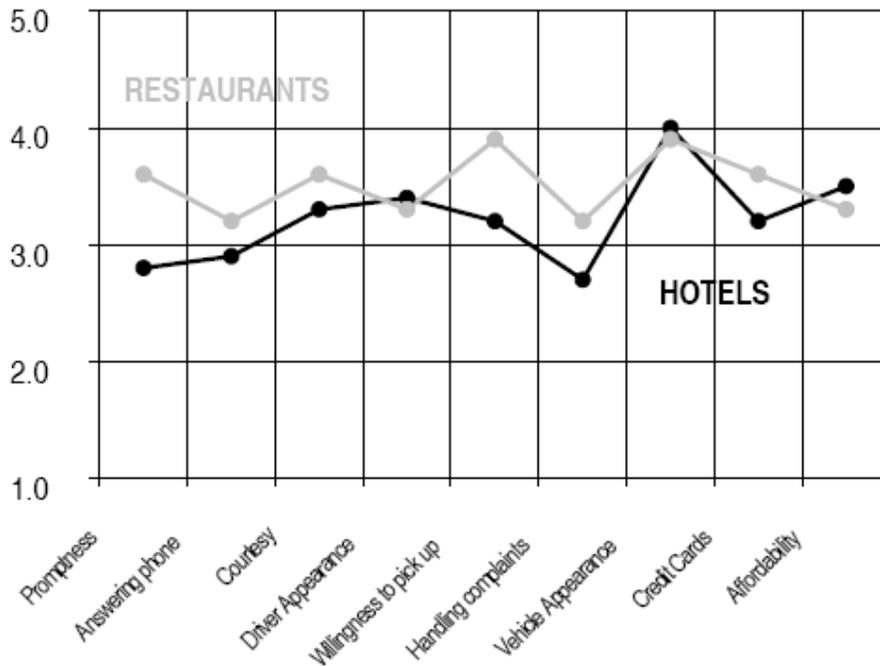
Question 4 Summary

How would you rate the taxi service you presently receive?

	HOTELS	RESTAURANTS	ALL COMBINED
Promptness	2.8	3.6	3.2
Answering phone	2.9	3.2	3.1
Courtesy	3.3	3.6	3.5
Driver Appearance	3.4	3.3	3.4
Willingness to pick up	3.2	3.9	3.6
Handling complaints	2.7	3.2	3.0
Vehicle Appearance	4.0	3.9	4.0
Credit Cards	3.2	3.6	3.4
Affordability	3.5	3.3	3.4

5 = Very Good 4 = Good 3 = Okay 2 = Poor 1 = Very Poor

Q4 How would you rate the taxi service you presently receive?



Winnipeg Taxi Service Questionnaire Results

Question 5

Do you find taxi service to be significantly different during peak season (Dec.-April) versus off-peak season (May-Nov.)?

	Yes	%	No	%
HOTELS:	25	69%	11	31%
RESTAURANTS:	20	69%	9	31%
ALL COMBINED:	45	69%	20	31%

Question 6

Is it important for your guests/patrons to be able to use credit cards for taxi service?

	Yes	%	No	%
HOTELS:	30	79%	8	21%
RESTAURANTS:	26	96%	1	4%
ALL COMBINED:	56	86%	9	14%

Winnipeg Taxi Service Questionnaire Results

Question 7

Do you arrange other forms of transportation (limousine, shuttle, etc.)
for your guests/patrons?

	Yes	%	No	%
HOTELS:	20	50%	20	50%
RESTAURANTS:	11	37%	19	63%
ALL COMBINED:	31	44%	39	56%

LIMO COMPANIES MENTIONED: London (8), Blueline (2), Red Nose (2), Crown, Emerald, Executive, Hollywood, King Transport, Paris, Star, Unicity, Winnipeg Limo, and Winnipeg Transit

OTHER MENTIONS: unidentified limo company, "own" shuttle, company vehicle

ARRANGEMENTS: phone (17), pre-arranged (5)

Winnipeg Taxi Service Questionnaire Results**Question 8**

Do you know whom to call if you have a problem with taxicab service?
If yes, whom do you call?

	Yes	%	No	%
HOTELS:	12	31%	27	69%
RESTAURANTS:	5	17%	25	83%
ALL COMBINED:	17	25%	52	75%

20 stated that they would call the cab company (manager or supervisor)
3 stated that they would call the taxi board
1 stated that he/she would "like to call someone who cares"
1 stated that he/she "would like to know" [who to call]

Winnipeg Taxi Service Questionnaire Results

Question 9

Please list any comments you would like to make regarding Winnipeg taxicab services.

HOTELS:

+	-	n/a	#	Comments
	1		1	Many drivers will not wait more than 15 seconds for their fare. We have seniors as guests and it takes them a couple of minutes to get to the cab, even if they're waiting in the foyer, so they must wait for another ride.
		1	2	It's nice when they come in to let someone know they're here, because sometimes they're really fast, and sometimes slower. Lots of cabs get missed.
		1	4	Need large fleet of premium cabs.
	1		7	When cab arrives and the guest or patron is not standing there waiting they don't wait. They just leave. I think that cab drivers should wait at least 5 minutes.
	1		9	I have had to drive many guests myself; one was a bride 1/2 hr. late for her wedding. Drivers make it very clear that do not like or want sort trips! Drivers drive by the door slowly (do not even stop) if the guest is not outside waiting they leave.
	1		12	Unicity doesn't care about complaints and some of the call staff are very rude.
		1	13	We rarely have problems unless it's after 2 a.m. (when clubs close) or during storms -- both understandable. We have a contract to have 3 taxis at our doors at all times. Sometimes the supervisors are difficult to get assistance from.
	1		14	We are located right downtown and the service is terrible. It's not so much about the drivers or cars but everything about the communication. No switchboard service; customers have to call drivers on their private cell #'s to get a driver. The tourists we've spoken to and tried to help are not impressed and neither are we. A bit fat thumbs down to the local (lack of) taxi service.
		1	16	Would like to see cabs come promptly or give estimated time of arrival during busy times. For [illegible] to call when they arrive even if it is automatically.
	1		17	We have had trouble with cabs not bringing people to our hotel from international airport because it is too cheap of a fair. How will this problem be resolved?
		1	18	We would like to see prompter service for our guests. Also, when we make a call for said guests it would be GREAT if they were greeted by name.
	1		21	As soon as you pull out a credit card, customer service goes to [zero] and they don't want to take it.
	1		22	Very slow at peak season; rude; not very professional; cabs have strong odors (most).
	1		23	Very poor service, if any at all. Sometimes they don't arrive at all.
	1		25	Drivers are reluctant to do shorter trips. One dispatcher with Unicity Taxi is extremely rude.
		1	26	More cabs on road; no quota system.
	1		27	We have a direct line for Duffy's Cab. Our customers waited 1/2 hour on a not so busy morning. When I called third time and asked why so long, her reply was "it's up to the drivers if they come or not!" What kind of service is this?
	1		28	Very poor at best.
	1		30	Service inconsistent, can be super quick or wait 2 hours. Dispatch answering as inconsistent as cars (on hold for long time). Need more cars on during inclement weather. Rain or snow service is terrible.
	1		31	Slow service when it rain and snows. During busy periods taxis can take from 1/2 hour to 1 hour to arrive when called.
	1		32	Drivers need more training in providing better customer service.
		1	33	Overall service is good to the hotel but when cabs are called to the hotel for trip out, then the wait times reach 20 minutes or more on average.
	1		34	Hours long wait to order service and even longer for arrival of a vehicle on major holidays.
	1		35	The dispatch should be professional; they represent a business and clients are paying for a service; there could be a great improvement in the appearance and behavior of the drivers; many times they are on the cell phone with friends or family, music too loud, taxi too hot or cold; many cannot speak much English and understand customers.
		1	36	Usually good service for staff. Weekend evenings after hours sometimes takes a long time for patrons; maybe a direct taxi line may be an option.
	1		37	There are not enough taxis. Hotel receives good service but personally on weekends you cannot get a cab downtown. We have the worst cab service of any major city I've been to.
	1		38	Often if our guests are not standing and waiting at the door, the taxi does not even stop; they roll slowly by and keep on going. More taxi vans would be good for our clients; often they have lots of luggage and vans are hard to come by.
	1		39	Our hotel is attached to the casino. Cabs will wait and wait for potential customers in front, yet when we call they make our guests and customers wait longer or they are told to get one faster they should walk in front of the casino. This is very common with many different cab companies I see sitting in front of the casino. It would help if when a call is placed, they take extra note of the name and address given. This results in us having to call back again and again for another cab to come out. Our name is similar; however, our address is different. Taking an extra minute to hear the actual name would really help in customer service.
	1		40	We are regularly told that it sucks compared to other cities. Drivers refused to come in to collect our vouchers, therefore forcing the guest to pay. They also refuse to pick up guests at airport to bring them here as it is such a short trip.
0	21	8		
0%	72%	28%		

RESTAURANTS:

+	-	n/a	#	Comments
		1	1	Recent move to Prius Hybrid cars has been positive. Drivers tell me fuel consumption is approx. 25% of previous older models, so why are fares continuing to go up?
	1		2	Winnipeg Taxis are filthier and drivers more incompetent than in other Canadian cities that also suffer the same two problems. To compare with taxis in other countries would be embarrassing.
	1		3	There should be a better communication between taxi companies and establishments, i.e., call back service for residential calls to apply to restaurants. And once the taxi has arrived to wait for the guests to appear. (What is the normal wait time?) And improvements from taxi drivers to establishments -- cooperation.
	1		6	Unicity and Duffy's are deplorable and I refuse to use them. They are automated and better accessible than Spring but the drivers are ignorant, rude and ambivalent!!! I wish Spring had more drivers and advertising but overall they are the best.
		1	7	The timeliness could be better. When we call they could also be more precise with time of arrival. Thanks.
		1	9	We are a high volume account. I instruct the staff to phone Duffy's at the present time but would change if we received some sort of discount. We currently have no agreement with any of the taxi cab companies.
	1		12	Drivers make up fake receipts for my staff and we end up having to pay.
	1		14	Drivers must come in to all establishments to announce arrival. Should open doors for patrons, especially for elderly patrons. Knowledge of city at times is lacking.
	1		15	Whenever we call for a taxi, the staff find that the operators are very rude and often just hang up on you when you tell them where the pickup will be. The taxi still shows up but it seems that the person answering the phone does not want to be there. Also, when requesting pickups saying, "can I have a pickup in fifteen minutes," their usual response is "make sure they are waiting outside "click*" That's it, just a cold brisk comment then they hang up. Furthermore, half the time we order a taxi it arrives and leaves before the customers get outside. I would have to say that 80% of the time they don't wait. We are often having to reorder another taxi for the guests. About the average arrival time, it varies, depending on time of day and weather. Sometimes they are here in 5 minutes; sometimes 20 minutes; sometimes not at all. Overall, I don't feel that the companies' employees care that much and want to accommodate their customers. The staff and myself would also like to point out that sometimes we are put on hold for 5 to 10 minutes. My servers can't afford to wait on hold and ignore their customers. It sometimes feels like everyone at the call center goes on cigarette breaks all at once. I hope that other restaurants and businesses fill out this survey and actually write down some of their complaints. It would be nice to have something done about the whole situation. Sincerely, Chris Kirouhl, G.M. In Fermo's Bistro.
	1		17	When losing something in a taxi when we call back right away when the cab just pulls away they should be able to turn back and return item left in the taxi, but they tell you to call back in the morning to talk to the manager. Then when you do that the manager tells you that he has to get info. off the cab driver and he will get back to you. A week later, you go down to the company and there is no record of a camera being left in a cab or even no record of you phoning twice to talk to someone in charge of looking for the lost item. Communication is very bad. And also when expensive items are left in taxis you do not get them back.
	1		19	We need more cabs...period. Enough of the lies that there isn't enough business to go around. Issue more licenses.
	1		20	Cab drivers should be uniformed and carry enough change for customers. We encounter numerous times that drivers had not enough change for customers.
		1	24	As we are not in close proximity to major hotels, it seems we have to wait longer for taxis to arrive and pick up our guests.
	1		25	I own Fusion Grill, 550 Academy Road, and continue to have drivers drop off my patrons at Confusion Corner Bar and Grill on Corydon. How do I inform the drivers? It is especially difficult for travelers and those unfamiliar with the city. Any suggestions? Call me. Scott McTaggart 489-6963. P.S. My father, Jim McTaggart was on the board 25 years ago.
		1	29	More taxis should be available at night time, ex. After 2 a.m. I know no one likes working that shift. I think would be not a bad idea...??
	1		30	Cars are getting too small.

0	11	5
0%	69%	31%

ALL COMBINED:

+	-	n/a
0	32	13
0%	71%	29%

APPENDIX C

Winnipeg Secret Shopper Survey Forms

RIDE #1

1. Taxi company called: **Unicity Taxi**

Phone number used: **925-3131**

Date: **Aug 16, 2008**

Time of call: **10:03 pm**

a. Time for operator to answer the phone: 10 sec

b. Were you scheduled for a taxi trip? **yes**

c. If yes, time estimate for cab to arrive? 10-15 minutes

Q: Please describe the telephone call. Was the operator friendly? The operator was kind of monotone, but did an acceptable job. She asked if it was an apartment or house, then asked for the apt number. When I gave her my name (which is unusual) she kind of laughed, then told me they would call when the cab had arrived.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: 6 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	X	0	0
c. courtesy of drivers	0	0	0	0	X	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	0	0	0	0	X	0

g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	0	X	0	0

5. Please ask the driver to fill out a receipt for you.
 - a. Did the driver fill out the receipt completely? No, he refused
 - b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
 - a. Origin of trip _____ R3L 0C3 _____
 - b. Destination of trip _____ R3B 2C1 _____
 - c. Trip purpose _____ Going to the bar _____
 - d. Cost _____ \$6.60 _____
 - e. Gratuity _____ \$1.00 cash _____

Q: What was the description of the driver and what clothing was he/she wearing? The Driver was East Indian, mid to late 40s. He was wearing a light beige cotton button up collared shirt with a design of some sort on it, and black slacks. He had small frame gold rimmed glasses and a red/orange string bracelet in his right wrist. He wore no watch or rings.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The taxi was very clean

Q: What did the driver say when you asked to pay with a credit card?

First he told me the approximate price of the fare. When I said, I'm still going to pay with credit card if you accept it. He said they did.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When the call came, I had just realized I did not have my keys. It took me a min to find them, so when I got in I apologized for the wait, he said it was no problem. I told him the destination, and as he pulled away, I checked about credit cards. At that point he said okay. There was no conversation during the drive, he had on a mellow radio station. When we arrived at the club, he told me that normally a fare this low requires cash, so that I would know for next time. I said okay, and while he filled out the Visa slip, I asked if he could fill out a receipt for it as well. He refused, saying that the other slip was only if you

pay cash. I said I had received them before when paying credit card, and he, getting angry with me now, said, "You don't get the receipt on a fare this low unless you pay cash". He pointed to the Visa slip, and said, "You get this" . I said okay, thank you. I said good night as I got out of the cab, and got no response.

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **Spring**

Phone number used: **783-0538**

Date: **Aug. 16, 2008**

Time of call: **10:24pm**

- a. Time for operator to answer the phone: 7 sec
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? a few minutes

Q: Please describe the telephone call. Was the operator friendly?

She was very friendly. I asked about credit cards, and she said yes, they accept them. I asked how long it would take for the pick up and she said it would just be a few minutes. I asked if I should wait on Portage Ave., or if the side door would be easier, she suggested the side door.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: 10 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	5	4	3	2	1
N/A	Very Good	Good	OK	Poor	Very Poor

a. promptness of arrival	0	0	X	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	0	X	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? Yes
 - Did the driver accept credit cards? Yes

6. Please record your cost for this taxi trip.
- Origin of trip _____
Area Postal Code: R3B 2C1
 - Destination of trip _____
Area Postal Code: R3B 0T3
 - Trip purpose Going to the pub
 - Cost \$5.10
 - Gratuity \$1.00

Q: What was the description of the driver and what clothing was he/she wearing? He was an African-American man, late 40s to early 50s, heavy set. He had on a navy polo shirt with white piping on the collar and jeans. He wore small metal frame glasses, but had no watch or rings.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The taxi was very clean, though the back door stuck a little.

Q: What did the driver say when you asked to pay with a credit card?
He said, yeah, no problem.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When I got in, I wasn't sure I closed the door hard enough, but he told me not to worry, it was locked (The door seemed to stick a little). I told the driver my destination, he told me his route of choice, and I agreed. We passed about 5 big RVs parked on Portage, and I asked if there was a concert on tonight, he said he wasn't sure yet. I asked if he accepted credited cards and he said no problem. When we arrived at the pub, and I asked him to fill out a receipt, he seemed confused as to why I needed it, but filled it out readily enough. He hand wrote my credit card, I guess they can still take cards without the slide machine, but as I filled in my paperwork, I realized, I didn't sign it. In getting out of the cab, I had trouble opening the door. It took a fair amount of force to get the back van door to release. We both laughed a bit when I finally got it, and wished each other a good night.

Taxi Secret Shopper Survey Form

RIDE #3

1. Taxi company called: I tried Yellow Cab, I did not get an answer after 90seconds. I then tried Blueline, I waited 3 seconds for voicemail to pick up and it offered another number. I then called the other number and waited 20 seconds for a woman to pick up and she told me it was a 45-60 minute wait and suggested I call 925-3131(Unicity's number). Finally, I called Duffy's.

Phone number used: 775-0101

Date: Aug.16, 2008

Time of call: 10:53 pm

- a. Time for operator to answer the phone: 5 sec
- b. Were you scheduled for a taxi trip? Yes
- c. If yes, time estimate for cab to arrive? 10-15 minutes

Q: Please describe the telephone call. Was the operator friendly?

He was friendly, but very quick with the call. He got my name and location, answered my questions and said the credit card would be OK.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

Q: What did the driver say when you asked to pay with a credit card?

He said he wasn't sure what forms he had, as this wasn't usually his cab, but when he found that he had them, he was quite willing to accept a credit card.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When I got in the cab I said "Hi, how are you this evening?" He replied with "What?" so I said it again louder, and he said, "Oh, good, good, where to?" He complained about the traffic, I said that's why I don't drive downtown on a Saturday night. When we got to Princess Ave. and McDermot St., at a light, he edged a full car width into the first lane while it was still red, waiting for it to change. He dropped me off a half block from the bar due to construction. He didn't talk much, but very readily filled out the receipt, and when I wished him a good evening, he wished me the same.

Taxi Secret Shopper Survey Form

RIDE #4

1. Taxi company called: I tried Blueline, but it went straight to voice mail, so I called Unicity.

Phone number used: 925-3131

Date: Aug. 16, 2008

Time of call: 11:17pm

- a. Time for operator to answer the phone: 2min, 30 sec/ 2 min
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? N/A minutes

Q: Please describe the telephone call. Was the operator friendly?

After being on hold for 2 ½ minutes, she was quick, took the address and name of the pick up, took my name, and hung up. I started to ask a question before I

realized she had hung up. I called back to ask about credit cards and how long of a wait, but in the 2 min I was on hold, the cab showed up.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
- _____
- _____

3. Time it took for the taxi to arrive: 2 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	X	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	0	0	X	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	0	0	X	0

5. Please ask the driver to fill out a receipt for you.
- a. Did the driver fill out the receipt completely? Yes
- b. Did the driver accept credit cards? Yes

6. Please record your cost for this taxi trip.

- a. Origin of trip _____
Area Postal Code: R3L 1Y5
- b. Destination of trip _____
Area Postal Code: R3J 0E4
- c. Trip purpose Headed to the pub
- d. Cost \$11.40
- e. Gratuity \$1.50

Q: What was the description of the driver and what clothing was he/she wearing? He was African American, mid 30s, wearing a grey T-shirt and black track pants with a grey side stripe and white piping.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The vehicle was in very good shape.

Q: What did the driver say when you asked to pay with a credit card?

First he said yes, but I'd prefer cash. I said I didn't have cash. He said he was willing to wait, they have an ATM at that pub, and I said no, I'll be paying with a credit card.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When I got in the cab, he was on the phone, he asked them to hold on a moment, Said "Hi how are you?" I said "good, how are you?" he said "good, where to?" I gave directions, and he said "I'll call you later" into his phone and hung up. We discussed credit cards at this point, he ended the talk and we did not talk the rest of the ride. At the lights at Sherbrook and Broadway, he edged so far into the intersection that he actually was at the other side by the time the light turned green. When we got to the pub, he had left the meter running for an extra \$0.30, and charged me for it. He had to run to his trunk to get his credit card slips, but he was fine with filling out the receipt. We wished each other a good night as I got out of the cab.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: I tried Yellow cab but received no answer after 63 seconds. I tried Blueline, they picked up the phone after 25 seconds but they said it was at least a 45 minute wait, and suggested I call another company. I called Duffy's.

Phone number used: 775-0101

Date: Aug.16, 2008

Time of call: 11:44pm

a. Time for operator to answer the phone: 2 seconds

b. Were you scheduled for a taxi trip? **Yes**

e. Gratuity \$2.00

Q: What was the description of the driver and what clothing was he/she wearing?

He was African-American, mid-late 30s, in a clean white T-shirt and jeans.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The taxi was clean. There were 3 marks, what looked to be old burn marks in the upholstery on the back of the front passenger seat.

Q: What did the driver say when you asked to pay with a credit card?

No problem, Visa or MasterCard? I said Visa.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When I walked up to the car he verified my name. I said yes and got in. I asked about credit cards, and he said no problem, and then asked which card I would be using. We did not talk during the drive. There was some Rasta-techno music on in the car. When it ended he changed it to Hot 103, and the song “Smack that” was on. He left it on. I gave him directions to avoid construction, and he took them quite readily. He was going to take the long way around. When we got to my place, he took the credit card, willingly filled out the receipt, and wished me a good night. I wished him the same and got out.

RIDE #1

1. Taxi company called: **Duffy's**

Phone number used: **775-0101**

Date: **August 16, 2008**

Time of call: **10:05 P.M**

- a. Time for operator to answer the phone: **1 second**
- b. Were you scheduled for a taxi trip? **X yes** no
- c. If yes, time estimate for cab to arrive? **10-15 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A gentleman answered the phone in a clear voice and said, “Duffy's”.

I mentioned that I needed a cab and was asked if I was using a credit card again, to which I replied positively. The operator then said, "Great. One should be there in ten to fifteen minutes". I said, "Thanks a lot". The operator then said, "No problem. Have a good night".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **13 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	X	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	0	X	0	0

5. Please ask the driver to fill out a receipt for you.

- Did the driver fill out the receipt completely? **Yes**
- Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

- Origin of trip [REDACTED]
Area Postal Code **R2W1P6**
- Destination of trip **Blush Night Club 323 Portage Avenue**
Area Postal Code **R3B 2B9**
- Trip purpose **Entertainment**
- Cost **\$8.50**
- Gratuity **.50**

Q: What was the description of the driver and what clothing was he/she wearing?

The male driver, had short, medium brown hair with some gray areas and was wearing a long sleeve, solid red shirt and a pair of green shorts. The driver appeared to be clean shaved.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The outer appearance of the taxi was observed to be very clean and there were no obvious dents and or damage to the exterior. No garbage and/or debris was observed inside the taxi. The windows appeared clear and free from any obvious smudges or finger prints. The seats were comfortable, spacious and free from any obvious rips or tears in the fabric. The carpets were free from any dirt and/or garbage and no damage was observed to the mats.

Q: What did the driver say when you asked to pay with a credit card?

The driver responded with a loud sign and then took out the machine. When I gave him my credit card, he tried to process it five or six times, but the machine kept telling him that the card was not being accepted. I mentioned that I paid for a cab earlier with my visa and that there were funds available. The driver was trying to show me on what the computer said, and pointed at it, trying to help me understand the problem. I told the driver three times, that I could not see what he was pointing at. The driver had parked in the front entrance to a park aid and people were trying to pull in. I commented, and told the driver that people were waiting in an attempt to neutralize the situation. The driver responded, by saying that he did not care about, "them". The driver was clearly frustrated and kept saying, "I hate these machines" and sighing loudly. The driver also spoke about how there was always a problem with trying to pay fair with credit cards. After four minutes, the driver called the office and handed me the phone. He told me to tell the operator what was happening. The woman who answered the phone, spoke very clearly and was calm and pleasant. After I gave her some information she required, she apologized and gave me a validation number for the driver to write down. The woman told me that the driver would be credited for the ride and mentioned that I should not worry. The woman also mentioned that everything was fine, my card was accepted and that sometimes things like this happen when people want to pay by credit card. The operator then told me to have a great night. After the phone call, I gave the driver back his phone and told him the confirmation number. The driver wrote something down and handed me a receipt. The driver then thanked me and told me

to have a good night. The driver told me he was sorry about the problem and mentioned that he was happy that I was so polite and patient. The driver told me, that my patience was unusual. I was then dropped off on a side street, two meters away from the Blush Club. I said, “Thanks so much” and left the vehicle.

7. Overall, how was the service? Please describe your trip in detail
(Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi, the driver looked back at me and said, “Hello”. I responded by saying, “Good evening”. The driver then asked me where I wanted to go. I told him that I would like to be taken to the Blush Bar on Portage Avenue. I was then asked, if it was alright by me, to be dropped off on the side street of the bar. I told the driver, that this would be just fine. No communication or interaction occurred again until the driver stopped at the entrance to a parking lot (on the side street to the bar). *The continued interaction has been documented above in question number 6 (paying with a credit card).*

NOTES: I was only provided with a credit card receipt, as this would have all the information needed as proof of payment. My name and signature as well as the credit card information did not show up on the receipt I was given.

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **Spring**
Phone number used: **774-8294**
Date: **August 16, 2008**
Time of call: **11:15 P.M**

- a. Time for operator to answer the phone: **1 second**
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? **2 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A male operator answered and said in a clear and confident voice, "Spring". I said, "Hello". After asking for a cab and providing my location, I was then asked for my name. After I told my name, I inquired about using a credit card and estimated arrival time. The operator responded, by saying that they definitely took credit cards and asked which one I would be using. I told the operator I was using a Visa, to which he replied by telling me that was no problem and that the cab would arrive in ten to fifteen minutes. The operator paused for a second, and then said in an excited voice, "Actually, it will be there in two minutes". I said, "Wow, thanks". The operator said, "No problem" and hung up the phone.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **Thirty two seconds**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
 - a. Did the driver fill out the receipt completely? **Yes**
 - b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
- a. Origin of trip **Blush Night Club 323 Portage Avenue**
Area Postal Code **R3B 2B9**
 - b. Destination of trip **Pyramid Cabaret 176 Fort**

Area Postal Code **R3C 1C9**
 - c. Trip purpose **Entertainment**
 - d. Cost **\$4.90**
 - e. Gratuity **1.10**

Q: What was the description of the driver and what clothing was he/she wearing?

The male driver, had short, medium brown hair and was wearing a short sleeved, striped shirt and a pair of brown pants. The driver appeared to be clean shaved.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The outer appearance of the taxi was observed to be very clean and there were no obvious dents and or damage to the exterior. No garbage and/or debris was observed inside the taxi. The windows appeared clear and free from any obvious smudges or finger prints. The seats were comfortable, spacious and free from any obvious rips or tears in the fabric. The carpets and mats were in good condition.

Q: What did the driver say when you asked to pay with a credit card?

The driver responded with a clear and pleasant voice. He turned his body towards me and said, “No Problem at all”. I said, “Fantastic!!” and passed the driver my Visa card. The driver took the card and began processing it.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

I was picked up on the side of the Blush Bar in 32 seconds. I opened the door and the driver looked at me, smiled and said, “Hello”. I responded, by saying in an excited voice, “Wow. That was so quick”. The driver then politely and calmly, asked me, “Where would you like me to take you tonight?” I told him the

destination and the driver responded and said, “No Problem”. The driver initiated conversation about the heat and the busy night he was having. The driver spoke in a pleasant, relaxed voice and was very cheerful, as he smiled a few times during our short conversation. The driver drove me right to the front entrance of my destination. I thanked him very much and gave him my credit card. The driver processed the card quickly and without any problems. I was then asked politely to provide my signature. Once I did this and returned his pen, the driver said, “Thanks a lot. Have a great night!” I responded that I would and thanked the driver again. I then left the vehicle, very impressed and very pleased.

Important Notes: Originally I had called the Blue Line taxi service @ 10:46 PM (925-8888). The male operator answered the call in a pleasant and clear voice and said, “Blue Line Taxi”.

I asked for a cab to my destination, to which the operator asked for my first name. After I gave the operator my first name, I asked him if they accepted credit cards, and the operator responded and said, “Yes we do. Will it be Visa”? I then answered positively and the operator said, “Okay”. I quickly asked the operator how long it would take and he responded by saying, “We will try to make it in fifteen to twenty minutes”. The operator hung up, before I could say thank you. I waited for twenty minutes and tried calling back three times, to which there was an answering machine picking up and informing me to call 925-8889. I called the number provided three times in a row, but continued to get the same answering machine message (answering their phone= 4 points/Ability to accept credit cards=5). It was at this time that I decided to call the *Spring Taxi*.

Taxi Secret Shopper Survey Form**RIDE #3**

1. Taxi company called: **Unicity**
 Phone number used: **925-3131**
 Date: **August 16, 2008**
 Time of call: **11:29 P.M**
 - a. Time for operator to answer the phone: **1 second**
 - b. Were you scheduled for a taxi trip? **X yes** no
 - c. If yes, time estimate for cab to arrive? **5 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A gentleman answered the phone in a clear voice and in a friendly manner. I mentioned that I needed a cab to The Pyramid Cabaret. The operator then asked, "And who is it for?" I replied by giving my name and the operator said, "Okay, it should be there within five minutes". I said, "That sounds great!!" I then asked if they accepted credit cards and the operator said, "Yep. That's fine". I responded by saying, "Great, thank you". The operator then responded immediately and said, "Yep. Thanks".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
3. Time it took for the taxi to arrive: **3 minutes**
4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
 - b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
 - a. Origin of trip **Pyramid Cabaret 176 Fort**
Area Postal Code **RC3 1C9**
 - b. Destination of trip **Palomino Club 1133 Portage Avenue**
Area Postal Code **R3G OS9**
 - c. Trip purpose **Entertainment**
 - d. Cost **\$9.10**
 - e. Gratuity **.90**

Q: What was the description of the driver and what clothing was he/she wearing?

The male driver had short, medium brown hair. The driver wore a long sleeved white shirt with thin stripes and light brown pants. The driver appeared clean shaven.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The outer appearance of the taxi was observed to be very clean. No garbage and/or debris was observed inside the taxi. The windows appeared clear and free from any obvious smudges or finger prints and the carpets/mats were in good condition.

Q: What did the driver say when you asked to pay with a credit card?

The driver responded and smiled and then said, "That is not a problem".

8. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

When I entered the taxi, the driver looked back at me and said, "Hello". I responded by saying, "Good evening". The driver then asked me where I wanted to go. I told him that I would like to be taken to Silverados on Portage Avenue. The driver responded and repeated my words and said in a questioning voice, "Silverados on Portage?" I responded by saying, "Yes. That would be great." As the driver drove towards the destination, I had made a comment about how fast he

was in picking me up. The driver smiled and responded, "It will get busier later". The driver initiated conversation about the weather and inquired about my plans for the evening. I responded by telling him I was hanging with friends. The driver smiled. We reached the destination @ 11:43 P.M. (aprox. 10 minutes after his arrival at the Pyramid). The driver drove right to the front entrance. I gave the driver my card to which he said, "Thank you". The driver then began processing the card. I was asked in a pleasant and calm voice if I could sign the receipt. The driver handed me the receipt and told me not to forget my card. I signed the receipt, gave the driver back his pen and said, "Thank you very much". The driver took his pen and smiled. Just before I exited the Taxi, the driver said, "Have a good night".

IMPORTANT NOTES: Originally I had called the Yellow Taxi Service @ 582-7777 at 11:27 Pm, but it rang about 12 times and then I hung up. I called the same number twice more, and the phone continued to ring. No one answered at all. This is when I decided to call Unicity.

Taxi Secret Shopper Survey Form

RIDE #4

1. Taxi company called: **SPRING**
Phone number used: **774-8294**
Date: **August 16, 2008**
Time of call: **11:51 P.M**
 - a. Time for operator to answer the phone: **1 second**
 - b. Were you scheduled for a taxi trip? **X yes** no
 - c. If yes, time estimate for cab to arrive? **10-15 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A woman answered the phone in a clear voice and said, "Spring Taxi". I mentioned that I needed a cab. Before I could tell the operator the destination, she interrupted me and quickly asked, "To where?" I responded and told the operator I needed a cab at the Palomino Club on Portage avenue and that I would wait at the side street on Dominion". The operator spoke clearly and quickly and asked, "Who is it for?" I told her my name and then the operator quickly said "Okay. It will be

ten to fifteen minutes”. I responded by saying that is fine. I then quickly asked the operator if they took credit cards, to which she replied, “Yes we do”. I said, “Thank you”. The operator hung up before I could finish. The operator spoke in a pleasant and clear voice but spoke very quickly.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **4 min**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	X	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	0	X	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	0	X	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? **Yes**

b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

a. Origin of trip **Palomino Club 1133 Portage Avenue**

Area Postal Code **R3G OS9**

b. Destination of trip **The Zoo 160 Osborne**

Area Postal Code **R3L 1Y6**

c. Trip purpose **Entertainment**

d. Cost **\$8.50**

e. Gratuity **1.50**

Q: What was the description of the driver and what clothing was he/she wearing?

The male driver had short, medium to dark brown hair. The driver wore a dark long sleeved shirt and a pair of dark pants. The driver appeared to have some stubble on his face and looked slightly unshaven.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The outer appearance of the taxi/bus/van was observed to be very clean and the inside was free from debris. The seats were a little uncomfortable as they were higher up due to the fact that it was also used for wheel chair access and I had to climb up into the seat. I was not able to put on the seatbelt as it would not reach. This is very typical for my size in wheel chair accessible cabs.

Q: What did the driver say when you asked to pay with a credit card?

The driver responded and said, “Yes, they told me already that you would be paying with a card”.

9. Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi, the driver looked back at me and said, “Hello”. The driver then asked me where I wanted to go. I told him that I would like to be taken to the Zoo on Osborne. The driver began pulling onto the street and proceeded to my destination. As he drove for about thirty seconds, he then said, “The Zoo in Osborne, right?” I responded by confirming this. The driver then said, “Okay.” The driver seemed pleasant enough, but looked like he was concentrating on the road. I was a little uncomfortable due to the fact that I could not see where the driver was going as my head almost touched the ceiling of the van. After about two minutes passed, the driver asked in a pleasant and clear, but casual voice, “How are you doing tonight?” I responded that I was doing well, except that I am a little uncomfortable because of my size.” The driver and I exchanged a few comments about the fact that cabs are getting smaller and smaller but the population is getting larger. He also mentioned in a casual tone, that he did not like the new hybrid cars that cabs are using because they are not thinking of the customer, only about money. Shortly after this, the driver pulled up to the front of the Zoo Bar and asked, “Is this okay?” I knew he was referring to the place where he had pulled into. I told him that it was just fine. I passed the driver my credit card and he quickly processed the transaction. The driver then passed me the receipt to

sign, took it back and handed me my card. I said, "Thank you so much." The driver then said, "Have a good night" to which I replied, "I certainly will". The driver smiled and said, "Bye". I then left the taxi and proceeded into the bar area.

Important Information: originally I had called the Co up Taxi Service @ 999-7194. I waited ten rings before an answering machine picked up and a man with a deep muffled voice left a message, saying, "We are not available right now, please call another company....." I hung up before I could listen to the rest of the message. I called again and it just rang. No one answered. It was at this time that I called the Spring Taxi.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: **Duffy's**
Phone number used: **775-0101**
Date: **August 16/17, 2008**
Time of call: **12:54 P.M**
 - a. Time for operator to answer the phone: **1 second**
 - b. Were you scheduled for a taxi trip? **Yes**
 - c. If yes, time estimate for cab to arrive? **The Operator said the cab should be right there.**

Q: Please describe the telephone call. Was the operator friendly?

A female operator answered and in a clear and pleasant tone said, "Duffy's. How can I help you?" I then responded by telling her that I needed a cab and told her my destination. The operator spoke calmly and clearly and responded by saying, "No Problem. A cab should be right there". I then quickly asked the operator if they took credit cards, to which she kindly replied, "That's no problem". I then said, "Great, thanks." The operator then said, "Thanks". After this, the operator hung up.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **34 seconds**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	0	X	0	0

5. Please ask the driver to fill out a receipt for you.

- Did the driver fill out the receipt completely? **No.**
- Did the driver accept credit cards? **Yes.**

6. Please record your cost for this taxi trip.

- Origin of trip **The Zoo 160 Osborne**
Area Postal Code **R3L 1Y6**
- Destination of trip XXXXXXXXXX
Area Postal Code **R2W 1P6**
- Trip purpose **Entertainment**
- Cost **\$11.40**
- Gratuity **.60**

Q: What was the description of the driver and what clothing was he/she wearing?

The driver was male and was wearing a light orange colored turban, a white sleeved shirt with stripes and light colored pants. The driver had a short beard and also wore glasses.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The outer appearance of the taxi was observed to be very clean and there were no obvious dents or damage to the exterior. No garbage and/or debris was observed inside the taxi and the windows and floors were clean.

Q: What did the driver say when you asked to pay with a credit card?

The driver responded and said, “Okay, can I have your card please”.

10. Overall, how was the service? Please describe your trip in detail
(Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi, the driver looked back at me and said, “Hello.” The driver then politely and clearly asked me, “Where would you like to go?” I told the driver my destination and the driver repeated back to me in the form of a question. I answered back and said, “Yes, on my way home”. There was little conversation between the two of us, except some comment on the heat and that it was nice out that evening. As the driver pulled up towards my house, I kindly asked him to stop in front of the white van. The driver did as I had requested. I then handed the driver my credit card.

The driver took the card and began processing it. As the driver was doing this, I heard him sigh a few times. The driver then told me that it was not accepting my card. I mentioned that I had taken a ride earlier and the taxi I had was having problems as well. I told the driver, not to bother with trying any more and that I would be fine to pay him with cash.

I mentioned in our conversation that I called the Duffy's office to resolve the problem I had earlier and it all worked out. The taxi driver said that what I did was not good as the driver does not get paid when someone's card is denied and they have no money. The driver spoke and mentioned that they are not honest at the office and if this happened, (Referring to the situation with the card) that they just would not get paid. The driver sounded frustrated and spoke a little loudly. I told the driver, that I was sorry if this sort of thing happened and that I was glad I could pay him in cash.

The driver took the money and said, “Thank you very much” and gave me my change after I told him to make it an even \$12.00. I then asked the driver if he could please fill out a receipt for me and he responded by saying, “Of course I

will do this for you". The driver then handed me a Duffy's card with the amount paid without gratuity, trip from, car # and date". As I left the driver said, "Have a good night".

RIDE #1

1. Taxi company called: **Spring**
 Phone number used: **774-8294**
 Date: **August 20, 2008**
 Time of call: **4:09 PM**
 - a. Time for operator to answer the phone **2 Seconds**
 - b. Were you scheduled for a taxi trip? **Yes**
 - c. If yes, time estimate for cab to arrive? **10-15 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A female voice answered and said in an excited and clear voice, "Spring!!"

I then mentioned I would like a cab to [REDACTED]. The operator then said, in a low, fast, monotone voice, "Phone Number". I gave the number. Then the operator said, "For?". I responded clearly with my name. The operator responded with a louder, aggressive voice, "For who?" I then repeated my name clearly. The operator then said, "Okay, thanks" and then hung up the phone. I called back and mentioned that I just called and wanted to know if they would take a credit card. The female operator sounded the same as the first one, and said in a fast voice, "Yes we do. The address again?" I told the operator my address again. I then quickly asked, "How long will". Before I could finish, the operator said very abruptly, "Twenty Minutes" and then hung up the phone.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **4 minutes**
4. How would you rate the taxi service you received?(Please replace oval with X)

	5	4	3	2	1
N/A	Very Good	Good	OK	Poor	Very Poor

a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	0	X	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment		0	X	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	0	0	X	0	0
h. willing to accept credit cards	0	0	0	X	0	0

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? **No**

b. Did the driver accept credit cards? **Yes. But was unable to get it to work and was not very pleased about using a card.**

6. Please record your cost for this taxi trip.

a. Origin of trip

Area Postal Code: R2W 1P6

b. Destination of trip Boogies Diner 1125 Main

Area Postal Code: R2W3S4

c. Trip purpose Entertainment

d. Cost \$6.00

e. Gratuity

Q: What was the description of the driver and what clothing was he/she wearing? The driver had very short, light/strawberry blond hair, and small goatee style, facial hair. The driver wore a yellow t shirt with some design on it and beige shorts.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The taxi had thick dust on the front panel and appeared dirty. The panel looked older in appearance and had a yellow color to it, as did the seats in the front. The floor to the taxi was filled with, what appeared to be dirt and small stones. It smelled of air freshener, but the scent was not overwhelming. The back area needed vacuuming and the taxi needed to be dusted with the front panel wiped down. It also had paper, napkins and receipts randomly sitting in the front.

Q: What did the driver say when you asked to pay with a credit card?

The driver said it was no problem to pay by credit card, but that Taxi Drivers hated credit cards.

7. **Overall, how was the service? Please describe your trip in detail**
(Please include your conversation during the ride, and the greeting and parting comments from the driver).

The taxi showed up sooner than expected and the driver pleasant. We spoke briefly about the weather and the heat, as well as directions and credit cards. The driver asked me which way Redwood was, left or right, and I told him left. I told him where I was going and he asked me if I was going to Boogie (Boogies Diner). When the driver stopped right in front of my destination, he took my credit card after I gave it to him. I mentioned that some taxi drivers do not take credit cards. The driver told me, that some don't, but they are supposed to. The driver then started riffling through the glove department and space between the two front seats. Finding receipts and throwing receipts. At one point he said, "Isn't there a good receipt some where?" At one point, the driver also found a receipt and read it. He said, "Duffy's, no that is not what we want". This process took about 2 minutes, at which point the driver said, "Okay we got one". The driver then proceeded to use the plastic credit card "swiper", but seemed to have some problems. He continued trying to use the swiper(the old plastic kind) and was getting frustrated. It was not working properly. The driver said, "I hate credit cards too". I told him that I understood that it could be a problem, sometimes. The driver continued trying to "get it to work", but after about three minutes, he was not yet successful. I then told him that I could give him cash instead, but that I would need a receipt with my destination on it as well. The driver said, "No problem, you can write down the information and I will just fill out the amount and my initials".

After the decision was made to pay cash, I noticed it had taken over five minutes or more for the whole process as we stayed parked at the entrance. I then looked at the meter and noticed it was not on. I glanced at it during the ride and mistook the time and numbers on it, to be the meter being on. It was an older car and I assumed it to be different than the more modern cars with the computers and aviation system etc. The meter had not been turned on at all. I said, "How much will it be?" This is when I noticed the meter off. I thought maybe he shut it off when we stopped, assuming I looked at it, but I was incorrect. I then said, "You did not even have the meter on. How much do I owe you? I do not know how much it costs from my place". The driver said, "I know. Give me whatever you want." I then asked if \$6.00 was enough. The

driver said, "That is fine". I then gave the taxi driver \$6.00 even. He took the money and gave me a receipt with his car ID, the amount, driver # and signature and told me I could fill out the rest with whatever I wanted. I said, "Um, thanks a lot". The driver replied, "No problem",

Important Notes: Originally I had called The Blueline Taxi @ 4:05 (925 8888) Pm, but it rang for 10 seconds and I hung up. I called again and an answering machine picked up, telling me to call 925 8889. I called this number and a man in a muffled voice said something, but I could not understand. I asked him to repeat himself and he said, "It is Blue Line". I told him I wanted a taxi and he asked for where. After I told him he said okay, we will send one. At this point, I asked how long. The cab then told me, that I would have to call the 925 8888 number to find out how long it would take. I told him that I called them and the machine said to call the number I dialed. The operator said, "You have to call them back to see how long". I said, okay. I called back, but the 925 8889 number was busy. It was at this point I called Spring Taxi.

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **Yellow Taxi**

Phone number used: **582 7777**

Date: **August 20, 2008**

Time of call: **4:31 PM**

- a. Time for operator to answer the phone: **1.5 minutes**
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? **15-20 minutes**

Q: Please describe the telephone call. Was the operator friendly?

The telephone operator answered and said, "Yeah?" I asked if they were Yellow Taxi and he replied, "Yes". I told him I would like a cab to Boogies Diner. The operator said, "Where? What?" I told him again in a clear voice, Boogies Diner on Main and Redwood. The operator then said, "Okay we will try and be there". I then asked if they took credit cards and the operator responded with a clear and aggressive, "No". I said that that was fine and asked him how long it would take. The driver responded, "15-20 minutes, cause it is busy at rush hour". He then said, He would "try and get there as soon as he could".

- 2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.**

I called back and it rang but there was no answer. I called back again and the operator (sounded like the gentleman before) answered and said, "Hello". I asked if it was Yellow and he replied positively. I then told him that I called a cab to Boogies Diner twenty minutes ago and was wondering where it was. The operator said, "When we said we do not take credit cards, you did not want to have a driver". I corrected him and said, "No I said this was alright and asked how long it would take". The driver said, We will send one out. It will be 10 to 15 minutes. I responded, "Okay, I will wait".

3. Time it took for the taxi to arrive: **32 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	0	0	0	X
b. answering their phone	0	0	0	0	0	X
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	0	0	X	0	0
f. handling of complaints	0	X	0	0	0	0
g. appearance of vehicles	0	0	0	X	0	0
h. willing to accept credit cards	0	0	0	0	0	X

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes**
 - Did the driver accept credit cards? **No**

6. Please record your cost for this taxi trip.
- Origin of trip Boogies Diner Boogies Diner 1125 Main
Area Postal Code: R2W 3S4
 - Destination of trip California Fruit Market 879 Main
Area Postal Code: R2W 3N9
 - Trip purpose Grocery Shopping

- d. Cost \$5.30
- e. Gratuity

Q: What was the description of the driver and what clothing was he/she wearing? The driver had on a grey, golf shirt and grey pants. He wore glasses and had brown short hair. He was clean shaven and neat in appearance.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The taxi had dirt and gravel in the back area where wheel chairs would go. The taxi was free from garbage and or debris, but the leather and fabric on the seat belt and chairs were worn and tattered. The fabric was dirty with black spots in some areas and the windows were smudged and had a film on them. It may have been beneficial to clean the windows, vacuum and possibly replace the seat belts and some fabric with newer fabric

Q: What did the driver say when you asked to pay with a credit card?
I did not ask the driver as the operator had already informed me that they did not take credit cards.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

The driver smiled when I arrived and sat down. He was pleasant and asked me where I was going. As he drove, I had mentioned that it took awhile to arrive and the driver responded calmly and explained that rush hour made it difficult to get there on time. The driver asked if the parking lot of the California Fruit was okay and I agreed it was fine. The driver was very pleasant and opened the door for me when we arrived at my destination. When I asked for a receipt the driver said, "Of course, of course. You need a receipt, that is normal". The driver wrote me a receipt and before I could tell him that I would like to tip him, he passed me the receipt and said, "Have a good night. Thank you". I wished him a good night as well.

The operator was unpleasant to speak with and the time it took for the taxi to arrive was too long. However, the driver was very pleasant.

Taxi Secret Shopper Survey Form**RIDE #3**1. Taxi company called: **Unicity**Phone number used: **925 3131**Date: **August 20, 2008**Time of call: **5:15 PM**

- a. Time for operator to answer the phone: **10 seconds**
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? **15 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A male operator answered and in a calm, relaxed voice and said, "Unicity taxi. How can I help you?" I told him my destination and he kindly asked for my name. I told him my name and he said, "Okay, we will send one out". I asked the operator how long it would take and he clearly and calmly said, "About 10-15 minutes". I then asked if they took credit cards, to which the operator answered, "Yes we do. We take Visa, Master card and American Express". I said, "Great. Thanks a lot." The operator responded, "You are welcome, it should be there soon."

- 2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **6 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up	0	X	0	0	0	0

at your establishment

f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
 - a. Did the driver fill out the receipt completely? **Yes.**
 - b. Did the driver accept credit cards? **Yes.**

6. Please record your cost for this taxi trip.
 - a. Origin of trip California Fruit Market 879 Main
Area Postal Code: R2W 3N9
 - b. Destination of trip Polo Park Shopping Center 1485 Portage
Area Postal Code: R3G OW4
 - c. Trip purpose Shopping
 - d. Cost \$13.50

Q: What was the description of the driver and what clothing was he/she wearing? The driver had short black hair and short facial hair, and neat in appearance. He wore a black t shirt, dark blue jeans and black sunglasses. He also wore a silver bracelet.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The floors, windows and seats were all free of visible marks and smudges. The exterior of the taxi was very clean.

Q: What did the driver say when you asked to pay with a credit card? The driver said nothing about the credit card and simply took it gently from my hand and began processing it.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

The driver greeted me and said, "Hello". He then asked where I was going. After I told him my destination, the driver asked me if I wanted him to go down Portage. I replied and told him that I was not sure. Whatever was fastest. The

driver made no comment after this, but did drive down Portage Avenue. The windows were all open and the one in the back beside me was making it too windy so I closed it. It made no difference though, as all the windows were wide open. It was very windy in the cab. The driver did not speak to me during the trip. He was talking at one point for about twenty seconds and I thought he was speaking to me. I asked, "Did you say something? Are you talking to me. It is hard to hear with the windows open". The driver responded and said, "No I am on a head set". I was a little bothered by the wind and the fact that the driver did not seem to be concerned about me at all.

Important Notes: There are two receipts for this ride as I had suggested that the address be on for where I went etc. The driver said there was no room on the visa receipt so he would put it on a card for me.

Taxi Secret Shopper Survey Form

RIDE #4

1. Taxi company called: **Duffy's**
Phone number used: **775 0101**
Date: **August 20, 2008**
Time of call: **5:59 PM**
 - a. Time for operator to answer the phone: **10 seconds**
 - b. Were you scheduled for a taxi trip? **Yes.**
 - c. If yes, time estimate for cab to arrive? **5-10 minutes**

Q: Please describe the telephone call. Was the operator friendly?

The operator was a woman and answered clearly and in a pleasant tone. She said, "Duffy's?" I then told her I would like a taxi to Polo Park Sears at St. James. The operator then said, "Okay that will be about 5-10 minutes". I asked if they are taking credit cards, and she replied, "Yes we take credit cards". Her tone was pleasant and clear.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
-
-

3. Time it took for the taxi to arrive: **5 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes.**
 - Did the driver accept credit cards? **Yes.**

6. Please record your cost for this taxi trip.

- Origin of trip Polo Park Shopping Center (Sears entrance @ St James 1485 Portage
Area Postal Code: R3G OW4
- Destination of trip The Toad in the Hole 112 Osborne
Area Postal Code: R3L 1Y5
- Trip purpose Entertainment
- Cost \$12.00

Q: What was the description of the driver and what clothing was he/she wearing? The driver had short brown hair and some facial hair. He wore an orange golf shirt and beige pants. He also wore a bracelet.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The taxi was very clean. The seats were in good condition and void of any obvious rips and or tears. The exterior was very clean and had the appearance of being recently washed.

Q: What did the driver say when you asked to pay with a credit card?
The driver said that it was, “No problem. We take credit cards, Visa, master card”.

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

The driver was very personable and kind. When I asked him if he knew where the Toad in the Hole was, he said, “Of course”. As we drove we spoke of the possibility of a transit strike and the benefit it would have on Taxi's in the city. The driver informed me that this was not going to be the case and was thankful as it would make a mess of things. The driver smiled and said, “Hello” and, “Have a great night” when I left. The driver made sure that it was okay with me to stop a little ahead of the destination and walk as there was construction and the street is one way. I told him that this was no problem. The taxi was air conditioned and very relieving from the heat and humidity.

Important notes: I originally called the Co up Taxi @ 999 7194 but after it rang 7 times, a machine picked up and a muffled male voice said, “ I cannot take your call right now. Please call another taxi and you will get a ride”. I called the number again and the machine answered again. This is when I called Duffy's.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: **Spring**
Phone number used: **774 8294**
Date: **August 20, 2008**
Time of call: **6:25 PM**
 - a. Time for operator to answer the phone: **12 seconds**
 - b. Were you scheduled for a taxi trip? **Yes.**
 - c. If yes, time estimate for cab to arrive? **5 minutes**

Q: Please describe the telephone call. Was the operator friendly?

The operator was female and spoke in a clear and pleasant tone. She said, "Spring taxi. Name please?" I told her my name and she asked, "Location?" I told her that I wanted to get picked up at the corner of Osborne and River Avenue. The operator said, "No problem. It should be there in five minutes".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines. I called and mentioned that I called 15 minutes ago. The operator said, "He will be right there". I said okay, I will wait. I waited another 15 minutes and called back. I mentioned again when I called and the operator said fairly quickly, "Yep, he is on his way". I told her I would wait two more minutes.

3. Time it took for the taxi to arrive: 31 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	0	0	0	X
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	0	X	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.

- Did the driver fill out the receipt completely? **No.**
- Did the driver accept credit cards? **Yes.**

6. Please record your cost for this taxi trip

- Origin of trip The Toad in the Hole 112 Osborne
Area Postal Code R3L 1Y5
- Destination of trip XXXXXXXXXX
Area Postal Code: R2W 1P6
- Trip purpose Return home

d. Cost \$10.00

Q: What was the description of the driver and what clothing was he/she wearing? The driver wore a grey, polo shirt and blue jeans. He had very short, almost shaved black hair.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle? The taxi was free from any obvious garbage or debris and appeared in good order.

Q: What did the driver say when you asked to pay with a credit card? The driver said, "Sure, never a problem. You can pay how you wish".

7. **Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).**

The driver smiled and greeted me as I entered the taxi. He mentioned the heat and told me to enjoy the air conditioning. I replied and said, "Thanks, it is really nice". The driver asked, "So, how was your day today". I replied that it was going well and that I was glad it was over". When I left the driver told me to have a "good night". During the ride, the driver made small talk about the weather and the humidity. He smiled as we communicated and seemed generally concerned for my comfort. He asked me if everything was okay back there and if I wanted him to open a window down for a breeze. I told him that would be great and that my hair did not matter as I was going home. The driver laughed. The driver wrote up a receipt without any mention of one and when I mentioned I wanted to give him a tip, he responded by saying, "Do not worry about it. I know you appreciate it".

RIDE #1

1. Taxi company called: **Duffy's Taxi**

Phone number used: **775-0101**

Date: **July 30, 2008**

Time of call: **7:43am**

- a. Time for operator to answer the phone: _____ **10 sec** _____
- b. Were you scheduled for a taxi trip? **yes**
- c. If yes, time estimate for cab to arrive? _____ **5-15** _____ minutes

Q: Please describe the telephone call. Was the operator friendly? The operator was very friendly, when I asked about paying with credit card, she agreed but had to change the cab she was sending.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
- _____
- _____

3. Time it took for the taxi to arrive: 5 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone		X	0	0	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- a. Did the driver fill out the receipt completely? **Yes**
- b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

- a. Origin of trip _____
- b. Destination of trip _____
- c. Trip purpose Chrio Appt.
- d. Cost \$7.00 (actually \$7.10 on the meter)
- e. Gratuity \$1.00 cash

Q: What was the description of the driver and what clothing was he/she wearing? The Driver was East Indian, late 30s early 40s. He had short hair, a close trimmed mustache, and was clean shaven otherwise. He had on a dark blue polo shirt with a white pattern on it. He was also wearing jeans.

7. **Overall, how was the service? Please describe your trip in detail** ([Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver](#)).

The driver was polite but did not speak during the ride. When he arrived he gave a greeting of “hello, and where to?”. During the ride it was very quiet. There was no conversation and the radio was not on. The driver accepted the credit card for payment and gave a parting comment of “Have a nice day”. The inside of the cab was very clean.

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **Blueline Taxi**

Phone number used: **925-8888**

Date: **July 30, 2008**

Time of call: **8:12 am**

- a. Time for operator to answer the phone: 8 seconds
- b. Were you scheduled for a taxi trip? **yes**
- c. If yes, time estimate for cab to arrive? 15 minutes

Q: Please describe the telephone call. Was the operator friendly?

The operator was somewhat friendly. When I gave the operator my location and asked how long, I was told “The usual, 15 minutes”.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

*I did not call.

3. Time it took for the taxi to arrive: 17 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	5	4	3	2	1
N/A	Very Good	Good	OK	Poor	Very Poor

a. promptness of arrival	0	0	X	0	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes**
 - Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
- Origin of trip _____
 - Destination of trip _____
 - Trip purpose Tim Horton's Coffee
 - Cost \$9.50
 - Gratuity \$1.50

Q: What was the description of the driver and what clothing was he/she wearing? The driver was an East Indian male, late 30s to early 40s, with short hair and a full mustache. He was wearing beige corduroy pants and a long sleeve coral dress shirt with the sleeves rolled. He had a coral string bracelet around his right wrist.

7. **Overall, how was the service? Please describe your trip in detail** ([Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver](#)).

The cab was very clean and CBC was on the radio. When I got in the cab the driver said, "Hi, good morning, where are we going?" When it was time for me to get out of the cab he was distracted. He had a phone call or dispatch or someone contact him. I paid him and then he said, "Bye, thank you" I said, "Thanks, have a nice day" and he replied with "Okay". Otherwise, there was no conversation. He took the credit card without a problem.

Taxi Secret Shopper Survey Form

RIDE #31. Taxi company called: **Spring Taxi**Phone number used: **783-0538**Date: **July 30, 2008**Time of call: **9:04 am**

- a. Time for operator to answer the phone: 10 seconds
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? less than 4 minutes

Q: Please describe the telephone call. Was the operator friendly?

The operator was friendly but seemed in a hurry to get off the line. She told me a cab could pick me up in less than 4 minutes.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

I had just pulled out my phone to call when the cab pulled around the corner.

3. Time it took for the taxi to arrive: 8 minutes

**Arrival time was good, however it was twice what I was told it would be.*

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	0	X	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	0	0	0	X	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	0	0	X	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? **No**

b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
- Origin of trip _____
 - Destination of trip _____
 - Trip purpose Groceries
 - Cost \$6.50
 - Gratuity \$1.25

Q: What was the description of the driver and what clothing was he/she wearing? He was Caucasian, mid 40s -50s. He had mostly grey hair buzz cut, but about a 3-5 days beard growth. He was wearing a grey T-shirt, jeans and sunglasses.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

The cab had a few stains in it, but was acceptable. Conversation, while brief, was candid. I said, "Hello, how's it going?" he responded with "Don't know yet." He made a comment on the impending rain, and when I agreed, he said, "probably because I rode my bike to work today." When the ride was over I handed him my credit card. I had to help him through his credit card carbon sheets to find a MasterCard one as he did not have his glasses with him. He almost ran my card on an AMEX one. Then, when I said "Have a good day", he responded with something like "yeah, we'll see."

During the ride the dispatch radio was on quite loud and they seemed to be having a friendly conversation with each other. As we were driving I noticed the driver speed up to enter the intersection when the light was just about to turn red. It was questionable, however the light was still yellow when he sped up to enter the intersection.

Taxi Secret Shopper Survey Form

RIDE #4

- Taxi company called: Rapid Taxi
 Phone number used: 999-9667
 Date: July 30, 2008
 Time of call: 9:34 am, then again at 10:00am
 - Time for operator to answer the phone: 10 seconds

- b. Were you scheduled for a taxi trip? **Yes**
 c. If yes, time estimate for cab to arrive? 15-20 minutes

Q: Please describe the telephone call. Was the operator friendly?

The operator, also the driver as it ends up, was very friendly. He said he would be driving from St.Vital and asked if I would be okay to wait. We agreed that the waiting time would be 15-20 minutes. I asked if he took credit cards and he said he did not. I then said, "Oh, well that's okay".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

Apparently when I said, "Oh, well that's okay", there was some confusion in that he thought I was saying no to the ride. So, instead he went to pick up a friend. When I called back he apologized for the confusion and came to get me.

3. Time it took for the taxi to arrive: In total, 34 min, but really only 8 minutes after I called back and realized the confusion.

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	X	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	0	X	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	0	0	0	X

5. Please ask the driver to fill out a receipt for you.
 a. Did the driver fill out the receipt completely? **No, he did not fill in the locations**
 b. Did the driver accept credit cards? **No**

6. Please record your cost for this taxi trip.

- a. Origin of trip _____
 b. Destination of trip _____
 c. Trip purpose Shopping
 d. Cost \$9.10
 e. Gratuity \$1.90

Q: What was the description of the driver and what clothing was he/she wearing? The driver was an African American male wearing a long sleeved blue dress shirt with a white stripe. He had short cropped hair, was clean shaven, and wore a wide band watch on his left wrist. He was very friendly, in his early 40's. He had a friend along, maybe mid 30s, also African American.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

When he arrived, he was very friendly and apologized for the mix up. He explained his guest by saying that when he thought the ride was cancelled he had gone and picked up "this animal" (in reference to the man in the passenger seat). The cab was clean and comfortable, the CBC was playing quietly on the radio, and the two men kept their conversation to a minimum. The driver asked how I had gotten his number. Not knowing if he was listed or not, I said I had called 411 for a list of taxi numbers because I don't like calling major companies. He wished me a good day as I got out of the cab. He also sped up to run a yellow light during the ride.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: **Unicity Taxi**
 Phone number used: **925-3131**
 Date: **July 30, 2008**
 Time of call: **10:50am**

- a. Time for operator to answer the phone: 25 seconds
 b. Were you scheduled for a taxi trip? **Yes**
 c. If yes, time estimate for cab to arrive? N/A minutes

Q: Please describe the telephone call. Was the operator friendly?

The telephone operator was friendly, but a very fast talker. I didn't get in a question of estimated time as they ended the conversation so quickly.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
- _____
- _____

3. Time it took for the taxi to arrive: 9 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	X	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	0	X	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	0	X	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- a. Did the driver fill out the receipt completely? **Yes**
- b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
- a. Origin of trip _____
- b. Destination of trip _____
- c. Trip purpose Getting home
- d. Cost \$8.90
- e. Gratuity \$1.60

Q: What was the description of the driver and what clothing was he/she wearing? The driver was an East Indian male, 40s to early 50s, with short receding hair and a closely trimmed mustache. He was wearing light grey slacks and a short sleeve cotton shirt in light blue, green and beige plaid. He wore no rings or watch.

7. **Overall, how was the service? Please describe your trip in detail** ([Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver](#)).

The driver was pretty quiet. He said, "Good morning, and where are we going?" when I got in the car. There was no conversation during the ride. I paid the driver and he said, "Have a nice day" when I was exiting. The cab had a few cracks in the seat leather, but otherwise was clean. He took a different route than I am used to, taking Donald St. to Scott St, which I believe is actually a quicker route. The driver accepted my credit card just fine.

RIDE #1

1. Taxi company called: **Duffy's Taxi**

Phone number used: **775-0101**

Date: **Aug 1, 2008**

Time of call: **4:18pm**

- a. Time for operator to answer the phone: 2 seconds
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? N/A minutes

Q: Please describe the telephone call. Was the operator friendly? The operator was friendly, they had me on file from last time, so they clarified my name and that I was paying with MasterCard. I was surprised, and forgot to ask how long, but it was relatively quick, so luckily I had no need to call back.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: 12 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	X	0	0	0

b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes**
 - Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.
- Origin of trip _____
 - Destination of trip 294 _____
 - Trip purpose Meet a friend at their work
 - Cost \$8.00
 - Gratuity \$1.50 cash

Q: What was the description of the driver and what clothing was he/she wearing? The Driver was Caucasian, late 40's early 50's. He had dark grey hair, a little long at the neck, and a close trimmed mustache. He wore black jeans and a dark grey and black plaid short sleeve dress shirt. He was wearing clip on sunglasses over prescription glasses, had a gold signet ring on his right hand ring finger and a gold band on his left hand ring finger. He also wore a watch on his left wrist.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

Upon entering the cab he said, "Hello, and how are you doing?" I said, "I'm well, and how are you?" He said, "I'm on the same page." He asked where we were headed. I told him the address and he knew what the business in the building was. The radio was tuned to Hot 103 somewhat loudly. He asked if I was okay with it. I said I was.

During the drive he was conversational. He talked about the weather, and the weekend. We agreed it would be nice to get out of the city. When we passed

The Kings Head (a pub) he said he might stop there for a pint later. I said it sounded like a good idea. He said I should save him a seat... or maybe two.

We got to my drop off location and he ran my card through. He then explained that they had to run it through the machine for confirmation and then again through the hard copy machine just to make sure I wasn't worried I was getting charged twice. He seemed to have no problem accepting credit cards. He did however, like the last Duffy's cab I took, put the total amount in the totals box on the credit card slip, not allowing the option to tip on the credit card. I asked for a receipt, he asked if I needed one if I had the top copy of the credit card slip. I said, "Yes please". He wished me a good weekend as I exited the car.

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **BlueLine Taxi**

Phone number used: **925-8888**

Date: **Aug 1, 2008**

Time of call: **4:57**

- a. Time for operator to answer the phone: 4 seconds
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? 10 minutes

Q: Please describe the telephone call. Was the operator friendly?

They were friendly, but quickly wanted to know my destination. I asked about credit cards and was told "Yes, no problem".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines. At the 10 min point I received a call from my cabbie letting me know he was still 10 minutes away.

3. Time it took for the taxi to arrive: 17 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	0	0	X	0

b. answering their phone	0	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0	0
f. handling of complaints	X	0	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0	0
h. willing to accept credit cards	0	0	0	0	0	X	0

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? No, I said I would fill in addresses.

b. Did the driver accept credit cards? No, he said he didn't have any forms, he's a part time driver (However on the phone I was told they would accept my credit card).

6. Please record your cost for this taxi trip.

a. Origin of trip _____

b. Destination of trip _____ . There was no number and they are new so not listed _____

c. Trip purpose _____ Grab a drink _____

d. Cost _____ \$9.00 _____

e. Gratuity _____ \$1.50 _____

Q: What was the description of the driver and what clothing was he/she wearing? The driver was a Caucasian man, he didn't really look more than 50, but he said he was retired. He was wearing a cream colored polo shirt with a dark collar and arm cuffs, and black shorts. He had a visible muscle spasm or twitch.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

The cab was very clean, CBC was on the radio. He changed it to 94.3FM once we got going, a top 40s station. He opened the door of the minivan cab front door, so I got in front with him. He told me he was a retiree with a friend who needed drivers so he takes the odd shift. He was very friendly and talkative, he asked me about other cab companies, and told me stories he had heard about people waiting for Unicity cabs. He told me he was supposed to be done, but he'd received this last call, he hoped to be on a patio in a half hour. During the drive he ran a red light on portage, right in front of the university. When he

dropped me off and I asked to pay with a credit card, he sadly informed me that the company had not provided him with credit card forms. I then paid him cash and left.

Taxi Secret Shopper Survey Form

RIDE #3

1. Taxi company called: **Spring Taxi**

Phone number used: **783-0538**

Date: **Aug.1, 2008**

Time of call: **5:43**

- a. Time for operator to answer the phone: 2 seconds, both times
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? It's on its way minutes

Q: Please describe the telephone call. Was the operator friendly?

The operator hurried me through the call and hung up before I could ask any questions. I called back to ask about credit cards, and how long. I was informed that yes they took credit cards, and the cab was on its way.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: 4 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	0	0	X	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	0	0	0	X	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	0	0	X	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes**
 - Did the driver accept credit cards? **Yes**
6. Please record your cost for this taxi trip.
- Origin of trip _____
 - Destination of trip _____
 - Trip purpose _____ to meet a friend _____
 - Cost _____ \$7.60 _____
 - Gratuity _____ \$1.40 _____

Q: What was the description of the driver and what clothing was he/she wearing? He was Caucasian, mid 40s -50s. He had mostly grey hair, and was wearing a grey T-shirt with a black leather vest and jeans. He was clean shaven, and heavy set.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

The cab was basically clean, but needed to be vacuumed. The cab drove by once, then circled back. The driver greeted me and explained that they had given the fare to another cab until I called back and said I wanted to pay with a card. He played CDs of easy listening type music that could barely be heard over the constant dispatch chatter. We did not have much of a conversation during the drive. He was very accepting of the credit card payment and was courteous.

Taxi Secret Shopper Survey Form

RIDE #4

- Taxi company called: **Unicity**
 Phone number used: **952-3131**
 Date: **August 1, 2008**
 Time of call: **6:00pm, then again at 6:18pm**
 - Time for operator to answer the phone: _____ **30s the first time, 1:10 the second time** _____
 - Were you scheduled for a taxi trip? **yes**

c. If yes, time estimate for cab to arrive? 10 minutes

Q: Please describe the telephone call. Was the operator friendly?

The operator was friendly, and when I asked about credit card payment he said “Yes, as long as it’s not the Discover Card.” I asked what he meant, and he said “Three times lately people tried to pay with a Discover card, I didn’t think they even existed anymore!” And he laughed. I was told it would take 10 minutes for a ride.

The second call, I said “Hi, I had ordered a cab to [REDACTED], I was just wondering if you could tell me how long it will be?” His response was a loud exhale, then “Car [REDACTED] will be arriving momentarily”. I said, “Awesome, thanks” and he replied with “Yeah” and hung up.

*The first call went well and the operator was courteous. The second call was not as pleasant.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

I was not given a reason, only told it would arrive momentarily. I waited another 3 minutes.

3. Time it took for the taxi to arrive: 21 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	0	0	0	0	X
b. answering their phone	0	0	0	X	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? **Yes**

- b. Did the driver accept credit cards? **Yes**
6. Please record your cost for this taxi trip.
- a. Origin of trip _____
 - b. Destination of trip _____
 - c. Trip purpose Visit a friend
 - d. Cost \$9.50
 - e. Gratuity \$2.00

Q: What was the description of the driver and what clothing was he/she wearing? The driver was an African American male wearing a long sleeved green dress shirt and jeans. He had short cropped hair that was bald on top, and wore a copper band watch on his left wrist. He was very quiet.

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

When he arrived, I was on the phone, so there was no greeting. I gave the driver the address and got off of the line. The driver was pleasant but spoke very little and the radio was not on. When we arrived he had no problem with accepting credit cards, but it was about a 5 minute process to get it all properly worked out. My card had a slight bend in it so it took 2 tries to hard copy it, then after I filled it out, he ran the card through the machine to verify, having waited until I signed the form. His car was very clean, aside from some marker graffiti on the back of his driver protection bubble.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: **Crown Taxi**
Phone number used: **291-5242**
Date: **Aug 1, 2008**
Time of call: **7:04pm**
- a. Time for operator to answer the phone: 7 seconds

- b. Were you scheduled for a taxi trip? **Yes**
 c. If yes, time estimate for cab to arrive? 10 minutes

Q: Please describe the telephone call. Was the operator friendly?

He answered the dispatch line and said, "Hello". He agreed to come pick me up. When I asked him about credit cards he seemed very hesitant to accept them. He then said, "Visa" and I agreed to paying with a Visa.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
-
-

3. Time it took for the taxi to arrive: 10 minutes

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	0	X	0	0	0
e. willingness to pick up at your establishment	0	0	X	0	0	0
f. handling of complaints	X	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	X	0	0	0

5. Please ask the driver to fill out a receipt for you.
 a. Did the driver fill out the receipt completely? **No**
 b. Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

- a. Origin of trip _____
 b. Destination of trip _____
 c. Trip purpose Getting home
 d. Cost \$8.40
 e. Gratuity \$2.00 cash

Q: What was the description of the driver and what clothing was he/she wearing? The driver was an Asian male, in his 50s. He was smoking in his car when he pulled up. He was wearing a white T-shirt and a baseball cap. His name was [REDACTED].

7. **Overall, how was the service? Please describe your trip in detail (Please include the cleanliness of the cab, your conversation during the ride, and the greeting and parting comments from the driver).**

The cab was clean. When I got in, the driver's first question was, "How did you get my number?" I told him I got it through 411. He was doubtful as apparently he is very careful to keep himself unlisted. He told me he is a private cabbie for a short list of clients. He said he used to be the president of Unicity here in town, but when it was bought out from him, he went out on his own. He told me where he vacations, and that if I want a ride with him again to make sure to give him at least 20 minutes notice, in case he is busy with another client. He was friendly enough, but skeptical about how I got his number. He took the credit card payment, though he told me he will not accept American Express. He did not give me the option to tip on the credit card. When I got out, he wished me a pleasant evening.

RIDE #1

1. Taxi company called: **Unicity**

Phone number used: **925 3131**

Date: **August 22, 2008**

Time of call: **7:24 AM**

- a. Time for operator to answer the phone: **18 seconds**
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? **3-15 minutes**

Q: Please describe the telephone call. Was the operator friendly? A gentleman answered the phone and in a clear, understandable, and pleasant voice. He said, "Unicity". I asked him for a taxi. The operator then said, "[REDACTED]" I confirmed this. The driver then said, "Is it for work or to the airport?" I responded and told him it was for work. I was then kindly asked my name and the operator told me he would send it right out. I asked if they would take a credit card and he said, "Credit card is okay". I then asked how long it would take and the operator clearly said, "About 3-15 minutes". I said thank you and the operator hung up right after.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
-
-

3. Time it took for the taxi to arrive: **10 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	0	X	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **Yes**
 - Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

a. Origin of trip [REDACTED]

Area Postal Code: R2W1P6

b. Destination of trip [REDACTED]

Area Postal Code: R3B2E9

c. Trip purpose Work

d. Cost \$ 9.60

e. Gratuity \$1.40

Q: What was the description of the driver and what clothing was he/she wearing? The driver was wearing a checkered, orange t- shirt, and grey pants. He had dark brown hair and wore glasses.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

No improvements needed to be made. The exterior and interior were clean and the windows free from smudges.

Q: What did the driver say when you asked to pay with a credit card?

The driver did not say anything, but he took in a deep breath and exhaled slowly after I handed him my Visa.

7. **Overall, how was the service? Please describe your trip in detail** (Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi the driver said, "Hello. Where are you going?" After I said hello back and told the driver my destination, he said nothing. There was no communication during this ride. When I was dropped off at the location, I said thank you to the driver and the driver responded and said, "Thank you".

Taxi Secret Shopper Survey Form

RIDE #2

1. Taxi company called: **Duffy's**

Phone number used: **775 0101**

Date: **August 22, 2008**

Time of call: **8:28 AM**

- a. Time for operator to answer the phone: **2 seconds**
- b. Were you scheduled for a taxi trip? **Yes**
- c. If yes, time estimate for cab to arrive? **5 minutes**

Q: Please describe the telephone call. Was the operator friendly? The operator who answered was a female. When she answered, she said in a kind voice, "Duffy's taxi". After requesting a ride, the operator asked for where. The operator

then asked for my name and after I told her, she told me it would be about five minutes. When asked about using a credit card, the operator answered, "That is fine". I then said, "Thank you", and hung up.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
-
-

3. Time it took for the taxi to arrive: **1 minute**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	0	X	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **No.**
 - Did the driver accept credit cards? **Yes.**

11. Please record your cost

- Origin of trip [REDACTED]
Area Postal Code: R3B 2E9
- Destination of trip [REDACTED]
Area Postal Code: R3C 5S5
- Trip purpose Personal
- Cost 5.60
- Gratuity \$1.40

Q: What was the description of the driver and what clothing was he/she wearing? The driver had short, light brown hair and wore a blue baseball cap. He also wore a blue t-shirt and a pair of jeans.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The taxi was clean inside and out. The windows were free from smudges and the floors vacuumed.

Q: What did the driver say when you asked to pay with a credit card?

The driver said, "It is all the same when the dust settles". I laughed at this remark and told him I thought that his comment was funny.

7. Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi, the driver greeted me and said, "Hello". I said, "Hello" back and he then asked, "Where did you want to go?" I gave him the address and he responded and said, "Alright then". Aside from the comment the driver made about the credit card, there was no other conversation except when I departed from the taxi. The driver said, "Thank you". I said, "Thank you" back and left the taxi.

Important Notes Originally I had called the Blue Line taxi @7:56 Am (925 8888). A male operator answered and said, "Blue Line Taxi". I said, "Hello" and told the operator I would like a cab at to the [REDACTED] entrance. The operator repeated what I said and I confirmed the destination. I then asked if they would accept credit cards and the operator responded in a kind voice, "Yes we do". I then asked how long it would take and the driver responded and said, "About ten minutes". I said, "Thank you" and the driver said, "Okay". I waited 15 minutes and called back. The phone rang four times and then the call was dropped. I called again and the call was dropped again. I waited five minutes and called back and the call was dropped again. It sounded like there was an answer but that I was hung up on when I tried to call back. I cannot say for sure. I called another number to see whether or not there was something wrong with my call but the call went through without a problem. I waited until 8:26 AM and this is when I made the call to Duffy's.

Taxi Secret Shopper Survey Form**RIDE #3**

1. Taxi company called: **Spring**
 Phone number used: **774 8295**
 Date: **August 22, 2008**
 Time of call: **8:50**

- a. Time for operator to answer the phone: **3 seconds**
 b. Were you scheduled for a taxi trip? **Yes**
 c. If yes, time estimate for cab to arrive? **5 minutes**

Q: Please describe the telephone call. Was the operator friendly?

A woman operator answered and +
 said, "Spring". I said hello and asked for a taxi to the [REDACTED] on Donald
 and Portage. The operator kindly asked who it was for and then I gave her my
 name. I then asked the operator how long it would take and she told me it would
 take five minutes. I then asked her if she was taking credit cards and she replied
 with a, "No Problem. It should be there right away". I said, "Thank you". The
 operator said nothing.

2. Note: If taxi does not arrive within stated time, please call back and ask why it
 has not arrived. If you have to do this, please relate response on following
 lines.

3. Time it took for the taxi to arrive: **3 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	0	0	X	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up	0	X	0	0	0	0

at your establishment

f. handling of complaints	N/A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. appearance of vehicles	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. willing to accept credit cards	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please ask the driver to fill out a receipt for you.

a. Did the driver fill out the receipt completely? yes ___no

b. Did the driver accept credit cards? yes ___no

6. Please record your cost for this taxi trip.

a. Origin of trip

Area Postal Code R3C 5S5

b. Destination of trip

Area Postal Code: R2W 3S4

c. Trip purpose Shopping

d. Cost \$8.50

e. Gratuity \$1.50

Q: What was the description of the driver and what clothing was he/she wearing? The driver had red short hair, a red beard and wore glasses. He was wearing a long sleeved, white checkered shirt and beige shorts.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

No improvements were observed to be required. The inside and outside of the taxi were clean as well as the windows and floors. The windows were closed, except the back ones, which were open about an inch. It was raining outside and this made the taxi very hot and humid. It may have been a good idea to put the air conditioning on but I am not sure if there was any or if it was simply broken or a preference for the driver not to have it on.

Q: What did the driver say when you asked to pay with a credit card?

The driver did not say anything. He simply took my card and wrote down the information.

7. Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the driver asked where I was going and I told him to [REDACTED] on Main. The driver then said, “Main and Redwood?” I confirmed this and said, “Yes”. There was no conversation between the driver and I. While in the taxi, I made a comment and said, “Wow, is it ever hot”. The driver did not respond. When we arrived at the destination, the driver took my Visa and processed it. He handed me the slip to signature and gave a receipt to me. I said, “Thank you”. The driver did not say anything. I then left the taxi.

Important Notes. Originally I called the Co op Taxi @ 8:47 AM (999 7914).An answering machine picked up and said, “I am sorry I cannot take your call. Please call another company and you will get a ride. Thank you and good bye”. I called back at the same number and the same answering machine message came on. This is when I decided to call the Spring taxi.

Taxi Secret Shopper Survey Form

RIDE #4

1. Taxi company called: **Yellow**
 Phone number used: **582 7777**
 Date: **August 22, 2008**
 Time of call: **9:19 AM**
 - a. Time for operator to answer the phone: **4 seconds**
 - b. Were you scheduled for a taxi trip? **Yes**
 - c. If yes, time estimate for cab to arrive? **5-10 Minutes**

Q: Please describe the telephone call. Was the operator friendly?

A gentleman answered the phone and said in a clear and kind voice, “Yellow Taxi”. I then asked for a taxi to my destination. The operator then said, “Main and Redwood”. I confirmed this. They then said, “Okay I will send one out”. I asked how long take and the operator responded, “It will be about five to ten minutes. I

asked if they took credit cards and the operator told me that they did not take credit cards.

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.
-
-

3. Time it took for the taxi to arrive: **7 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0
b. answering their phone	0	0	X	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
- Did the driver fill out the receipt completely? **No**
 - Did the driver accept credit cards? **Yes**

6. Please record your cost for this taxi trip.

- Origin of trip [REDACTED] Main Street
Area Postal Code: R2W3S4
- Destination of trip [REDACTED] Machray Avenue
Area Postal Code: R2W 1B1
- Trip purpose Medical/Personal
- Cost \$6.90
- Gratuity \$1.10 (est)

Q: What was the description of the driver and what clothing was he/she wearing? The driver had dark, short black(ish) hair with silver/grey hairs.

He wore a long sleeve, white checkered shirt and beige shorts.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The taxi was clean and in good condition. No improvements were necessary. The vehicle was a wheel chair accessible van. All equipment was observed to be in good working condition.

Q: What did the driver say when you asked to pay with a credit card?

Normally “Yellow” taxi does not take credit cards, but this driver said I could pay with one if I wished as it was a Spring Taxi. The driver had no problem with this, though I still paid with cash.

7. Overall, how was the service? Please describe your trip in detail (Please include your conversation during the ride, and the greeting and parting comments from the driver).

A spring taxi had pulled up into the Shoppers drug mart parking lot. The driver looked at me and waved and gestured to come over to the vehicle. I said to him, “ I called Yellow”. The gentleman smiled and said in a calm, clear, and kind voice, “Yes they called us. Yellow called us to come and get you”. I then said, “Great” and got into the vehicle. I sat in the front with the driver as it was a wheel chair accessible van and I preferred not to sit in the back for a change. The driver said, “Hello. How are you today?” I responded and told him that I was doing well. The driver then asked me where I would like him to take me and I told him to [REDACTED] on Machray and McGregor. The driver then smiled and said, “Yes, yes, I know where this is. No problem”. The driver made a comment that it was very humid and wet outside and I smiled and agreed. No other conversation took place until we arrived at the destination. I asked the driver if he took credit cards and he replied that Yellow taxi does not, but Spring does. I said, “I was wondering, because I did call Yellow”. The driver commented, that they are trying to get the Yellow Taxi started and that they take many of their calls for them, while in the process of getting them started. I told him that was great to know another Taxi service will be available. The driver smiled and said, “Yes. Yes”. I then took my money out and gave him the fair. The driver smiled and said, “Thank you. Have a great day”. I got out of the taxi and told the driver to have a nice day as well.

Important Notes I had initially called the Yellow taxi @ 582 7777, but a Spring taxi showed up as my ride instead of a Yellow taxi. I confirmed that it was the taxi for me.

Taxi Secret Shopper Survey Form

RIDE #5

1. Taxi company called: **Unicity**

Phone number used: **925 3131**

Date: **August 22, 2006**

Time of call: **9:44 AM**

- a. Time for operator to answer the phone: **2 seconds**
- b. Were you scheduled for a taxi trip? **Yes.**
- c. If yes, time estimate for cab to arrive? **10 minutes**

Q: Please describe the telephone call. Was the operator friendly?

The operator said, "Unicity Taxi". I said hello and told him my destination. The operator asked me what my name was and I told him. I asked the driver if they are still taking credit cards and he responded, "Yes we are". I said, "Great". The operator then said, "Okay, we will have one out in 10 minutes". I said, "Thanks a lot" to which the operator replied, "Yep, thank you".

2. Note: If taxi does not arrive within stated time, please call back and ask why it has not arrived. If you have to do this, please relate response on following lines.

3. Time it took for the taxi to arrive: **5 minutes**

4. How would you rate the taxi service you received?(Please replace oval with X)

	N/A	5 Very Good	4 Good	3 OK	2 Poor	1 Very Poor
a. promptness of arrival	0	X	0	0	0	0

b. answering their phone	0	X	0	0	0	0
c. courtesy of drivers	0	X	0	0	0	0
d. appearance of drivers	0	X	0	0	0	0
e. willingness to pick up at your establishment	0	X	0	0	0	0
f. handling of complaints	N/A	0	0	0	0	0
g. appearance of vehicles	0	X	0	0	0	0
h. willing to accept credit cards	0	X	0	0	0	0

5. Please ask the driver to fill out a receipt for you.
 - a. Did the driver fill out the receipt completely? **No**
 - b. Did the driver accept credit cards? **Yes**
6. Please record your cost for this taxi trip.
 - a. Origin of trip [REDACTED] Machray Avenue
Area Postal Code: R2W1B1
 - b. Destination of trip [REDACTED]
Area Postal Code: R2W 1P6
 - c. Trip purpose Return Home
 - d. Cost \$4.90
 - e. Gratuity \$2.00

Q: What was the description of the driver and what clothing was he/she wearing? The driver had short, dark brown hair. He wore a long sleeved white shirt but rolled up to his elbow. The driver also wore a pair of beige pants.

Q: Was the taxi clean? Were there any improvements that could be made to the cleanliness of the vehicle?

The taxi was clean on the inside and out. The windows and floors were also in good condition.

Q: What did the driver say when you asked to pay with a credit card? The driver said, "Of course, it does not matter to me".

7. **Overall, how was the service? Please describe your trip in detail** (Please include your conversation during the ride, and the greeting and parting comments from the driver).

When I entered the taxi, the driver looked me with a smile and said in an excited voice, "Hello (my name). How are you doing my friend?" I smiled back and said, "Oh hello, how are you?" The driver responded and said that he was just fine and asked me how I was again. I said, "I am great?" The driver then asked me, "So. Where can I take you (my name)?" I smiled and told him, "Please take me home". The driver then asked, "Where is home?" I told him my address and he responded, "No problem". The driver spoke to me as we drove. As we pulled up to my home and as I was getting out of the taxi he said, "I hope I see you around". To this I replied, "You will certainly see me around". The driver then asked, "Would you like my number for next time?" I said, "Sure and I will call you next time I need a ride. You are very kind". The driver filled out a receipt after I asked and handed it to me. I said, "But it is not all filled out". The driver then said, "That is okay, you fill it out with the information you need". I said, "Okay, thanks. Have a great day. By the way what is your name again? He said, "██████". I said, "Well thank you ██████, Maybe I will see you soon". The driver said, "Yes (my name). Have a good day". I then smiled and left the vehicle.

Important Notes: Rides number 4 and 5 did accept credit cards and had no problem with accepting mine. As I went to pay for the 4th cab, I realized that I had misplaced my card or possibly put it somewhere different in my wallet, but could not find it. I made no mention of this and just paid with cash. I thought that when I called the 5th taxi that I would find my card while waiting, but I did not. Hence I paid with cash again. I also thought that when driver #5 told me I could call him next time I needed a ride that he would give me his car # but instead he put a number on what I thought was his receipt for me. It was a personal number.

APPENDIX D

Taxi Deregulation Results in Other Cities

Comparison with Other Cities

The failure of the U.S. taxicab industry open entries deregulation is well documented. Dr. Sandra Rosenbloom of The University of Texas, and Dr. Roger Teal of The California State University have separately concluded that taxi deregulation has failed to demonstrate any substantial benefits to drivers, taxi firms, or users.^{1,2} Dr. Paul Dempsey, in summarizing the empirical data from these researchers' studies and other commissioned studies³, listed the results of taxi deregulation in 21 major U.S. cities prior to 1983. These were:

1. A significant increase in new entry;
2. A decline in operational efficiency and productivity;
3. An increase in highway congestion, energy consumption and environmental pollution;
4. An increase in rates;
5. A decline in driver income;
6. A deterioration in service; and
7. Little or no improvement in administrative costs.⁴

Other notable authors having once advocated taxi deregulation by removing the maximum number of cabs authorized to provide service and recognizing single owner/drivers as a cab company have since changed their minds based on the empirical evidence and the failure of their own recommendations.

"The taxicab industry has undergone significant changes in the last decade or so. It passed from a regulated industry to a deregulated one in many cities and municipalities and back again to the regulated environment. A lot of economists who were arguing that regulation causes perverse effects on taxicab industry performance have changed their minds after having observed this industry operating without entry and fare regulations and have invoked back the regime of regulation."⁵

¹ Rosenbloom, Sandra The Taxi in the Urban Transport Systems, The Private Challenge To Public Transportation (Charles Lane, ed., 1984)

² Teal, Roger & Berglund, Mary, The Impacts of Taxicab Deregulations in the U.S.A., Journal of Transportation Economics of policy, Volume #37, (Jan. 1987)

³ Dempsey, Paul Stephen, "Taxi Industry Regulation, Deregulation & Regulation: The Paradox of Market Failure" Transportation Law Journal, University of Denver, College of Law, Denver, Colorado, Volume 24, #1, Summer 1996, p.102

⁴ Dempsey, Op. Lite, p. 102

⁵ Gatzoglanis, Anastassios, "The Taxicab Industry: Theoretical and Empirical Evidence from (De) Regulation," Proceedings; International Conference on Taxi Regulation, Montreal, Canada, 1992, p.57

An entry proponent of taxicab deregulation, Professor Teal writes:

"By the late 1980's, the returns were in on the taxi deregulation experiences. These took two forms. The first was actual data on the post-deregulation experiences, obtained in part through studies sponsored by the U.S. Department of Transportation (Gelb, 1982; Gelb, 1983a; Gelb, 1983b; Teal et al., 1984). The second involved the responses of the local governments which had initiated the regulatory changes, namely continuation, modification, or abandonment of these policies.

"Both analytically and politically, economic deregulation fared relatively poorly, particularly compared to the expectations of its proponents. The local governments which had adopted the most far-reaching forms of deregulation eventually either completely abandoned this policy or sharply scaled back the most significant features of deregulation. In addition, the only comprehensive empirical study of the deregulation experiences came to the conclusion that the benefits of deregulation were "insubstantial" in most locales (Teal and Berglund, 1987). While some economists continue to argue on theoretical grounds for deregulation, apparently not willing to concede to the empirical evidence (Frankena and Pautler, 1984 is an early example; Travers Morgan, 1988 a more recent example), the political debate appears to be largely over. **No large American city has deregulated its taxi industry during the past several years, and the issue has essentially disappeared from the active urban transportation policy agenda.**"⁶ (Original citing from 1992, but is still viable today.)

The deregulation and then re-regulation of taxicabs in the city of Seattle is indicative of the taxicab deregulation experienced by many major U.S. cities. James J. Buck, Manager of Seattle's King County Division of General Services, writes:

"In 1979, the Seattle City Council adopted legislation which eliminated the population ratio as an entry limitation for taxicab licenses. You could license as many cabs as met the licensing requirements, i.e., application fee, insurance, inspected and approved vehicle and taximeter, approved name and color scheme, and approved ownership. At the same time, rates were whatever the licensee filed with the City, as long as the rate followed the prescribed form and was reflected on the taximeter.

"Did the market regulate entry and rates? NO. Were there problems? YES. Rate gouging. Short haul refusals. Surly and discourteous treatment of passengers. Fights at cab stands at the Airport. Experiential data concerning accidents and safety became very damaging, impacting insurance rates and coverage. Government regulators were constantly barraged by industry complaints that "deregulation" wasn't working, they couldn't make any money, unsafe vehicles on the street, tension and animosity among drivers with the potential for violence, etc. Pleas for reviews were frequent."⁷

⁶ Teal, Roger F., "An Overview of the American Experience with Taxi Deregulation" Proceeding IATR, Montreal, Canada, 1992, p. 123

⁷ Buck, James J., "The Seattle U-Turn" Proceedings, International Conference on Taxicab Regulation, Montreal, Canada, 1992, p.141-142

By 1984, taxicab deregulation in King County was dead -- completely reversed with fixed limit on taxicab licenses.

By far the most comprehensive analysis of taxicab deregulation and re-regulation was prepared by Price Waterhouse's Office of Government Services.⁸ Six U.S. cities which had deregulated their taxicab previously through open entry were examined in depth. The executive summary of this Price Waterhouse report concludes:

"Deregulation introduced several immediate changes in taxi supply, price, and service quality in the six cities for which detailed case study information is available (Berkeley, Oakland, Phoenix, Portland, San Diego, and Seattle.) The experience of these cities generally indicates that the benefits of deregulation were devalued by unanticipated and unattractive side effects:

"Although the supply of taxi services expanded dramatically, only marginal service improvement were experienced by consumers. Within a year of deregulation, the supply of taxi services increased an average of 23%. Because most new entrants were independent operators and small fleet owners with limited capability to serve the telephone-based market, most new service was concentrated at already well-served locations -- such as airports and major cabstands. Customer wait times at these locations, already short, were reduced further. Response times in the telephone market were similar to pre-deregulation performance. **Trip refusals and no-shows, however, increased significantly.**

"Prices rose in every instance. Paradoxically, the influx of new entrants did not invoke the price competition typically experienced in other newly-deregulated industries. **Prices rose an average of 29% in the year following deregulation.** There appear to be two sources of this unexpected event. First, fare increases prior to deregulation had consistently lagged cost increases. Veteran operators thus corrected prices at the first opportunity. Second, new entrants generally charged higher fares than the veteran operators. The cabstand markets on which these operators focused their services are generally price insensitive and, because of the first-in first-out nature of taxi queues, comparison shopping is discouraged. For these reason, the new entrants had no incentive to introduce price competition.

"Service quality declined. Trips refusals, a decline in vehicles age and condition, and aggressive passenger solicitation associated with an over-supply of taxis are characteristic of a worsening in service quality following deregulation.

"The negative aspects of deregulation were especially evident at airports and major tourist attractions. As a result, deregulation often acquired the enmity of the business community and adverse media coverage. **These effects were most closely associated**

⁸ Analysis of Taxicab Deregulation and Re-regulation, Price Waterhouse, Office of Government Services, Washington, D.C., 1993

with cities that implemented an "open entry" policy that enabled influx of independent owner-operators that were unaffiliated with companies or taxi cooperatives.

The airport taxicab system might have an impact on low-income and residential users - the primary market for non-airport taxicabs. Professor Gorman Gilbert, one of the country's foremost writers on taxicabs and former Commissioner of the New York City Limousine and Taxi Authority writes the following:

"The increase in taxicab fares in residential areas produces a particularly bitter impact on low-income persons. A major and increasing proportion of residential taxicab business originates in low-income or minority neighborhood...this is not surprising since residents in these areas are often dependent on taxicab service for mobility. These trips are for essential purposes, such as trips to grocery stores and medical factories. In contrast, the trips from airports and downtown hotel stands are made by persons who are clearly more affluent businesspersons, vacationers, and conventioners.

"Increasing fares to residential areas means that the impact of more taxicabs is borne disproportionately by low-income persons. In other words, *those who can least afford to pay would be charged the most...* Those who follow the academic argument of 'letting the market decide' taxicab fares are really 'letting the poor pay more.'"⁹

⁹ Gilbert, Gorman, Effect of Open Entry and Variable Fares on the Cost of Taxicab Service to Residential Areas, 1984

APPENDIX E

Winnipeg: An Economic Analysis of Probable Demand For Future Taxi and Limousine Services

Understanding Economic Development

Many factors drive the economies of communities. Some of the more significant factors are population growth, availability of natural resources, tax rates, money supply, capital expenditures, and savings rates. Economics is an imperfect science with causes and effects not fully understood. Moreover, there are some variables in which it is difficult to determine which is the condition precedent. For instance, does economic growth lead to population growth or conversely, does population growth lead to economic growth? It is not always clearly understood which is the independent variable and which is the dependent variable.

Nevertheless, some understanding of a community's economy can be realized by reviewing historical economic data, underlying policies and resource availability, demographic trends, and extrapolating projections based on historical data and current and foreseeable events.

Overview of Winnipeg's Economy

Winnipeg is Canada's eighth largest city with a population just slightly larger than Hamilton, Ontario. Winnipeg represents 55% of the Manitoba economy and thus, Manitoba's economic prospects are closely tied to Winnipeg's economy.

Winnipeg has a highly diversified economy with a significant presence of manufacturing, transportation, agriculture, hydroelectricity, minerals, finance and trade. Manufacturing is the largest of the economy at 12% of GDP. Winnipeg is dominated by service industries with service constituting 73% of the GDP. Manitoba, of which Winnipeg is a significant portion, has proven to be the most stable provincial economy over the past decade.

For comparison purposes, Nova Scotia, Saskatchewan, Alberta, British Columbia were selected as comparable provinces since Manitoba has a population that is larger than two of the comparable provinces (Saskatchewan and Nova Scotia) and smaller than two (i.e., British Columbia and Alberta).

Manitoba had the steadiest economic growth from 2004 to 2007, ranging from 2.3% to 3.1% when compared to Nova Scotia, Saskatchewan, Alberta and British Columbia. Each of these

comparable provinces had economic growth which was more variable, ranging from -0.3% to 6.5%. Given that Winnipeg is 55% of Manitoba's economy, the economic performance of Manitoba is a reasonable surrogate from Winnipeg's economic performance.

Manitoba's economic growth is buttressed by the growth of capital expenditures that is greater than the comparable provinces. Not surprisingly, Manitoba's manufacturing sales have grown steadily during the period from 2004 to 2007 while the manufacturing sales of the comparable provinces have slowed during the same period.

Despite the highly diversified economy, Winnipeg has a population growth rate that has been well below that of similar sized cities, slightly larger Canadian cities, and Canada's largest cities (i.e., Toronto, Montreal, and Vancouver). See Figure 1.

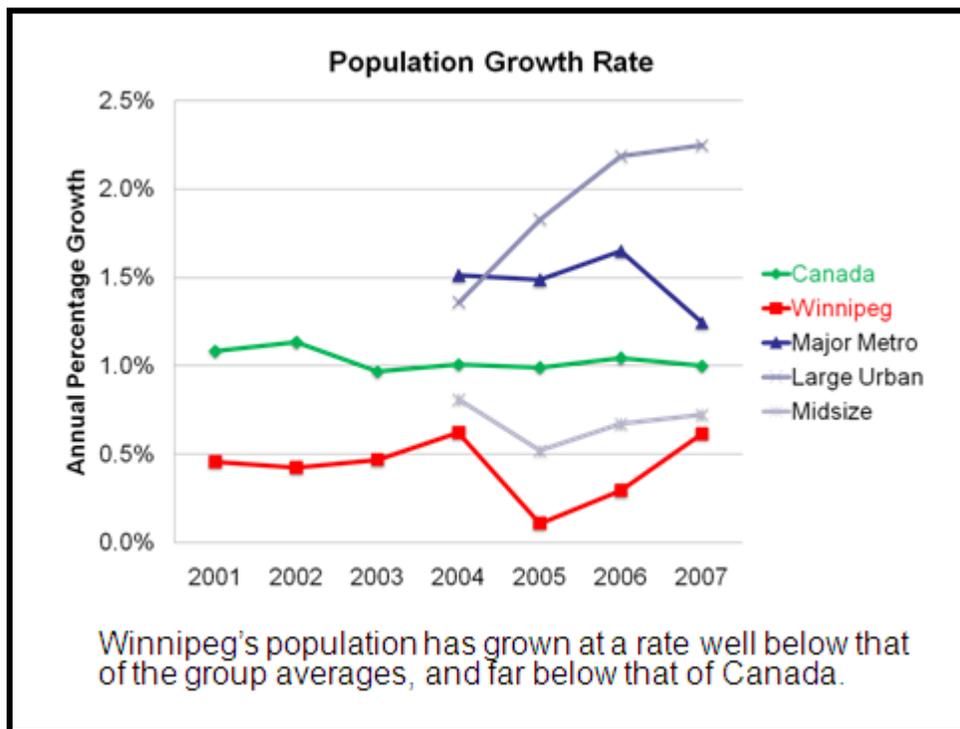


Figure 1: Annual Population Growth

Thus, Winnipeg's diversified and steady economy has not translated into a population growth that equals similarly-sized or larger Canadian cities. Moreover, projections for Winnipeg's economic growth are average for Canadian cities through the year 2011. The yearly net migration of population was negative in four of the seven years from 1999 to 2006.

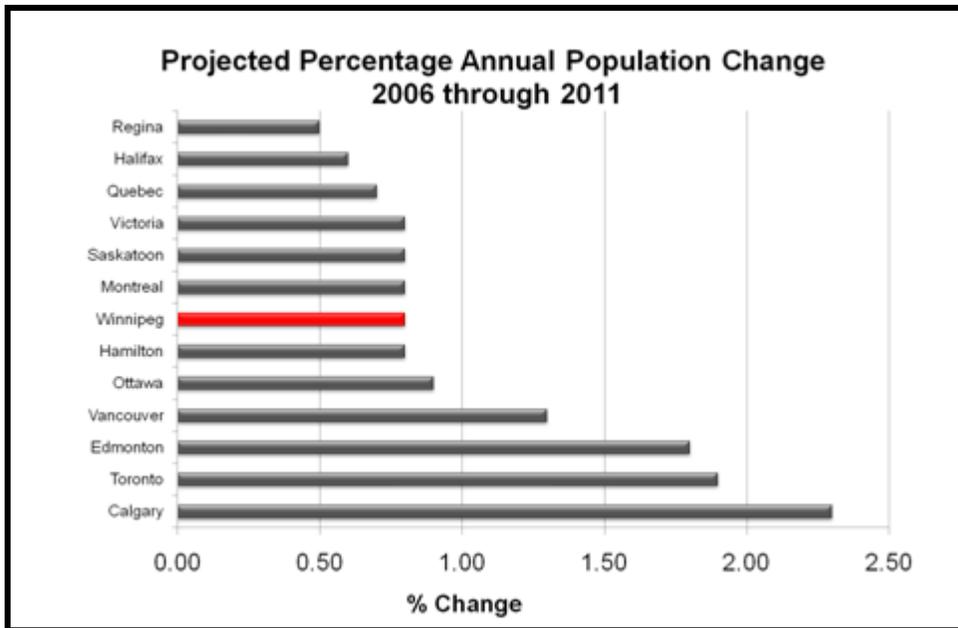


Figure 2: Projected Annual Population Growth

Winnipeg has housing prices that are consistent with similarly sized cities, but housing prices less than in the largest Canadian cities.

Winnipeg represents a low cost of business environment as household median income is only slightly above Canada and lower than midsize and large cities. Thus Winnipeg represents a low cost major Canadian city. A review of Manitoba’s median income provides similar insights—the province of Manitoba is a lower cost province than comparable provinces.

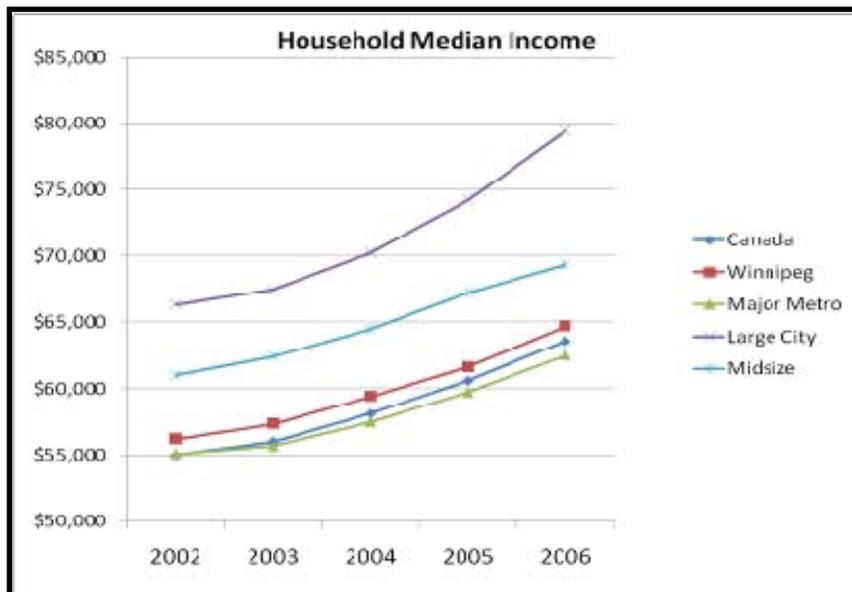


Figure 3: Household Median Income

A related benefit often associated with lower cost communities is lower unemployment rates. The data confirms that Winnipeg has unemployment rates lower than larger cities, as well as lower than comparable cities.

Finally, Winnipeg has less tourist appeal than comparable cities based on data indicating the number of trips to the region by Canadians.

Assessment of the Economic Impact

Winnipeg can expect a modest population growth which is less than larger Canadian metropolitan areas.

	<u>% Growth</u>	<u>Projected 2013 Population City of Winnipeg</u>	<u>Projected 2013 Population Winnipeg CMA</u>
Higher than expected:	1.2%	40,150	43,801
Most likely:	0.8%	26,553	28,968
Lower than expected:	0.4%	13,171	14,368

Implications for the Taxi Industry

There are several factors that contribute to the growth in the taxi industry. The most important is population growth, and population growth is strongly correlated to the rate of economic growth. Based on the analysis of Winnipeg's historical and expected economic growth the following are reasonable conclusions:

1. Winnipeg will have steady economic growth over the next five (5) years based on the level of capital expenditures and a highly diverse economy;
2. Winnipeg will experience modest and steady population growth;
3. Winnipeg's economy will have less volatility than similar sized Canadian cities; and
4. Winnipeg can expect a modest population growth which is less than larger Canadian metropolitan areas.

Projections for Winnipeg's 2013 population are shown in Figure 4.

	<u>% Growth</u>	<u>Projected 2013 Population City of Winnipeg</u>	<u>Projected 2013 Population Winnipeg CMA</u>
Higher than expected:	1.2%	40,150	43,801
Most likely:	0.8%	26,553	28,968
Lower than expected:	0.4%	13,171	14,368

Figure 4: Projected Winnipeg Population Growth

The implications for Winnipeg's taxi industry follow from the expected, historical economic growth, the modest population growth, and modest tourism. Winnipeg will likely have between 13,171 (representing 0.4% annual population growth) and 40,150 new residents (representing 1.2% annual population growth). The projected modest population growth is consistent with past population growth rates for Winnipeg, as well as projected growth rates. Such growth will be enabled by Winnipeg's diversified economy which yields steady if unspectacular economic growth. Winnipeg's historical lack of tourism is unlikely to change in the short term.

Once the base demand for Winnipeg taxi service is determined—with a base year of 2007—Winnipeg will not be required to make dramatic changes in the number of additional taxis beyond the demand for the base year. For instance, if the base demand for 2007 is indexed at 100, then the increase in demand for taxi services should increase by approximately the following percentages by 2013:

High growth: 7.4%

Moderate growth: 4.9%

Low growth: 2.4%

These increases in the number of cab permits could be adjusted by a factor of two (2) if other extraordinary circumstances arose such as a dramatic increase in fuel prices, a sudden rise in the other costs of owning and operating motor vehicles, or some unforeseen factor which stimulated the demand for taxi services. This increase in demand however, would be reflected in a surge in the number of trips per day per taxi. If a program of awarding more taxis based on actual demand observed from electronic trip counts of all taxis, then the number can be increased or decreased as the real need or demand is identified.