

Driver Training Delivery Options and Considerations

Through research and engagement, Administration has identified the following four options for the delivery of training requirements to all vehicle for hire drivers:

Option 1 (Recommended): The City of Edmonton mandates content requirements and develops the training program. Industry Delivers the training.

This option involves Administration setting the required learning outcomes for drivers and developing a full curriculum to teach the knowledge and skills that drivers are expected to learn. Dispatchers would assume responsibility for delivering the City's approved training to their drivers.

Considerations:

- Authority: Administration would require delegated authority of the City Manager to establish an approved training program.
- Implementation: This option represents shared responsibility for training development and delivery between The City and the vehicle for hire industry, which allows for the most efficient implementation timeline, greater buy-in and subject matter expertise from the industry and would result in a comprehensive curriculum that would fill the current gaps.
- Financial: This option is estimated to cost Administration approximately \$225k to support funding for two temporary training development and design specialists.
 - Impact to Vehicle for Hire Reserve: Funding for this option will be derived from the Vehicle for Hire Reserve, which can accommodate this expense without significant impact to current or future proposed programming and initiatives.
- User Experience: With industry responsible for delivering training, approved content can be incorporated into industry's existing training delivery mechanisms. Smaller dispatchers who may not have capacity for the development of comprehensive training programs will be provided with that content.
- Oversight: Administration would have a reasonable level of oversight with respect to training quality, although care must be taken to ensure dispatchers are held accountable for delivering the approved training

as designed. To provide improved oversight from the current state, it is proposed that Administration audit training activities to ensure that dispatchers are compliant with training requirements.

- Outcomes: Administration anticipates that this option provides the best outcomes for the training program. This option provides appropriate oversight to delivering a program which will benefit users, while balancing cost considerations. This option also reflects the dispatchers role of providing training to their drivers.

Option 2: The City of Edmonton mandates content requirements. Industry develops and delivers the training.

This option involves Administration setting the required learning outcomes for drivers. Dispatchers would assume responsibility for developing a full curriculum in accordance with the City's requirements to teach the knowledge and skills that drivers are expected to learn, and for delivering the training to their drivers.

Considerations:

- Authority: Administration would require delegated authority of the City Manager to establish minimum requirements for training content.
- Implementation: This option may result in a longer period of time for content development - as it would be the responsibility of individual dispatchers.
- Financial: There is no additional cost to The City. All costs would be borne by the Dispatchers. Work to finalize major training content themes has been finalized, and themes would be instituted as City Manager-approved training content.
 - Impact to Vehicle for Hire Reserve: None
- User Experience: This option presents a challenge in ensuring equitable and consistent application of training across the industry, which may be reflected in the customer experience.
- Oversight: Administration would have limited oversight of the quality of training content and delivery.
- Outcomes: While this option is the most cost effective to the City, it will increase costs for industry. A lack of consistency across the training may mean that drivers are required to undertake multiple training courses should they switch dispatchers, increasing barriers for them. This option may not be considered as delivering the intended outcomes for passengers, as the industry would be regulating their own content creation and delivery.

Option 3: The City of Edmonton mandates content requirements, develops the training program, and delivers the training.

This option involves Administration setting the required learning outcomes for drivers, developing a full curriculum to teach the knowledge and skills that drivers are expected to learn, and delivering the training to all drivers.

Considerations:

- Authority: Administration would require delegated authority of the City Manager to establish and deliver an approved training program
- Implementation: Although content could be developed relatively quickly, this option may have the longest period of time for implementation, as training delivery would be constrained by limited internal resources.
- Financial: Preliminary cost estimates projected to be approximately \$1 million, including one-time/startup costs related to funding resources for content development and further, ongoing funding to enable ongoing training. Additional costs for developing registration systems, arranging training schedules and facilities would also be required.
 - Impact to Vehicle for Hire Reserve: Unless decisions were made to fund the program through user fees or other tax levy allocations, this option is forecasted to deplete the Vehicle for Hire reserve by the end of 2026. Further, this forecast assumes no additional spending apart from operations would occur, meaning that there would be no funding available to accommodate any other program resourcing or expenditures indicated on the 2023/2024 Vehicle for Hire Work Plan.
- User Experience: This option would provide the most consistent application of training, and is likely the best opportunity for ensuring consistent and positive customer experiences.
- Oversight: Administration would have full oversight of the quality of training design and delivery.
- Outcomes: While this option delivers the highest outcomes for user experience and oversight, it does so at the expense of other work plan items. Administration does not feel the outcomes achieved represent the best use of time or resources.

Option 4: The City of Edmonton mandates content requirements and procures a vendor to develop and deliver the training.

This option involves Administration setting the required learning outcomes for drivers, and procuring and directing a vendor specializing in course design and delivery. The specialist would develop a full curriculum to teach the knowledge and skills that drivers are expected to learn, and to deliver the training to all drivers.

Considerations:

- Authority: Administration would require delegated authority of the City Manager to establish and deliver an approved training program.
- Implementation: Engaging a third party specializing in course design and delivery would overcome internal resourcing constraints and may result in more rapid and nimble development and delivery of the training program compared to a City-led training program. The City can procure a specialist with their own instructors, facilities to deliver in-person training, and software to deliver online content.
- Financial: Additional analysis will be required to cost out this option, but preliminary estimates are projected to be up to \$1 million in Request for Proposal development and execution, one-time/startup costs related to content development and training existing drivers, plus ongoing contract costs.
 - Impact to Vehicle for Hire Reserve: This option is forecasted to deplete the Vehicle for Hire reserve by the end of 2026. Further, this forecast assumes no additional spending apart from operations would occur, meaning that there would be no funding available to accommodate any other program resourcing or expenditures indicated on the 2023/2024 Vehicle for Hire Work Plan.
- User Experience: With careful procurement and vendor oversight, the user experience is likely to be comparable with that of an entirely City-led training program (Option 3).
- Oversight: Administration would not have direct oversight of the quality of training design and delivery; however, any concerns could be remedied through contract enforcement and/or replacement of the vendor. The risk of reduced oversight may be offset by the fact that the vendor can offer a higher degree of expertise in training development and delivery than could be achieved using internal resources.
- Outcomes: This option offers some benefits in that it may be more flexible and quicker to deliver than other options. However, because of this option's inability to deliver on other work plan items, Administration does not feel the outcomes achieved represent the best use of time or resource.