



# REGIONAL MUNICIPALITY OF WATERLOO LICENSING AND RETAIL COMMITTEE MINUTES

Tuesday, December 11, 2012

11:30 a.m.

Regional Council Chamber  
150 Frederick Street, Kitchener, Ontario

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Present were: Chair G. Lorentz, L. Armstrong, D. Craig, J. Mitchell, and K. Seiling

Members absent: J. Wideman

## DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared.

## DELEGATIONS

- a) Marion Massri and Khaled Zaitoun appeared before Committee on behalf of Jamal Abuthaher with respect to Pink Ladies Logistical Services Business Plan. They provided a summary of the business plan, market analysis, target market, and the company strategy. A copy of the [submission](#) is appended to the original minutes.

Committee members asked the delegations what type of business it would be registered under. They noted that the business would be registered under Special Services.

Committee members expressed concerns with the lack of information and suggested that staff meet with the delegation to discuss the business plan further and report back.

Committee members introduced a recommendation.

MOVED by J. Mitchell

SECONDED by D. Craig

THAT staff be directed to review “Pink Ladies Logistical Services” dated December 4<sup>th</sup>, 2012 and meet with Jamal Abuthaher and report back to Licensing and Retail Committee.

## CARRIED

- b) Dave Byers, President, Taxi Association, appeared before Committee regarding the taxi ratios highlighting that business has been decreasing and that is why the industry is requesting an increase to the taxi-cab ratio. He expressed his concern with New Hamburg Taxi offering discounts and advertising in Kitchener. He noted that when the population increases and more taxi-cab licenses are needed then the by-law could be changed to accommodate the demand at that time.
- c) Cory Ziolkoski, New Hamburg Taxi, appeared before Committee with respect to the taxi-cab ratios. He highlighted that New Hamburg Taxi is not in support of staff’s recommendation to increase the ratio. He stated that his company is trying to properly service the Township of Wilmot and the increase to the taxi-cab ratio is only in the interest of the four large city corporations. A copy of his [submission](#) is appended to the original minutes.

Committee members asked the delegation how many taxi-cab licenses are needed in order to serve the Township better and if an accessible license would help. C. Ziolkoski noted that an accessible license would help but doesn't solve the problem and indicated that two additional taxi-cab licenses would improve their current situation.

Kris Fletcher, Director, Council and Administrative Service/Regional Clerk provided background information with respect to boundaries.

- d) Michael Druker, TriTag appeared before Committee with respect to the taxi-cab ratios. He highlighted that TriTag was not in support of staff's recommendation to increase the taxi-cab ratio noting that it would be a setback for the urbanization and transportation goals of the Region of Waterloo. A copy of the [presentation](#) is appended to the original minutes.

### **REPORTS - Corporate Resources**

- a) CR-CLK-LIC-12-006, Regular and Accessible Taxi Ratios

K. Fletcher introduced the report providing background information and highlighting that part b) of the recommendation must be passed today in order to meet requirements under the *Accessibility for Ontarians with Disabilities Act*. She noted that the taxi-cab industry requested the ratio be increased and that Committee could refer part a) of the recommendation back to staff for further thought and process.

Committee members asked for clarification with respect to taxi-cab ratio affecting the Accessible taxi-cab licenses. K. Fletcher noted that accessible numbers are not tied to the taxi-cab ratio.

Committee members discussed the report and asked that the recommendation a) and b) be taken separately and that no action be taken with respect to recommendation a).

MOVED by K. Seiling  
SECONDED by J. Mitchell

THAT The Regional Municipality of Waterloo amend the Taxi-Cab Meter By-law, to implement the following changes:

- Incrementally increase the number of accessible taxi-cabs. For brokers that have 10 or more taxi-cabs, that a minimum of 7% of such fleets be comprised of accessible taxi-cabs by January 1, 2017 and that a minimum of 10% of such fleets be comprised of accessible taxi-cabs by January 1, 2022. For brokers that have less than 10 taxi-cabs, that such fleets have at least one accessible taxi-cab by January 1, 2017.

CARRIED

MOVED by K. Seiling  
SECONDED by D. Craig

THAT the existing taxi ratio outlined in By-law 04-069, A By-law to Licence, Regulate and Govern Brokers, Owners and Drivers of Taxi-cabs be Equipped with Taxi-cab Meters within the Regional Municipality of Waterloo, as amended be maintained.

CARRIED

b) CR-CLK-LIC-12-007, Annual Report – 2012 Regional (Area) Weed Inspector

Received for information.

**ADJOURN**

MOVED by D. Craig

SECONDED by L. Armstrong

THAT the meeting adjourn at 12:26 p.m.

CARRIED

**COMMITTEE CHAIR, *G. Lorentz***

**COMMITTEE CLERK, *E. Flewwelling***

Organizations do not need permission from the OHRC to develop or designate a special program. This means that special programs can be put in place without delay.

### ***What the Code says***

Under Section 14 of the *Code*, it is not discrimination to put in place a program if it is designed to:

- Relieve hardship or economic disadvantage
- Help disadvantaged people achieve, or try to achieve, equal opportunity or
- Help eliminate discrimination

A program must satisfy at least one of these points to be a special program under the *Code*. There are many types of programs that might qualify. For example:

- A housing co-op keeps a set number of spaces for women who are leaving abusive relationships
- The government funds a job program for persons under 25 to combat youth unemployment, because a Statistics Canada study shows that youth under 25 face higher rates of unemployment than other groups
- A government-funded community legal clinic offers its services only to people with disabilities, to help them fight some of the systemic barriers they face.

The OHRC, Human Rights Tribunal of Ontario (HRTO) and the courts can determine which programs are allowed as special programs under the *Code*.

### **Why are special programs protected?**

In the case of the *Ontario Human Rights Commission v. Ontario (Roberts)*, the Ontario Court of Appeal said that section 14 of the *Code* has two purposes:

1. Protecting **affirmative action programs** from challenge by people who do not experience disadvantage.
2. Promoting **substantive equality** to address disadvantage and discrimination in all its forms.

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December, 4<sup>th</sup>, 2012

*Dear committee members,*

*Warm Greetings to the Respected Members of the Permits & Licensing Committee of the Regional Municipality of Waterloo.*

*On behalf of the founders of the Pink Ladies Logistical Services, we would like to express our great appreciation for your time in reading the attached business proposal.*

*Sincerely,*

*Jamal Abuthaher*



# PINK LADIES

Logistical Services



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## **EXECUTIVE SUMMARY:**

The Pink Ladies Car Service is a unique idea that will be women's only operated service catered to women customers; this idea aims to serve the distinct requirements of the female population within the Region of Waterloo. The main value proposition offered by this service is providing women a comfortable and accessible mode of transportation which is guaranteed with a great sense of security, particularly for those who have had unpleasant experiences with previous taxi drivers. Many women in our community simply feel discouraged to board a taxi with a male driver especially during the evening hours which restricts their involvement in social and economic community events. Female tourists who visit the Waterloo Region either to study at one of the higher educational institutions or for pleasure will find this service a valuable consideration when deciding to come to the Region.

## **Market Analysis:**

Although our business is not a solution against the harassment of women, it will be a proactive alternative towards promoting the safety of our female population in the Region and raising awareness for the cause of women's safety. This will be reassuring for the public of the Waterloo Region since unfortunately there have been many incidents in our region surrounding abuse against women, as sampled by the following statistics:

- In 2009, Canadian police services reported just over 20,000 incidents of criminal harassment, representing almost 5% of all violent crimes reported to police. Data from a sub-set of police services indicate that the rate of criminal harassment has been

gradually increasing over the past decade. Reports of criminal harassment to police services increased by 7% from 2008 to 2009 (Statistic Canada)

- In 2008, there were 6000 reported woman abuse cases in the Waterloo Region (Waterloo Regional Police, 2008)
- Waterloo Regional Police Service responded to a domestic dispute call every 1 hour, 25 minutes in 2010 (Waterloo Regional Police)

Even in licensed taxis many females who have suffered abuse, and even those who haven't, simply feel unsafe riding in a vehicle with another man. Oftentimes women find themselves pondering and worrying; *"will I get home safe"*. While the majority of male taxi drivers are of course completely safe and respectable towards women, many women simply feel less vulnerable with a female driver. Based on the interactions we have had with members of the community, many have expressed great interest in the idea of an exclusive shuttle service targeting women and young children within the community. This can be further leveraged for the cities of Kitchener and Waterloo which are home to major Universities and Colleges and could provide this service to their female students.

This idea has already proved successful and is growing in a number of countries around the World including the United Kingdom, Japan and South Africa. It is seen as a symbol of a community's ability to creatively and proactively address their social challenges and also a testament for inclusion of everyone. Our services will improve the quality of life for women by being able to address the challenges that women face on a day-to-day basis. Not only will we be providing taxable income and employment to the Waterloo Region, but more importantly

we will improve the accessibility to female citizens and allow them to further contribute to the Region's economic growth and social development.

### **Target Market:**

The target market that Pink Ladies are focused on serving will be predominately women in the Region. We foresee that many of these costumers will be either elderly women aged 60+ or young female professionals aged between 19 – 28, who are actively involved within the community and/or require regular and reliable third party transportation to reach their destinations. These women will probably be independent and will display great concern for their safety. We anticipate that the women who will most utilize our services will be middle income citizens earning a moderate salary between \$27,000 - \$55,000. There are currently approximately 50,000 females aged between 15-30 years within the region with a median income of \$36,602 and approximately 42,000 women aged 60+ years who would be the ideal target market.

Our Secondary target markets will be working parents of young children who require assistance with the transportation of their children throughout the day. When both parents are working full-time it becomes a logistical challenge to drive their children between home, school and other appointments. This challenge is further complicated when the children require special attention such as the mentally or physically challenged. We will create an agreement with these families to ensure that their children are safe, on-time and cared for while in the hands of our female drivers who will be expected to have prior experience in working with

children.

Our population growth rate surpasses both the provincial and national averages and is the sixth highest in Ontario. With a population of just over half a million, Waterloo Region is one of the fastest growing areas in Ontario and is projected to grow from 542,100 in 2010 to 729,000 people by 2031. As the population increases, the need for a service like the one being proposed becomes even more relevant.

The population over the age of 75 is the fastest growing segment of the population, and as the front end of the baby boom hits 65 in 2011, that will begin a seniors boom that will last 20 years. Regrettably with a large aging baby-boomer population throughout North America there have been increased incidents of senior's abuse and neglect of treatment which has caused major scars within communities and feelings of sadness as well as regret. Also with a rapidly growing population and increased economic development, the Region of Waterloo must take pre-emptive measures to ensure the safety and security of its citizens especially the most vulnerable such as women and seniors by offering alternatives configured for their needs. This exemplifies that our services will be crucial for the growing seniors and women's demographics in the Waterloo Region who need assistance with their logistical needs.

### **Company Strategy:**

The proposed business would not classify itself as a general public taxi service; rather it will be regarded as a specialized service for particular members of the community who require

its unique benefits. Our licensed drivers, all of whom will be female, will do far more than just transport customers from point A to point B. They also operate a “*through-the-door policy*”, ensuring passengers are safely inside their home before leaving, and will help with shopping carts, pushchairs and wheelchairs when necessary. These differentiating features will make our service more unique because of its more personal and service-based approach that each customer will receive.

Our drivers will ensure that each passenger arrives to their destination unharmed, and will provide a friendly and fun personality throughout the journey. Also, our drivers can accommodate special requests upon pick up and drop off. For example, if it is requested to take a child to school our driver will act as if they are the parent by ensuring that the child is taken into school and passed over to the staff, likewise collecting them, and taking them to a relative’s house or an after school activity. It is a unique venture as it will cater to only young children and women, thus creating a safe and trusting environment between customer and driver.

Pink Ladies will offer more employment for women in the Waterloo Region, and will empower women who work as drivers. Not only will the company offer new opportunities for employment, but it will also assist women with accessing their current jobs rather than having to make difficult accommodations such as waiting for buses or being dependant on friends. Many working class women have trouble getting transportation to and from work, particularly in the late evening. Pink Ladies will provide a safe way for women to get to work and may encourage them to work in locations that they thought they couldn’t. Pink Ladies will be

another milestone within the Region of Waterloo's long list of progressive and leading achievements over the years, we are convinced of the positive impact that this venture can have on our communities in the short and long term.

November 28, 2012

Region of Waterloo License and Regulatory Services

Attention: Philip T.C. Neville

In response to the recent Taxi Association meeting with regards to the Taxi Ratio bi-law, New Hamburg Taxi does not support the decision to increase the ratio, we feel that this amendment to the bi-law is only in the interest of the four large city corporations.

Where we operate in a rural area, the four remaining companies operate in a densely populated area, our largest customer base is clients traveling from one small community to another and going to and from Kitchener – Waterloo, generally no less than 20 kilometers one way. The majority of our customer base is customers going to and from Kitchener, it's not efficient or practical for cabs to return to Wilmot Township when pickups are generally within an hour or so of drop off. Our product is marketed accordingly, although in Kitchener we are still serving Wilmot Township clients 90% of the time, it's good business practice to market towards the remaining 10%, in an attempt to ensure our cars aren't sitting without fares during wait times. In response to previous comments relating to proper advertising, we advertise in the Waterloo Region of which we are part of.

Dave Byer's statement is correct, unfortunately the previous owner of New Hamburg Taxi rejected licenses not only the past few rotations, but for the past 20 years. The prior owner also operated between the hours of 8:00am – 8:00pm, Monday through Saturday and had no desire to grow the business or take on any more than he as an individual could handle.

Currently Wilmot Township consists of over 20,000 people, even based on the new Ratio this would mean we're entitled to approximately 12 licenses to properly service Wilmot Township, Over the course of the past 20 years the concerned companies continued to accept these licenses, that weren't even based on their expansion, but included the increased population of Wilmot Township (as per Schedule C, item 8, page 32 of the Licensing By-Lays booklet )and flooded the market place. New Hamburg Taxi should not be penalized for trying to properly service our customer base, and the larger companies should learn from their mistakes and exercise self control and the ratio amendment wouldn't be required.

With Regards,

Cory Ziolkoski, President

New Hamburg Taxi

Received via email December 10, 2012.

Dear Council,

We were dismayed to learn of the staff recommendation at Licensing and Retail Committee for the taxi-cab license ratio of 1:1650 to be reduced to 1:1850. This is based on an industry request and would result in the issuance of no new taxi licenses for approximately the next 10 years based on current population projections for Waterloo Region. It would be a setback for the urbanization and transportation goals of the Region of Waterloo.

The recommendation follows a request from the Taxi Association, which claims their request is the result of current taxi providers experiencing decreasing revenues, a situation which they curiously expect will worsen as the population continues to rise. They justify this concern by citing "newer communities such as Deer Ridge, Eastbridge, and Doon South [which] have 2 or 3 cars in the driveways," concluding that "these areas do not use taxi service very much."

However, thanks to the reurbanization policy in Waterloo Region, the next 100,000 residents to this community will live much more urban lifestyles than current residents in the Region do now. In fact, the Region is already making excellent progress towards its urbanization and intensification targets. Taxis are a vital part of urban transport and are important in ensuring that more urban and less car-dependent lifestyles are easy and enjoyable for residents. Restricting access to taxis at this point in time runs counter to the rest of the Region's urbanization goals. Simply put, the next 100,000 residents to this community will be more likely - not less - to require taxi services than the 500,000 residents before them.

In order to support the Region's urbanization goals, it is important to ensure that the barriers to entry into the taxi market are not prohibitive to new service providers, ones who will seek to compete in our rapidly urbanizing community by delivering innovations and improvements in service. Conversely, decreasing the per-capita number of taxis on the road only serves to restrict customer choice, and only benefits those who currently hold licenses by making those licenses an artificially high-priced commodity for those who are eager to enter the market. Reducing the taxi-cab ratios serves a rent-seeking interest of existing taxi companies, but does nothing to benefit the residents of this Region.

More taxis means greater competition, which leads to better innovation, and ultimately more and better choices for residents. The Tri-Cities Transport Action Group asks that the Region of Waterloo Council should disregard the Taxi Association's request to reduce the taxi-cab ratio, in the interest of increasing, rather than limiting, transportation choice, and in order to continue to support its own densification and urbanization goals.

Regards,

Branden Wesseling

TriTAG  
Tri-Cities Transport Action Group (TriTAG)