



December 6, 2017

I would like to thank, the chair and committee members for letting me present today regarding the LTAC governance review. It's clear from the Hara report that the current model of LTAC is not working very effectively. From my perspective LTAC is inefficient and isn't meeting today's needs. The size of the committee and its structure prohibits meaningful and direct input from stakeholders.

In reviewing Dr. Hara's report on the governance model, I believe option A3 that administration is recommending may be the best option. However, I'm not 100% certain that the proper checks and balances are there to hold LTS accountable. The guiding principles don't give us the assurance that the industry is going to be involved all the time on matters that directly affect the industry members. It is unclear as to who the subject matter experts would be. I believe formation of the industry committee recommended in Option 2 should be added to Option 3 and that the formal industry committee meet quarterly with LTS. This committee should be appointed by LTS, with key stakeholders at the table. This would be consistent with an SME format.

I'm going to give you some feedback as to why I picked A3. When LTAC was first formed, it was intended to provide the livery industry some say in its own future and to ensure the interests of the industry and those who use it. Over the years, I have found that not much is getting accomplished through this process. The meetings have become very repetitive, and at the end of each meeting I ask myself what was accomplished and quite often the answer is nothing.

If I take last week's LTAC meeting as an example everything on the agenda was for information purposes. Once the information is accepted it seems to go off into space and is never acted on or brought up again until next month which quite often is a repeat of the prior month. The only people that attend the LTAC meetings usually are 3 taxi companies and 1 former driver who now lists himself as a member of the public who often speaks on most items. LTAC and LTS over the years have changed locations, times and days to encourage public and industry participation, with no success. The only time you get an increase in industry participation is when the city talks about more plates and increased number of vehicles on the road.

Quite often you will find administration and the industry are more aligned than the industry and LTAC. The reason why industry and LTS are more aligned is because industry and LTS are actively involved in the day to day operations of our industry. A3 should provide administration a better opportunity to ensure the correct stakeholders and public are giving guidance to administration. As an industry member I find it very frustrating when you have stakeholders providing feedback on a topic that they don't truly understand.

This industry is changing very rapidly, and administration's level of understanding and knowledge is changing just as rapidly. I feel that removing LTAC is the right move, providing the proper guiding principles are put in place by council with the help of industry and LTS. If administration is open and sincere, it will ensure that the industry views are known to City Council. That is something that is not a guarantee under the present advisory committee system.

In closing the current process does not work, and is not accomplishing what it was originally put in place to do.

Thank you for your time.

Kurt Enders