

AGENDA

WINDSOR LICENSING COMMISSION

Meeting to be held on Wednesday, October 29, 2025
at 9:30 o'clock a.m.
Meeting Room 140, 350 City Hall Square West

1. Call to Order

READING OF LAND ACKNOWLEDGEMENT

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

2. Disclosure of Interest

3. Adoption of the Minutes

Adoption of the minutes of the meeting of the Windsor Licensing Commission held May 21, 2025 – ***attached***.

4. Requests for Deferrals, Referrals or Withdrawals

5. Communications

None.

6. Licence Transfers

- (a) Golnar Karimi
c/o Estate Trustee of the late Fazlullah Rezagian
Transferor

Taxicab Plate #088

Rami Khazaleh
Transferee

7. Applications/Hearings

- | | | |
|------------|---|-------------------------------------|
| (a) | Sowmya Shanmuganandam
17221347 Canada Inc. | Livery Vehicle, Class D - Van |
| (b) | Brian Marsh
BMK Shuttle Service | Livery Vehicle, Class C - Executive |

8. Reports & Administrative Matters

8(a) Expired Application(s) for Business Licence

The report of the Deputy Licence Commissioner dated October 29, 2025 entitled "Expired Application(s) for Business Licence" is ***attached***.

9. In Camera

No In Camera session.

10. Date of Next Meeting

11. Adjournment

WINDSOR LICENSING COMMISSION

Meeting held May 21, 2025

A meeting of the Windsor Licensing Commission is held this day commencing at 9:30 o'clock a.m. in Room 522a, 350 City Hall Square West, there being present the following members:

Councillor Ed Sleiman, Chair
Councillor Renaldo Agostino
Councillor Angelo Marignani
Sam Sinjari

Delegation in attendance:

Dr. Dante Capaldi, regarding **Item 7(a)**

Also present are the following resource personnel:

Steve Vlachodimos, City Clerk and Licence Commissioner
Craig Robertson, Manager Licensing & Enforcement and Deputy Licence Commissioner
David McGregor, Fire Prevention Officer
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 9:30 o'clock a.m. and the Windsor Licensing Commission considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Disclosure of Interest

Councillor Renaldo Agostino discloses an interest and abstains from voting on Item 7(b) being 1287678 Ontario Inc. o/a Turbo Espresso Lounge as he is a close friend and former associate of the applicant.

3. Adoption of the Minutes

Moved by Councillor Angelo Marignani, seconded by Sam Sinjari,
That the minutes of the meeting of the Windsor Licensing Commission held December 5, 2024 **BE ADOPTED** as presented.
Carried.

4. Requests for Deferrals, Referrals or Withdrawals

Craig Robertson reports there is a request to withdraw Item 7(c), applicant Patrick Kim, 2779590 Ontario Inc. o/a Harbour House. He advises that confirmation was received from the Fire Department that the applicant complied with the necessary deficiencies and requirements prior to the meeting. The Fire Department has approved the 2024 application and confirmed that the applicant came in to renew for 2025.

5. Communications

None.

6. Licence Transfers

None.

7. Applications/Hearings

7(a) 14048601 Canada Inc. o/a Cup or Cone

Craig Robertson advises that the applicant Khalifah Salah, 14048601 Canada Inc. o/a Cup or Cone is not present. He adds that the applicant has not responded to phone calls from the Fire Department or has reached out to Administration regarding the hearing.

Moved by Councillor Renaldo Agostino, seconded by Sam Sinjari,
That the Windsor Licensing Commission **REFUSE TO RENEW**, Hospitality Food Service licence, 24 034238 for 14048601 Canada Inc. o/a Cup or Cone, 4320 Howard Avenue, Windsor, ON N9G 1P4 285 submitted on July 26, 2024.
Carried.

7(b) 1287678 Ontario Inc. o/a Turbo Espresso Lounge

Dr. Dante Capaldi is present regarding the Entertainment Lounge licence (# 24 028779) for 1287678 Ontario Inc. o/a Turbo Espresso Lounge, 285 Ouellette Avenue, Windsor, Ontario.

David McGregor, Fire Prevention Officer is also present

Craig Robertson provides the chronology of events as it relates to the licence transfer request as follows:

- June 20, 2024, renewal was submitted for the Entertainment Lounge licence for 1287678 Ontario Inc. o/a Turbo Espresso Lounge.
- December 17, 2024, Fire Prevention Officer, David McGregor, conducted an initial fire inspection and observed various violations under the Ontario Fire Code.
- February 5 and February 26, 2025, Fire Prevention Officer, David McGregor attempted to contact the applicant for re-inspection.
- March 6, 2025, Fire Prevention Officer David McGregor attended for follow-up inspection, and noted that many of the deficiencies remained outstanding.
- April 1, 2025, Fire Prevention Officer, David McGregor spoke to the applicant advising re-inspection needed to be completed.
- April 7, 2025 – Licencing Office issues a refuse to renew letter stating the application has not satisfied the fire inspection requirement and to contact the Fire Prevention Office, David McGregor at Fire & Rescue Services to bring the fire inspection into compliance by no later than April 22, 2025.
- April 25, 2025, Applicant has not satisfied fire inspection requirement to date.

Craig Robertson advises Administration's position on the matter is that they have been operating since 2024 with fire deficiencies that have not been addressed or, verified that they have been corrected, and it is not in the public interest to continue with this application.

Dr. Dante Capaldi provides the following remarks:

- He advises that he is the owner of the building who allowed the operator to manage the building. He adds that he neglected the property
- There was no communication between this institution and his company.
- Requests that the licence be suspended for a period of time to allow him to complete the deficiencies according to the Order.
- He states that the Registered Letter sent to 285 Ouellette was never received.

Craig Robertson responds they are not revoking or suspending the licence as the licence has not been issued. He indicates that the applicant does not have a municipal business licence at this time. Direction is to refuse the 2024 application, to correct everything and then apply for the 2025 licence.

In response to a question asked by Dr. Dante Capaldi regarding if the operator can continue operating without a licence, Craig Robertson responds at this point they are operating without a licence, and they could be subject to fines or penalties. Craig Robertson states they typically do not hold up a business operation when an application has been submitted. He states the issue they have is that the Fire Department who have visited the property has noted deficiencies. He indicates there is no revocation or suspension of the licence; they are refusing to renew the 2024 licence application. By the Committee refusing to renew the licence, this will provide an opportunity to comply

with the Fire Code and to get the building up to standards. Following that, the licensee can apply for the 2025 licence as a new application.

Discussion ensues regarding notice and as the Licensing Department has no record of the current applicant's address, it is generally agreed that the applicant is requested to provide that information at the time of the application. Craig Robertson confirms that the mailing address on file is that of the business as provided by the applicant.

Councillor Angelo Marignani asks that David McGregor, Fire Prevention Officer provide an overview of the Fire Code deficiencies. It is noted there are nine violations.

Sam Sinjari questions if a deferral would be easier as the operator is not present. Craig Robertson responds that the licence is not issued to the operator; the licence is issued to the corporation. He adds there are two options – can take Administration's recommendation or to provide the applicant with additional time to correct the deficiencies within a prescribed deadline. Once corrected, would apply for their 2025 renewal with penalty.

Moved by Councillor Angelo Marignani, seconded by Sam Sinjari,
That **APPROVAL BE GIVEN** to allow the application for an Entertainment Lounge Licence at 285 Ouellette Avenue o/a Turbo Espresso Lounge to continue for 30 days and if compliance with the fire requirements has not been met, that the application would automatically **BE REFUSED** and,

If there is compliance, the applicant would **BE REQUIRED** to apply for the 2025 licence which would be subject to licence fees and penalties, and further,

That communication **BE IMPROVED** to ensure that all germane information is provided to the Licensing Department.

Carried.

Councillor Renaldo Agostino discloses an interest and abstains from voting on the matter.

7(c) 2779590 Ontario Inc. o/a Harbour House

This matter has been withdrawn as the applicant complied with the fire deficiencies.

8. Reports & Administrative Matters

8(a) Expired Application(s) for Business Licence

Moved by Sam Sinjari, seconded by Councillor Renaldo Agostino,
That the report of the Deputy Licence Commissioner dated April 28, 2025 entitled
“Expired Application(s) for Business Licence” **BE RECEIVED**.
Carried.

9. In Camera

No In Camera session is held.

10. Date of Next Meeting

The next meeting will be held at the call of the Chair.

11. Adjournment

There being no further business, the meeting is adjourned at 10:05 o'clock a.m.



Windsor Licensing Commission Report: ACLT/15024

Reference:

Date to Commission: October 29, 2025

Author: Craig Robertson, Deputy Licence Commissioner

Report Date: October 7, 2025

To: Windsor Licensing Commission

Applicant/Licensee:

Golnar Karimi c/o Estate Trustee of the late Fazlullah Rezagian

[REDACTED]

Transferor

And

Rami Khazaleh

[REDACTED]

Transferee

Licence Category:

Taxicab Plate Holder

Licence # 088

Hearing Particulars:

Approve with Conditions – Transfer of Taxicab Plate #088

Appended Materials:

- Copy of Windsor Licensing Commission report # ACLT/14822 dated August 28, 2024, being Appendix "A".
- Copy of Windsor Licensing Commission Decision Letter WLC 4/2024 dated Wednesday, August 28, 2024 approving Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses until September 10, 2025, being Appendix "B".

- Copy of a reminder letter sent to Golnar Karimi, Estate Trustee from the Deputy Licence Commissioner regarding Windsor Licensing Commission Decision WLC 4/2024 made on August 28, 2024, being Appendix "C"
- Copy of application from plate holder requesting transfer, being Appendix "D"
- Copy of application for plate transfer, transferee application, being Appendix "E"
- Proof of full-time employment status for Rami Khazaleh, being Appendix "F"

Licence Commissioner's Comments:

The attached applications were received by the Licensing Division from Golnar Karimi c/o The Estate of the late Fazlullah Rezagian, Plate Holder of Taxicab Plate #088, and for the prospective transfer of Taxicab Plate #088.

Regulatory Authority:

Schedule 5, Part VII, Section 20.1 through 20.6 of Public Vehicle Licensing By-law 137-2007 as amended states:

"20.1 Except as approved by the Licensing Commission, a taxicab plate holder may not transfer a taxicab plate and associated taxicab plate holder licence for a period of at least five (5) years from the date of issue of the licence.

20.2 No taxicab plate holder licence shall be transferred without the approval of the Licensing Commission.

20.3 No taxicab plate holder licence shall be transferred until the person to whom the transfer is to be made has first received approval from the Licence Commissioner as a licensee.

20.4 Subject to the restrictions herein, taxicab plates numbered 001 to 224 are transferable, provided that:

- (a) the transferee satisfies the eligibility criteria for inclusion on the Drivers' List;
- (b) the transferee signs a form of statutory declaration prescribed by the Licence Commissioner;
- (c) the transferor has completed a written application for the transfer in the prescribed form;
- (d) the transferee satisfies the requirements of a taxicab plate holder under this By-law, including submitting for inspection the taxicab to which the plate will be affixed;
- (e) the transferee pays all fees required under this By-law;

and the transferee will receive a taxicab plate holder licence at the time of transfer of the taxicab plate."

Further, Section 21.3 states:

"A taxicab or taxicab wheelchair accessible vehicle plate holder who has held a licence for a minimum of one (1) year may lease the taxicab or taxicab wheelchair accessible vehicle licence on a daily, weekly, monthly or yearly basis provided that:

- (h) the lessee is licensed by the City of Windsor as a taxicab driver;
- (b) all weekly, monthly or yearly leases are filed with and approved by the Licence Commissioner and shall be subject to such terms and conditions the Licence Commissioner may require;
- (c) the amount charged under the lease shall be a fair fee as approved by the Licence Commissioner and no additional charges shall be made against the lessee;
- (d) the lease agreement shall include a statement that the leasing agreement is considered null and void in the event that the lessor or lessee, either by written or verbal agreement, sub-leases the taxicab or taxicab wheelchair accessible vehicle or transfers responsibility for the operation of the taxicab or taxicab wheelchair accessible vehicle to a third party;
- (e) the lease agreement shall contain a clearly-stated right of the lessor and lessee to early termination of the lease;
- (f) where the lessee is a corporation, the lessee shall, at the time at which the lease is filed with the Licence Commissioner in accordance with the provision of this section, file with the Licence Commissioner a form supplied by the Licence Commissioner and a copy of the lessee's articles of incorporation, amendment or amalgamation; and,
- (g) the lease term shall be a minimum of twelve (12) months and a maximum of twenty-four (24) months."

20.5 Subject to the restrictions herein, taxicab plates numbered 001 to 224 inclusive may be transferred by an estate, provided that:

- (a) within 30 days following the death of an individual holding one or more taxicab plates and associated taxicab plate holder licences, the estate trustee shall file with the Licence Commissioner:
 - (i) proof of death of the individual in the form of an original Funeral Director's Statement of Death; and
 - (ii) a copy of the Certificate of Appointment of Estate Trustee.

20.6 On the death of an individual holding one or more taxicab plates and associated taxicab plate holder licenses:

Item No. 6(a)

- (a) the estate trustee may continue to hold any taxicab plates and associated taxicab plate holder licenses for up to two (2) years following the date of death, subject to the requirements of this By-law;
- (a) during the two (2) year period following the date of death, the estate trustee may transfer the taxicab plate(s) and associated taxicab plate holder licence(s) to anyone meeting the eligibility requirements for inclusion on the Drivers' List, including the estate trustee in his or her personal capacity;
- (b) after the expiry of two (2) years following the date of death, all taxicab plates and associated taxicab plate holder licenses that have not been transferred in accordance with subsections (a) or (b) shall be revoked and must be immediately returned to the Licence Commissioner by the estate trustee.
- (c) Notwithstanding subsection (c), if the estate trustee has not transferred all taxicab plates and associated taxicab plate holder licenses in accordance with subsections (a) or (b), the estate trustee may request a hearing of the Licensing Commission to consider an extension of up to one (1) year before revocation.

Background:

The following is the chronology of events as it relates to the licence transfer request:

- August 28, 2024, meeting of the Windsor Licensing Commission approves Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses until September 10, 2025.
- July 15, 2025, registered letter is sent by the Deputy Licence Commissioner to Estate Trustee, Golnar Karimi in reminder to Windsor Licensing Commission decision WLC 4/2024 held on August 28, 2024.
- August 20, 2025, application received from Golnar Karimi, Estate Trustee, requesting Taxicab Plate Transfer, transferor application
- August 20, 2025, application received from Rami Khazaleh Taxicab Plate Transfer, transferee application
- August 25, 2025, Proof of full-time employment status for Rami Khazaleh

Summary:

On August 28, 2024, Meeting of the Windsor Licensing Commission Decision WLC4/2024 approves Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses until September 10, 2025.

On July 15, 2025, A registered letter is sent by the Deputy Licence Commissioner to Estate Trustee, Golnar Karimi in reminder to Windsor Licensing Commission decision WLC 4/2024 held on August 28, 2024.

On August 20, 2025, application received from Golnar Karimi, Estate Trustee, requesting Taxicab Plate Transfer, transferor application

On August 20, 2025. Application received from Rami Khazaleh Taxicab Plate Transfer, transferee application

It is being requested that Taxicab Plate #088 be transferred to Rami Khazaleh, who is currently not a licensed plate holder. Although Rami Khazaleh does not hold a current place on the Drivers' List, he has provided proof that he has been employed as a full-time taxicab driver since September 8, 2023, which satisfies the requirements of Section 20.4(a) of Schedule 5 to By-law 137-2007.

The prospective transferee must:

- (a) Submit a completed Plate Holder application and pay the associated fee;
- (b) Provide verification that full compensation has been made to Golnar Karimi c/o The estate of the late Fazlullah Rezagian in consideration of the transfer of taxicab plate #088.
- (c) Provide verification of an appropriate vehicle to which they will affix taxicab plate #088, including a valid safety standards certificate;

Recommendation:

To the Windsor Licensing Commission for decision on the following:

THAT the transfer of Taxicab Plate #088 from The Estate of the late Fazlullah Rezagian to Rami Khazaleh **BE APPROVED** with the following conditions:

- i. Rami Khazaleh given thirty (30) days from the date of the approval to submit a vehicle for inspection that complies with Schedule 5 to By-Law 137-2007 as amended, including a valid safety standards certificate.
- ii. Rami Khazaleh given thirty (30) days from the date of the approval to submit a Taxicab Plate Holder application and pay the associated fee.
- iii. Rami Khazaleh given thirty (30) days from the date of the approval to provide verification that full compensation has been made to Rubina Amjad in consideration of the transfer of Taxicab plate #88.
- iv. Rami Khazaleh shall not lease Taxicab plate #88 for a one-year period as stated in Schedule 5, Section 21.3 of Licensing By-Law 137-2007 as amended.



Windsor Licensing Commission Report: ACLT/14822

Reference:

Date to Commission: August 28, 2024

Author: Craig Robertson, Deputy Licence Commissioner

Report Date: July 25, 2024

To: Windsor Licensing Commission

Applicant/Licensee:

Golmar Karimi, Trustee for the Estate of the
Late Fazlullah Rezagian

[REDACTED]
Windsor, ON N9G 2T9

Licence Category:

Taxicab Plate Holder
Licence # 088

Hearing Particulars:

Request to extend Estate Trustee as Plate Holder for Taxicab Plate #088

Appended Materials:

- Copy of a *Last Will and Testament* naming Golmar Karimi as estate trustee, being Appendix "A"
- File copy of Taxicab Plate Holder licence #088, being Appendix "B"
- Copy of letter dated May 27, 2024, requesting extension to transfer Taxicab Plate #088 from estate trustee Golmar Karimi, being Appendix "C"

Licence Commissioner's Comments:

Golmar Karimi, Estate Trustee for the late Fazlullah Rezagian, submitted the attached letter (Appendix "C") requesting an extension to the time frame that she is permitted to hold Taxicab Plate #088 and its associated Taxicab Plate Holder licence as governed under the City of Windsor's Public Vehicle Licensing By-law 150-2018.

Regulatory Authority:

Schedule 5, Part VII, Section 20.5 and 20.6 of Public Vehicle Licensing By-law No. 150-2018 states:

20.5 Subject to the restrictions herein, taxicab plates numbered 001 to 224 inclusive may be transferred by an estate, provided that:

(a) within 30 days following the death of an individual holding one or more taxicab plates and associated taxicab plate holder licences, the estate trustee shall file with the Licence Commissioner:

(i) proof of death of the individual in the form of an original Funeral Director's Statement of Death; and

(ii) a copy of the Certificate of Appointment of Estate Trustee.

20.6 On the death of an individual holding one or more taxicab plates and associated taxicab plate holder licenses:

(a) the estate trustee may continue to hold any taxicab plates and associated taxicab plate holder licenses for up to two (2) years following the date of death, subject to the requirements of this By-law;

(b) during the two (2) year period following the date of death, the estate trustee may transfer the taxicab plate(s) and associated taxicab plate holder licence(s) to anyone meeting the eligibility requirements for inclusion on the Drivers' List, including the estate trustee in his or her personal capacity;

(c) after the expiry of two (2) years following the date of death, all taxicab plates and associated taxicab plate holder licenses that have not been transferred in accordance with subsections (a) or (b) shall be revoked and must be immediately returned to the Licence Commissioner by the estate trustee.

(d) Notwithstanding subsection (c), if the estate trustee has not transferred all taxicab plates and associated taxicab plate holder licenses in accordance with subsections (a) or (b), the estate trustee may request a hearing of the Licensing Commission to consider an extension of up to one (1) year before revocation.

Background:

- September 13, 2022, the Licensing Division is notified from Vets Cab Administration of the death of Fazlullah Rezagian, plate holder of Taxicab Plate #088.
- January 10, 2023, a registered letter is sent by the Deputy Licence Commissioner to trustee, Golnar Karimi requesting direction from the estate pertaining to Taxicab Plate #088 in accordance to the regulations under the City of Windsor's Public Vehicle Licensing By-law 150-2018.

Item No. 6(b)

- March 2, 2023, The Licensing Division is in receipt of a proof of death certificate for Fazlullah Rezagian. This document is not included as an appendix to this report as it is deemed personal information under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. The Deputy Licence Commissioner reviewed the document and was satisfied with content.
- March 2, 2023, the Licensing Division is in receipt of a *Last Will and Testament* of Fazlullah Rezagian naming Golnar Karimi trustee, being Appendix "A".
- May 27, 2024, the Licensing Division is in receipt of a letter from trustee, Golnar Karimi requesting an extension to transfer City of Windsor Taxicab Plate #088, being Appendix "C".

Summary:

According to the City's licensing database (AMANDA), Fazlullah Rezagian had been the plate holder of Taxicab #088 annually since 2018; Mr. Rezagian died on September 10, 2022.

On February 22, 2023, the Licensing Division was notified of Golnar Karimi's intentions to transfer Taxicab Plate #088. Upon obtaining the Last Will and Testament of Fazlullah Rezagian,, naming Golnar Karimi as Estate Trustee, in accordance to the City's regulations Golnar Karimi is permitted to hold Taxicab Plate #088 and the associated plate holder licence for no more than two (2) years from the date of Fazlullah Rezagian's passing.

As noted under *Regulatory Authority*, the Estate Trustee may request a hearing of the Windsor Licensing Commission to consider an extension of up to one (1) year if the Estate Trustee has not transferred all taxicab plates and associated taxicab plate holder licenses within the two (2) year timeframe permitted under By-law 150-2018.

On May 27, 2024, the Licensing Division was in receipt of a letter from Golnar Karimi requesting an extension to transfer City of Windsor Taxicab Plate #088 as she had encountered financial difficulty since the passing of Fazlullah Rezagian. Golnar Karimi is requesting that the Windsor Licensing Commission approve an extension of an additional 12 months to transfer Taxicab Plate #088 as outlined under by-law 150-2018.

Given the circumstances mentioned above Administration does not find Golnar Karimi's request for an extension to be unreasonable.

It should be noted that in accordance with the City's Public Vehicle Licensing By-law 150-2018 that failure for Golnar Karimi to transfer Taxicab Plate #088 by any extended deadlines will result with the plate being automatically revoked and returned to the Licence Commissioner to offer to the next eligible taxicab driver on the *Driver's List*.

Recommendation:

To the Windsor Licensing Commission for decision on the following:

- i. **THAT** the Windsor Licensing Commission **RECOMMEND** to City Council **THAT** the request to permit Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses **BE APPROVED** until September 10, 2025, and further **THAT** Taxicab Plate #088 **BE REVOKED** and **RETURNED** to the Licence Commissioner should the taxicab plate not be transferred on or before September 10, 2025.

THIS IS THE LAST WILL AND TESTAMENT of me, **FAZLULLAH REZAGIAN**, of the City of Windsor, in the County of Essex and the Province of Ontario.

1. **I HEREBY REVOKE** all wills and codicils that I have made before the time of signing this Will, and declare this only to be my last Will.
2. **I NOMINATE, CONSTITUTE AND APPOINT** my wife, **GOLNAR KARIMI**, to be the Estate Trustee of this my Will, provided that should my said wife predecease me or should she die before the administration of my estate has been completed, or should she be unwilling or unable to act, **I NOMINATE, CONSTITUTE AND APPOINT** my daughter, **KIEMIA REZAGIAN**, and my daughter, **AVA REZAGIAN**, *jointly and severally*, to be the Estate Trustees of this my Will, in the place and stead of my said wife, **GOLNAR KARIMI**. The expression my "Trustee" hereinafter used shall mean the Estate Trustee(s) for the time being of this my Will.
3. **I GIVE, DEVISE AND BEQUEATH** all my property of every nature and kind and wheresoever situate, including any property over which I may have a general power of appointment, to my said Trustee upon the following trusts, namely:
 - (a) To deliver all articles of personal, domestic and household use or ornament, belonging to me at my death, including consumable stores and any automobiles and accessories thereto owned by me, to my wife, **GOLNAR KARIMI**, if she shall have survived me;
 - (b) To use my Trustee's discretion in the realization of my estate, with power to my Trustee to sell, call in and convert into money any part of my estate not consisting of money, at such times and upon such terms as my Trustee deems advisable, or to postpone the sale, calling in or conversion of any part of my estate, or to retain any part of my estate in the form in which it may be at my death for such length of time as my Trustee considers advisable, notwithstanding that it may not be in the form of an investment in which trustees are authorized to invest trust funds;
 - (c) To pay out of the capital of my estate my just debts, funeral and testamentary expenses, and all income taxes, estate, legacy, inheritance and succession duties or taxes, imposed by the law of any domestic or foreign jurisdiction whatsoever that may be payable in connection with any property passing, or

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deemed to pass by any governing law, on my death;

- (d) To pay, transfer, and deliver all the rest and residue of my estate to my wife, **GOLNAR KARIMI**, if she shall have survived me;
- (e) In the event that my said wife fails to survive me, then to pay, transfer, and deliver all the rest and residue of my estate to my issue who survive me in equal shares *per stirpes*, but in the event that no issue shall have survived me, then to pay, transfer and deliver all the rest and residue of my estate to my niece, **SHAHNAZ SHIRAZI**, if she shall have survived me;
- (f) If any person should become entitled to a share or other interest in my Estate before attaining the age of twenty-one (21) years, my Trustee is authorized to hold the share or other interest of such person and to keep the same invested and the income and capital, or so much thereof as my Trustee in my Trustee's absolute discretion may consider necessary or advisable, may be used for the general welfare, education, advancement and benefit of such person until such person attains the age of twenty-one (21) years and the receipt of the parent or guardian of such person shall be a sufficient discharge to my Trustee for any such payments made during the minority of such person.

4. **I DIRECT** that:

- (a) Any gift or inheritance to which any person is or shall become entitled in accordance with the provisions of this my will, or any property substituted therefor ("Substituted Property");
- (b) Any income at any time subsequently derived from such gift, inheritance, or Substituted Property;
- (c) Any accretion in value to such gift, inheritance, or Substituted Property; and,
- (d) Any property into which property referred to in Subparagraphs (a) through (c) above can be traced,

shall be excluded from such person's Net Family Property, as such term is defined in the *Family Law Act*, R.S.O. 1990, c.F.3 and any amendments thereto or any successor

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POLICY GAMING & LICENSING

legislation thereto.

5. **IN ADDITION TO** all other powers by this my Will or by any codicil hereto or by any statute of law conferred on my Trustee, without the interposition of any person entitled hereunder, and without application to or approval by any Court, my Trustee shall have the power in my Trustee's absolute and uncontrolled discretion, at any time and from time to time:

- (a) Upon any division or distribution of my estate or of any part thereof to divide or distribute the same in the form in which my estate or such part thereof may exist at the time of my death or at the time of such division or distribution or for any other purpose hereunder and notwithstanding my Trustee may be beneficially interested therein to place such value on all assets from time to time forming part of my estate or of any share therein as in my Trustee's absolute and uncontrolled discretion my Trustee shall deem just and proper and any such amounts as shall be necessary to adjust the shares of the various beneficiaries.
- (b) To administer my estate in whatever manner my Trustee may determine, and the power and right to take any action in connection with my estate and to exercise any rights, powers and privileges which may exist or arise in connection therewith to the same extent and as fully as an individual could if my Trustee were the sole owner of the assets forming my estate. Without in any way limiting the generality of the foregoing:

When making investments under my Will, my Trustee must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. My Trustee **may** consider the following criteria in planning the investment of my estate, in addition to any others that are relevant to the circumstances:

1. General economic conditions.
2. The possible effect of inflation or deflation.
3. The expected tax consequences of investment decisions or strategies.
4. The role that each investment or course of action plays within the overall portfolio of estate investments.

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5. The expected total return from income and the appreciation of capital.
 6. Needs for liquidity, regularity of income and preservation or appreciation of capital.
 7. An asset's special relationship or special value, if any, having regard to my general intent as expressed in this Will or to one or more of the beneficiaries of my estate.
- (c) To subscribe for and take up any rights of subscription for or purchase of further shares or securities arising out of or in respect of any investment held by me at the time of my death and my Trustee shall not be responsible for any loss that may happen to my estate by reason of so doing;
- (d) To join in or take any action in connection with any shares, securities or other interest of or in any corporation or other organization held by my estate or to which my estate may be entitled and to exercise any rights, powers and privileges which at any time may exist or arise in connection with such investment or assets to the same extent and as fully as I could if I were alive and the sole owner of such investment or asset.
- (e) To sell, partition, exchange or otherwise dispose of the whole or any part of my real property, in such manner, at such time, and upon such terms, as to credit or otherwise as my Trustee in my Trustee's discretion considers advisable, with power to accept purchase money, mortgage, or mortgages for any part of the purchase or exchange price; also to mortgage, lease for any term of years, alter, repair, improve or rebuild the same as my Trustee may deem expedient. I also give to my Trustee power to execute and deliver such deeds, mortgages, leases, or other instruments as may be necessary to effect such sale, mortgage, lease or other disposition. The power of sale therein is discretionary and not mandatory.
- (f) Subject to any relevant terms herein and the relevant law, my Trustees shall have full power and authority to manage, administer, sell, transact, delete, gift, and otherwise give directions for, any and all digital or electronic property, assets, or information contained in electronic form that belong to me at the time of my death, or over which I had access privileges or which contain information about me, including but not limited to such digital assets as

RECEIVED

MAR - 2 2023

POLY GAMING & LICENSING

passcodes, account information, social media webpages or websites which contain my personal information, internet domain name registrations, electronic accounts, emails and any other digital property or information that may be stored on servers that do not belong to me but that relate to me whether directly or indirectly.

- (g) Without the consent of any person interested under this my Will to compromise, settle or waive any claim or claims at any time due to or by my estate and to make any agreements with any other person or corporation which shall be binding upon my estate.
- (h) Notwithstanding anything else in my Will, if a share of my estate is held for any person on the date which is the 21st anniversary of the date of death of the last survivor of my beneficiaries who were alive at the date of my death, without having become absolutely vested in such beneficiary, the share shall become absolutely vested in such beneficiary.
- (i) Notwithstanding anything else in my Will, the income from any share of my estate held for any beneficiary shall not be accumulated beyond the date which is the 21st anniversary of my death, but shall be paid to such beneficiary. Nothing in the foregoing shall in any way limit any discretion I have given to my Trustee by my Will to apportion income among beneficiaries entitled thereto.
- (j) To take and transfer at reasonable intervals from the income or capital of my estate amounts on account of compensation which my Trustee reasonably anticipates will be requested at the end of the accounting period in progress, either upon the audit of the estate accounts or on approval by the beneficiaries of my estate, provided further that if the amounts subsequently awarded on a court audit of my Trustee's accounts, or agreed to by the beneficiaries, is less than the amount taken, such excess shall be repaid to my estate without interest.
- (k) At any time and from time to time, to make or not to make, any election, determination or designation, or to do, or not to do, any other act, deed, or thing, or exercise any discretion or authority referred to the *Income Tax Act*, R.S.C. 1985, c.1 (5th Supp.), as revised, which my Trustee considers in the best interest of my estate and my beneficiaries or any of them.

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MAR - 2 2023
POLY GAMING & LICENSING

(m) I further authorize my Trustee to obtain estate trustee indemnity insurance if my Trustee so desires and the cost for any such insurance is to be paid out of my estate.

" Fazlullah Rezagian
FAZLULLAH REZAGIAN

"Breana Healey"
BREANA HEALEY

LICENCE MUST BE POSTED IN A PROMINENT POSITION ON THE LICENSED PREMISES.



WINDSOR LICENSING COMMISSION BUSINESS LICENCE

OFFICE OF THE CITY CLERK - LICENSING DIVISION
350 City Hall Square West, Suite 110
Windsor, ON N9A 6S1

23 037180

PHONE: 519-255-6200, OPTION 1

FAX: 519-255-6868

EMAIL: licences@citywindsor.ca

THE ENTITY NAMED HEREIN IS HEREBY GRANTED A LICENCE TO OPERATE THE BUSINESS INDICATED
HEREUNDER

CONDITIONS, IF ANY:

FAZLULLAH REZAGIAN

WINDSOR ON N9G 2T9

TAXICAB PLATE #088
2016 HYUNDAI
V.I.N. KMHD25LH9GU281465
PROVINCIAL PLATE CMKL 962
BROKERED BY VETS CAB

TYPE OF LICENCE

LICENCE FEE

Taxicab
Plate Holder

Business Licence Fee

\$400.00

New

☐

Renewal

☒

TOTAL FEE

400.00

Date of Issue August 15, 2023

Date of Expiry August 31, 2024

Issuer Marianne Sladic

Steve Vladimirov
LICENCE COMMISSIONER

27 May, 2024

To whom it may concern,

My husband Fazlullah Rezagian, owner of cab #88, passed away in September 2022. I am writing to you to request extending the time that I can keep this plate by as long as is possible. I am still recovering the expenses from his illness and death and this has been compounded by my father passing away in April 2024.

Cost of living and mortgage payments have increased significantly and I am able to use the income from the plate to pay my bills and support my two children. This is something my husband wanted to have to support his family and so I hope to find a way to be able to maintain this source of income. Plate #88 is also the plate he drove since he immigrated to Canada in 1988. It is a connection with him that we can still have.

Thank you very much for your consideration,

Golnar Karimi



RECEIVED

MAY 28 2024

POLICY GAMING & LICENSING

GOLNAR



Windsor Licensing Commission
Decision
Wednesday, August 28, 2024

This following resolution was adopted by The Windsor Licensing Commission at its meeting held on Wednesday, August 28, 2024:

Moved by Councillor Angelo Marignani
Seconded by Councillor Renaldo Agostino,

WLC 4/2024


That the Windsor Licensing Commission **RECOMMEND** that the request to permit Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses **BE APPROVED** until September 10, 2025, and further, that Taxicab Plate #088 **BE REVOKED** and **RETURNED** to the Licence Commissioner should the taxicab plate not be transferred on or before September 10, 2025.

Carried. Clerk's File: MB2024

A blue ink signature of Craig Robertson, written in a cursive style.

Craig Robertson
Manager of Licencing & Enforcement / Deputy Licence Commissioner
September 12, 2024
/cv

Notification by REGISTERED MAIL

Golmar Karimi, Trustee for the Estate of the
Late Fazlullah Rezagian




Office of the Commissioner,
Legal & Legislative Services
Policy, Gaming, Licensing & By-law Enforcement

July 15, 2025

Register Mail

Golmar Karimi, Trustee for the Estate of the
Late Fazlullah Rezagian
[REDACTED]
[REDACTED]

RE: Sale and transfer of Taxicab Plate #088

This will further the Windsor Licensing Commission meeting and decision WLC 4/2024 held on August 28, 2024.

"That the Windsor Licensing Commission RECOMMEND that the request to permit Golnar Karimi, Estate Trustee, to hold City of Windsor Taxicab Plate #088 and any associated licenses BE APPROVED until September 10, 2025, and further, that Taxicab Plate #088 BE REVOKED and RETURNED to the Licence Commissioner should the taxicab plate not be transferred on or before September 10, 2025."

Please submit the Taxicab Plate Transfer Transferor (current plate owner) application, Taxicab Plate Transfer Transferee (new owner) application and Taxicab Plateholder Licence application with all supporting documentation for the new owner by no later than September 10, 2025.

Yours truly,

Craig Robertson
Deputy Licence Commissioner & Manager
of Policy, Gaming, Licensing & By-law Enforcement

CR/sh
Encl.

Policy, Gaming & Licensing

350 City Hall Square West – Suite 110

Windsor, ON N9A 6S1

Ph: (519) 255-6200, Opt.-1 Fax (519) 255-6868

www.citywindsor.ca

**TAXICAB PLATE TRANSFER
TRANSFEROR**


PLATE TRANSFER FEE	\$400.00
--------------------	----------


Pursuant to Public Vehicle Licensing By-Law 150-2018, Schedule 5, Section 20 "Transfer of Licences Issued Prior to the passing of this By-Law (Plate #001 - #224 inclusive)", please be advised that I am the Placeholder of the City of Windsor Taxicab Plate No. 088 and I wish to transfer my plate in accordance with By-Law 150-2018. I am currently licenced as a Placeholder with respect to the operation of the following vehicle.

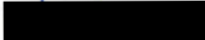



YEAR:	2016
MAKE & MODEL:	Hyundai Elantra
VIN:	KMHHD25LH964281465
COMPANY NAME:	Veterans CAA

PLEASE PRINT CLEARLY

NAME: (PRINT CLEARLY)
Golmar Karimi

SIGNATURE:


ADDRESS:



CITY:  POSTAL CODE:  HOME PHONE:  CELL PHONE: 

- By making this application for transfer, I hereby acknowledge that the transfer is not complete until approved by the Windsor Licensing Commission.

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION
I acknowledge that the information requested on this form and any appendices attached is collected under the authority of the Municipal Act, City of Windsor Act and City of Windsor Public Vehicle By-law 150-2018 and will be maintained in accordance with the Municipal Freedom of Information and Protection of Privacy Act. The information is required in order to process, issue, monitor, regulate and investigate the various licenses issued by the Windsor Licensing Commission. The name is public information. Any other personal information collected will only be used for investigative purposes. Questions about this collection can be made to the Deputy Licence Commissioner, 350 City Hall Square West – Suite 110, Windsor, ON N9A 6S1 (\$19) 255-6200, Option 1.

I acknowledge that I shall not commence operation of a taxicab vehicle until the formal licence is issued to me.

08/20/2025
DATE (MM/DD/YYYY)


SIGNATURE OF APPLICANT & TITLE

<u>OFFICE USE ONLY</u>	DATE STAMP
STAFF INITIALS _____	



OFFICE OF THE CITY CLERK

Policy, Gaming & Licensing

350 City Hall Square West – Suite 110

Windsor, ON N9A 6S1

Ph: (519) 255-6200, Opt.-1 Fax (519) 255-6868

www.citywindsor.ca

Appendix "E"

TAXICAB PLATE TRANSFER TRANSFeree

Pursuant to Public Vehicle Licensing By-Law 150-2018, Schedule 5, Section 20 "Transfer of Licences Issued Prior to the passing of this By-Law (Plate #001 - #224 inclusive)", please be advised that I am interested in receiving City of Windsor Taxicab Plate No. 88 and I have reached an agreement with the current plateholder.

PLEASE PRINT CLEARLY

NAME: (PRINT CLEARLY)

RAMI KHAZALEH

SIGNATURE:

Rami Khazaleh

ADDRESS:

CITY

POSTAL CODE:

HOME PHONE

CELL PHONE

By making this application for transfer:

- I hereby declare that I satisfy the eligibility criteria for inclusion on the Drivers' List.
- I hereby acknowledge that the transfer is not complete until approved by the Windsor Licensing Commission.

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION

I acknowledge that the information requested on this form and any appendices attached is collected under the authority of the Municipal Act, City of Windsor Act and City of Windsor Public Vehicle By-law 150-2018 and will be maintained in accordance with the Municipal Freedom of Information and Protection of Privacy Act. The information is required in order to process, issue, monitor, regulate and investigate the various licenses issued by the Windsor Licensing Commission. The name is public information. Any other personal information collected will only be used for investigative purposes. Questions about this collection can be made to the Deputy Licence Commissioner, 350 City Hall Square West – Suite 110, Windsor, ON N9A 6S1 (519) 255-6200, Option 1.

I acknowledge that I shall not commence operation of a taxicab vehicle until the formal licence is issued to me.

DATE (MM/DD/YYYY)

08/20/2015

SIGNATURE OF APPLICANT & TITLE

Rami Khazaleh

OFFICE USE ONLY

DATE STAMP

STAFF INITIALS: _____



"At your service for over 60 years 519-256-2621"

DIVISION OF WINDSOR AIRLINE LIMOUSINE SERVICES LIMITED

Date: August 25, 2025

To: The Corporation of the City of Windsor

Office of the City Clerk

Policy, Gaming and Licensing

Subject: Driver's List Application

Applicant: RAMI KHAZALEH

Taxi License No: 25-039423

This letter will serve to introduce the above captioned dependent contractor who has been signed on with WALs o/a Veteran Cab since February 8, 2013 and has worked at least 35 hours per week for 40 weeks in a year prior to this application.

At this writing, the company is not aware of any outstanding charges or convictions against the named driver under By-Law 137 – 2007 (amended By-Law) 150-2018

If further information is required, please feel free to contact me at 519-256-1868, Ext 221 - Jackie

King Regards,

Jackie Seal

A handwritten signature in blue ink, appearing to read "Jackie Seal", with a long, sweeping underline.

Office Clerk

Veteran Cab



Windsor Licensing Commission Report: ACLT/15025

Reference:

Date to Commission: October 29, 2027

Author: Craig Robertson, Deputy Licence Commissioner

Report Date: October 7, 2025

To: Windsor Licensing Commission

Applicant/Licensee:

Sowmya Shanmuganandam

17221347 Canada Inc.



Licence Category:

Livery Vehicle, Class D – Van

Licence # 25 039808

Hearing Particulars:

Approve application with Conditions – Livery Vehicle, Class D (Van)

Appended Materials:

- Copy of licence application, being Appendix "A"
- Copy of market study, being Appendix "B"
- Copy of rate schedule, being Appendix "C"
- AMANDA screen capture showing the number of licensed Class 'D' Livery Vehicles, being Appendix "D"

Licence Commissioner's Comments:

A new application for a Class "D" Livery Vehicle licence was submitted on August 13, 2025, by Sowmya Shanmuganandam, 17221347 Canada Inc., [REDACTED]

[REDACTED]. The Licensing Division has no past records for this business.

There are currently one (1) Class "D" Livery Vehicles licensed in the City of Windsor.

Regulatory Authority:

The pertinent sections of Schedule 3 to By-law 137-2007 as amended relating to this application state:

Item No. 7(a)

2.1 The following limit on the number of licences shall be established and reviewed by the Licensing Commission from time to time:

(a)	Class B - Limousine	25 units
(b)	Class C - Executive	15 units
(c)	Class D - Van	30 units
(d)	Class E - Pedicab	10 units
(e)	Class F – Horse Drawn Carriage	12 units

4.1 Applicants for livery plate holder licenses in the first instance shall provide to the Licence Commissioner for consideration by the Licensing Commission:

- (a) type and number of vehicles to be operated; details of the nature of the operation;
- (b) details of the nature of the operation;
- (c) market studies or other information to justify the need for the service within the current marketplace, including details of any specific contracts for the service;
- (d) an assessment of the impact of the proposed service on existing "for hire" transportation services in the municipality; and,
- (e) rate structure proposed for the service for comparison with existing, competing services.

4.2 In addition to the requirements in 4.1, as may be applicable, no livery vehicle plate and associated livery plate holder licence shall be issued under this By-law until the following requirements have been met:

(b) The applicant shall file with the Licence Commissioner evidence of ownership of such livery vehicle and proof that the livery vehicle to be licensed under this By-law has a valid vehicle permit issued under the Highway Traffic Act and is either registered in the name of the applicant or leased to the applicant;

(e) the applicant shall file with the Licence Commissioner a safety standards certificate issued within 30 days of the date of the applicant's application;"

9.1 Every applicant for a livery vehicle plate holder licence shall file with the Licence Commissioner either a copy of the insurance policy or a certificate of insurance in respect of the livery vehicle which insurance shall meet the following requirements:

- (a) issuance by an insurer duly authorized to issue insurance within the Province of Ontario;
- (b) for each livery vehicle, liability coverage is in the amount of not less than THREE MILLION DOLLARS (\$3,000,000.00) for personal injury or property damage arising out of any one accident or occurrence;
- (c) it shall not be cancelled by the insurer until after fifteen (15) days written notice of such cancellation is given to the Licence Commissioner; and,
- (d) the owner of the livery vehicle shall be named as the insured and all insured livery vehicles shall be listed and described.

10.9 No Class D livery vehicle shall be more than ten (10) model years in age.

Background:

The following is an itemized list of documents submitted on August 13, 2025 on behalf of 17221347 Canada Inc.:

- An application for a Class 'D' Livery Vehicle
- Articles of Incorporation
- Identification
- Market study
- Rate sheet
- Schedule of rates

Summary:

There are currently one (1) Class "D" Livery Vehicles licensed in the City of Windsor. Therefore, we are within the thirty (30) vehicle limit permitted under By-law 137-2007 as amended.

Sowmya Shanmuganandam has not purchased the vehicle that the licence is being requested for. The vehicle in question is a 2024 Chrysler Grand Caravan SXT which is within the ten (10) year age limit permitted under By-law 137-2007 as amended. The applicant has been made aware that should this application be approved, they must satisfy all requirements detailed in Schedule 3 to By-law 137-2007 as amended for the vehicle.

As noted in the "Regulatory Authority" section of this report, the Licensing Commission must review all new applications. The applicant has agreed to comply with all the requirements listed in Schedule 3 of Public Vehicle Licensing By-law 137-2007 as amended to the satisfaction of the Licence Commissioner. Therefore, Administration is recommending approval of this application.

Recommendation:

THAT the livery vehicle plate holder application, submitted by Sowmya Shanmuganandam on behalf of 17221347 Canada Inc., [REDACTED] to operate one (1) Class "D" –Livery Vehicle, namely a 2024 Chrysler Grand Caravan SXT, **BE APPROVED** with the following conditions:

- Sowmya Shanmuganandam be given sixty (60) days from the date of this decision to submit a Business Name Registration and a certificate of insurance that is satisfactory to Section 9.1 of Schedule 3 to By-law 137-2007 as amended,
- Purchase the 2024 Chrysler Grand Caravan SXT,
- Submit vehicle ownership and current Safety Standards Certificate,
- The vehicle must submit to and pass an inspection by the By-Law Enforcement Unit.

Bnk
CDL
DL

AUG 13 2025

POLICY, GAMING & LICENSING

OFFICE OF THE CITY CLERK
Policy, Gaming & Licensing
350 City Hall Square West - Suite 110
Windsor, ON N9A 6S1
Ph: 519-255-6200, Option 1 Fax: 519-255-6868
www.citywindsor.ca

OFFICE USE ONLY
LICENCE # 25-039808

LIVERY PLATEHOLDER APPLICATION (2 PAGES)

APPLICANT NAME AND ADDRESS

APPLICANT NAME:	Sowmya Shanmuganandam	DATE OF BIRTH:	(MM/DD/YYYY)
STREET ADDRESS:		HOME PHONE:	
CITY, PROVINCE:		CELL PHONE:	
		POSTAL CODE:	

BUSINESS NAME AND ADDRESS

NAME UNDER WHICH BUSINESS OPERATES:	17221347 Canada Inc.	PLEASE INDICATE WITH A CHECK MARK: (✓)	
		Corporation	Sole Proprietorship
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
STREET ADDRESS:		BUS. PHONE:	5875019595
CITY, PROVINCE:		EMAIL ADDRESS:	ldforcontact100@gmail.com
		POSTAL CODE:	

MAILING ADDRESS FOR BUSINESS, IF DIFFERENT THAN ABOVE

STREET ADDRESS:	CITY, PROVINCE:
	POSTAL CODE:

CLASS OF VEHICLE (PLEASE CHECK ALL THAT APPLY ✓)

LIMOUSINE (CLASS A)	EXECUTIVE (CLASS C)	PEDICAB (CLASS E)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/> VAN (CLASS D)	<input type="checkbox"/> HORSE DRAWN CARRIAGE (CLASS F)

LICENCE FEES

LIVERY VEHICLE	X MOTORIZED - \$180.00	MUSGULAR - \$70.00
	NUMBER OF PLATES	NUMBER OF PLATES

HAVE YOU EVER HAD ANY PREVIOUS MUNICIPAL LICENCE(S)?
YES ☐ NO ☒ IF YES: What type? _____
What year? _____

HAVE YOU EVER BEEN CONVICTED OF ANY CRIMINAL OR INDICTABLE OFFENCE IN CANADA OR ANY OTHER COUNTRY?
YES ☐ NO ☒ IF YES: Year? _____
Location? _____

PLEASE ENCLOSE THE FOLLOWING DOCUMENTS WITH THIS APPLICATION

Safety Standards Certificate	Vehicle Ownership
Insurance Policy	Market Study
<input checked="" type="checkbox"/> Photo Of Vehicle	<input checked="" type="checkbox"/> Certificate of Incorporation including Directors, if applicable
<input checked="" type="checkbox"/> Rate Schedule	<input checked="" type="checkbox"/> Business Name Registration, if applicable
<input checked="" type="checkbox"/> Proof of Work Status	(2) pieces of government-issued identification including one photo I.D. as well as one I.D. demonstrating proof of status in Canada (e.g. birth certificate, Canadian passport, Canadian citizenship card, permanent resident card, work permit, etc.
<input checked="" type="checkbox"/> Valid Photo Identification	

LIVERY VEHICLE INFORMATION

CITY PLATE	YEAR OF MANUFACTURE	MAKE/ MODEL CLASS OF VEHICLE	PROVINCIAL PLATE NO.	SERIAL NO.
	2025	Chrysler Grand Caravan		

PARTICULARS OF INSURANCE

Insurance Liability	Expiry Date
Insurance Company	Insurance Agent

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION

I also acknowledge that the information requested on this form and any appendices attached are collected under the authority of the Municipal Act, City of Windsor Act, and City of Windsor Licensing By-law 137-2007 As Amended. This information is required in order to process, issue, monitor, regulate and investigate the various licenses issued by the Office of the City Clerk, Policy, Gaming & Licensing Division. The name and business address of the licensee is public information. Any other personal information collected will only be used for investigative purposes. Questions regarding this collection can be made to the Supervisor of Licensing, 350 City Hall Square W. Suite 110, Windsor, ON N9A 6S1, 519-255-6200.

08/11/2025

DATE (MM/DD/YYYY)

S. S. 11

President

SIGNATURE OF APPLICANT & TITLE



OFFICE OF THE CITY CLERK
Policy, Gaming & Licensing
350 City Hall Square West, Suite 110
Windsor, ON N9A 6S1
Ph: 519-255-6200, Option 1 Fax: 519-255-6868
www.citywindsor.ca

LIVERY VEHICLE LICENCE APPLICATION (page 2)

VEHICLE INFORMATION:

City Plate	Year of Manufacture	Make/Model Class of Vehicle	Provincial Plate No.	V.I.N.
	2024	CHRYSLER GRAND CARAVAN EXT		2C4RC1Z015 RR150502

PARTICULARS OF INSURANCE:

Insurance Liability	\$	Expiry Date	
Insurance Company			
Insurance Agent			

- By making application, I hereby undertake to notify the Licence Commissioner ten days prior to cancellation of said insurance or any part thereof, or transfer to any other company of such insurance
- It is the applicant's responsibility to ensure compliance with any provincial operating licenses required by the Ministry of Transportation.

AV01/13/2025
DATE (MM/DD/YYYY)


APPLICANT'S SIGNATURE

COMPLIANCE OFFICER INSPECTION COMMENTS:

APPROVED

☐

NOT APPROVED

☐

Compliance Officer Signature: _____

Applicant: 17221347 Canada Inc.

Service Type: Non-Emergency Medical Transportation - Wheelchair & Stretcher Only

1. Current Market Overview

Population & Demand Drivers:

- Windsor-Essex County has over 422,000 residents; 19.3% (81,620) are aged 65+ (2021 Census).
- High prevalence of chronic illnesses such as diabetes, kidney disease, and heart conditions requires recurring patient transport to hospitals, dialysis centres, and specialist clinics.
- Dialysis alone requires 3 trips per patient per week, creating consistent, predictable transport demand.

Limitations of Existing Providers:

- Most current patient transfer operators in Windsor/Essex provide wheelchair and stretcher transport, but fleet capacity is limited.
- Wait times of 1-3 hours for hospital discharges and rural pickups are common.
- Rural towns (Kingsville, Leamington, Amherstburg) often face scheduling delays or long travel times.
- Many providers do not publish transparent rates and rely on custom quotes, making cost comparisons difficult for patients and facilities.

2. Why an Additional Provider Is Needed

- Capacity Shortfalls: Demand is growing faster than available fleet and staffing resources.
- Service Gaps: Existing providers cannot consistently meet same-day booking needs or urgent facility discharges.
- Cost Transparency: Patients and facilities lack access to published, predictable rates for budgeting and planning.
- Equitable Access: Rural and mobility-challenged residents need more reliable service coverage.

3. Our Solution - Faster, Affordable, Compassionate

- Response Time Targets
- Urban pickups: ≤ 30 minutes

- Rural pickups: <= 60 minutes
- Standby vehicle during hospital peak discharge hours to free up beds faster.
- Lower Cost Structure
- Base rates up to 15% below industry benchmarks while maintaining service quality.
- Discounts for repeat users (e.g., dialysis patients) and facility contracts.
- Compassionate Service
- Trained attendants in CPR, safe patient handling, and sensitivity to seniors & patients with disabilities.
- "Door-through-door" assistance for patient safety and dignity.
- Modern Fleet
- New wheelchair vans and stretcher vehicles with GPS tracking, climate control, and smooth suspension.
- Real-time ETA updates to facilities and families.

4. Competitive Rate Schedule (Windsor-Essex Context)

Local Benchmark Rates (based on available industry data):

- Wheelchair: CAD \$40-\$90 (weekday one-way, urban)
- Stretcher: CAD \$100-\$225 (weekday one-way, urban)
- Mileage: CAD \$1.00-\$3.00/km beyond base distance
- Additional Fees: Wait-time fees (\$15-\$30 per 30 mins), after-hours premiums (\$15-\$50)

5. Proposed Public Rate Card - 17221347 Canada Inc.

Service Type	Base Fare (One-Way, Urban)	Per Km After 10 Km	Round Trip Discount	Additional Fees
--------------	----------------------------	--------------------	---------------------	-----------------

Wheelchair	CAD \$38	\$1.25/km	10% off	After-hours: \$20/trip; Wait time: \$20/30 min after 15 min
Stretcher	CAD \$110	\$1.50/km	10% off	After-hours: \$20/trip; Wait time: \$20/30 min after 15 min

Notes:

- Pricing is set ~10-15% below midpoint of industry benchmarks for Windsor/Essex.
- Designed to ensure affordability while sustaining operations and loan repayments.

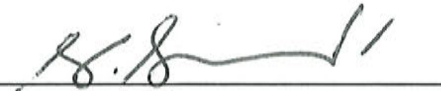
6. Public Benefit of Issuing a Livery Plate

- Faster Medical Access: More reliable patient transfers reduce missed appointments.
- Reduced Hospital Bottlenecks: Faster discharges free up hospital beds sooner.
- Transparent, Affordable Pricing: Published rates empower patients and facilities to plan and budget.
- Improved Rural Coverage: Expands service reach to underserved towns in Essex County.

Conclusion:

Authorizing an additional livery plate for 17221347 Canada Inc. will directly address Windsor-Essex's patient transfer shortages by providing faster, lower-cost, and more compassionate wheelchair and stretcher services, supported by transparent pricing and a modern, well-equipped fleet.

Signature: _____



Date: _____



Rate Schedule

17221347 Canada Inc.

Non-Emergency Medical Transportation – Wheelchair & Stretcher

Proposed Public Rate Schedule

Effective Date: [August – 11- 2025]

Wheelchair Transport

- Base Fare (One-Way, within Windsor city limits, up to 10 km): CAD \$38
- Per Km after 10 km: CAD \$1.25/km
- Round Trip Discount: 10% off total fare

Stretcher Transport

- Base Fare (One-Way, within Windsor city limits, up to 10 km): CAD \$110
- Per Km after 10 km: CAD \$1.50/km
- Round Trip Discount: 10% off total fare

Additional Fees

- After-Hours / Weekend Surcharge: CAD \$20 per trip
- Wait Time Fee: CAD \$20 per 30 minutes after the first 15 minutes of waiting time
- Extra Attendant (if required): CAD \$35 per trip
- Long-Distance (over 50 km): Flat fee or custom quote depending on destination

Service Notes

- All prices include door-through-door assistance by trained attendants.

- Vehicles are equipped with climate control, wheelchair lifts or ramps, safety restraints, and GPS tracking.
- Trips are subject to availability; pre-booking is recommended for medical appointments.


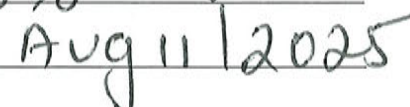
Contact Information:

Sowmya Shanmuganandam

587-501-9595

Signature: _____

Date: _____

A7

Custom Field (Data Explorer) Usage and Examples

Screen	Field	Condition	Value
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Search

Options Bulk Action List View Map View

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	Folder Number	In Date	Issued	Status	Folder Name	Expiry Date	Reference #	Sub	Worl
	2025 039686 000 00 LV	Aug 12, 2025	Aug 12, 2025	Issued	5021118 ONTARIO INC. O/A ELEGANCE LIMO SERVICES ...	Aug 31, 2026	LV297	Class D - Van(630)	

Showing 1 to 1 of 1 rows

Top



Windsor Licensing Commission Report: ACLT/15027

Reference:

Date to Commission: October 29, 2025

Author: Craig Robertson, Deputy Licence Commissioner

Report Date: October 7, 2025

To: Windsor Licensing Commission

Applicant/Licensee:

Brian Marsh

BMK Shuttle Service



Licence Category:

Livery Vehicle, Class C – Executive

Licence # 25 034947

Hearing Particulars:

Approve application with Conditions – Livery Vehicle, Class C (Executive)

Appended Materials:

- Copy of licence application, being Appendix "A"
- Copy of market study, being Appendix "B"
- Copy of schedule of rates, being Appendix "C"
- AMANDA screen capture showing the number of licensed Class 'C' Livery Vehicles, being Appendix "D"
- Photo of Vehicle, 2024 Tesla Model Y being Appendix "E"

Licence Commissioner's Comments:

A new application for a Class "C" Livery Vehicle licence was submitted on July 10, 2025, by Brian Marsh, BMK Shuttle Service, [REDACTED]. The Licensing Division has no past records for this business.

There are currently five (5) Class "C" Livery Vehicle licensed in the City of Windsor.

Regulatory Authority:

The pertinent sections of Schedule 3 to By-law 137-2007 as amended relating to this application state:

Item No. 7(b)

2.1 The following limit on the number of licences shall be established and reviewed by the Licensing Commission from time to time:

(a)	Class B - Limousine	25 units
(b)	Class C - Executive	15 units
(c)	Class D - Van	30 units
(d)	Class E - Pedicab	10 units
(e)	Class F - Horse Drawn Carriage	12 units

4.1 Applicants for livery plate holder licenses in the first instance shall provide to the Licence Commissioner for consideration by the Licensing Commission:

- (a) type and number of vehicles to be operated; details of the nature of the operation;
- (b) details of the nature of the operation;
- (c) market studies or other information to justify the need for the service within the current marketplace, including details of any specific contracts for the service;
- (d) an assessment of the impact of the proposed service on existing "for hire" transportation services in the municipality; and,
- (e) rate structure proposed for the service for comparison with existing, competing services.

4.2 In addition to the requirements in 4.1, as may be applicable, no livery vehicle plate and associated livery plate holder licence shall be issued under this By-law until the following requirements have been met:

(b) The applicant shall file with the Licence Commissioner evidence of ownership of such livery vehicle and proof that the livery vehicle to be licensed under this By-law has a valid vehicle permit issued under the Highway Traffic Act and is either registered in the name of the applicant or leased to the applicant;

(e) the applicant shall file with the Licence Commissioner a safety standards certificate issued within 30 days of the date of the applicant's application;"

9.1 Every applicant for a livery vehicle plate holder licence shall file with the Licence Commissioner either a copy of the insurance policy or a certificate of insurance in respect of the livery vehicle which insurance shall meet the following requirements:

- (a) issuance by an insurer duly authorized to issue insurance within the Province of Ontario;
- (b) for each livery vehicle, liability coverage is in the amount of not less than THREE MILLION DOLLARS (\$3,000,000.00) for personal injury or property damage arising out of any one accident or occurrence;
- (c) it shall not be cancelled by the insurer until after fifteen (15) days written notice of such cancellation is given to the Licence Commissioner; and,
- (d) the owner of the livery vehicle shall be named as the insured and all insured livery vehicles shall be listed and described.

10.9 No Class C livery vehicle shall be more than ten (12) model years in age.

Background:

The following is an itemized list of documents submitted on July 10, 2025 on behalf of Brian Marsh o/a BMK Shuttle Service.:

- An application for a Class 'C' Livery Vehicle
- Identification
- Market study
- Rate sheet
- Schedule of rates
- Photo of Vehicle
- Insurance
- Safety Standards Certificate for 2024 Tesla Model Y
- Ownership

Summary:

There are currently five (5) Class "C" Livery Vehicles licensed in the City of Windsor. Therefore, we are within the fifteen (15) vehicle age limit permitted under By-law 137-2007 as amended.

The applicant, Brian Marsh, has purchased the vehicle that the licence is being requested for. The proposed vehicle is a 2024 Tesla Model Y which is within the ten (10) year age limit permitted under By-law 137-2007 as amended. The applicant has been made aware that should their application be approved, they must satisfy all requirements detailed in Schedule 3 to By-law 137-2007 as amended for the vehicle.

As noted in the "Regulatory Authority" section of this report, the Licensing Commission must review all new applications. The applicant has agreed to comply with all the requirements listed in Schedule 3 of Public Vehicle Licensing By-law 137-2007 as amended to the satisfaction of the Licence Commissioner. Therefore, Administration is recommending approval of this application.

Recommendation:

THAT the livery vehicle plate holder application, submitted by Brian Marsh, o/a BMK Shuttle Service., [REDACTED] to operate one (1) Class "C" –Livery Vehicle, namely a 2024 Tesla Model Y, **BE APPROVED** with the following conditions:

- Brian Marsh be given sixty (60) days from the date of this decision to submit the vehicle to and pass an inspection by the By-Law Enforcement Unit.



RECEIVED
JUL 10 2025

OFFICE OF THE CITY CLERK
Policy, Gaming & Licensing
350 City Hall Square West - Suite 110
Windsor, ON N9A 6S1
Ph: 519-255-6200, Option 1 Fax: 519-255-6868
www.citywindsor.ca

LIVERY PLATEHOLDER APPLICATION

(2 PAGES)

OFFICE USE ONLY
LICENCE # 25-034947

APPLICANT NAME AND ADDRESS

APPLICANT NAME: <u>BRIAN MARSH</u>	DATE OF BIRTH: <u>(MM/DD/YYYY)</u>
STREET ADDRESS: <u>[REDACTED]</u>	HOME PHONE: <u>[REDACTED]</u>
CITY, PROVINCE: <u>[REDACTED]</u>	CELL PHONE: <u>[REDACTED]</u>
	POSTAL CODE: <u>[REDACTED]</u>

BUSINESS NAME AND ADDRESS

NAME UNDER WHICH BUSINESS OPERATES: <u>BMK Shuttle Service</u>	PLEASE INDICATE WITH A CHECK MARK: (✓)
	Corporation <input type="checkbox"/> Sole Proprietorship <input checked="" type="checkbox"/> Partnership <input type="checkbox"/>
STREET ADDRESS: <u>[REDACTED]</u>	BUS. PHONE: <u>226 246 4985</u>
CITY, PROVINCE: <u>[REDACTED]</u>	EMAIL ADDRESS: <u>bmkshuttle@gmail.com</u>
	POSTAL CODE: <u>[REDACTED]</u>

MAILING ADDRESS FOR BUSINESS, IF DIFFERENT THAN ABOVE

STREET ADDRESS: <u>[REDACTED]</u>	CITY, PROVINCE: <u>[REDACTED]</u>
	POSTAL CODE: <u>[REDACTED]</u>

CLASS OF VEHICLE (PLEASE CHECK ALL THAT APPLY ✓)

<input checked="" type="checkbox"/> LIMOUSINE (CLASS A)	<input checked="" type="checkbox"/> EXECUTIVE (CLASS C)	<input type="checkbox"/> PEDICAB (CLASS E)
<input checked="" type="checkbox"/> <u>6 Passenger (Class G)</u>	<input type="checkbox"/> VAN (CLASS D)	<input type="checkbox"/> HORSE DRAWN CARRIAGE (CLASS F)

LICENCE FEES

LIVERY VEHICLE	<input checked="" type="checkbox"/> MOTORIZED - \$180.00	<input type="checkbox"/> MUSCULAR - \$70.00
	<input type="checkbox"/> NUMBER OF PLATES	<input type="checkbox"/> NUMBER OF PLATES

HAVE YOU EVER HAD ANY PREVIOUS MUNICIPAL LICENCE(S)?

YES ☐ NO ☒ IF YES: What type? _____

What year? _____

HAVE YOU EVER BEEN CONVICTED OF ANY CRIMINAL OR INDICTABLE OFFENCE IN CANADA OR ANY OTHER COUNTRY?

YES ☐ NO ☒ IF YES: Year? _____

Location? _____

PLEASE ENCLOSE THE FOLLOWING DOCUMENTS WITH THIS APPLICATION

<input checked="" type="checkbox"/> Safety Standards Certificate	<input checked="" type="checkbox"/> Vehicle Ownership
<input checked="" type="checkbox"/> Insurance Policy	<input checked="" type="checkbox"/> Market Study
<input checked="" type="checkbox"/> Photo Of Vehicle	<input type="checkbox"/> Certificate of Incorporation including Directors, if applicable
<input checked="" type="checkbox"/> Rate Schedule	<input checked="" type="checkbox"/> Business Name Registration, if applicable
<input checked="" type="checkbox"/> Proof of Work Status	<small>(2) pieces of government-issued identification including one photo I.D. as well as one I.D. demonstrating proof of status in Canada (e.g. birth certificate, Canadian passport, Canadian citizenship card, permanent resident card, work permit, etc.</small>
<input checked="" type="checkbox"/> Valid Photo Identification	

LIVERY VEHICLE INFORMATION

CITY PLATE	YEAR OF MANUFACTURE	MAKE/ MODEL CLASS OF VEHICLE	PROVINCIAL PLATE NO.	SERIAL NO.
	<u>2024</u>	<u>TESLA MODEL Y</u>	<u>GVMF646</u>	<u>7SAY GDEE ORFO 18879</u>

PARTICULARS OF INSURANCE

Insurance Liability	<u>3 Million</u>	Expiry Date	<u>23/09/25</u>
Insurance Company	<u>Intact Insurance</u>	Insurance Agent	<u>BROKERLINK INC.</u>

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION

I also acknowledge that the information requested on this form and any appendices attached are collected under the authority of the Municipal Act, City of Windsor Act, and City of Windsor Licensing By-law 137-2007 As Amended. This information is required in order to process, issue, monitor, regulate and investigate the various licenses issued by the Office of the City Clerk, Policy, Gaming & Licensing Division. The name and business address of the licensee is public information. Any other personal information collected will only be used for investigative purposes. Questions regarding this collection can be made to the Supervisor of Licensing, 350 City Hall Square W, Suite 110, Windsor, ON N9A 6S1, 519-255-6200.

07/09/2025
DATE (MM/DD/YYYY)

Brian Marsh
SIGNATURE OF APPLICANT & TITLE

LIVERY PLATEHOLDER APPLICATION

PAGE 2

PLEASE RETURN THIS APPLICATION WITH YOUR PAYMENT TO THE OFFICE OF THE CITY CLERK/POLICY, GAMING & LICENSING DIVISION AT 350 CITY HALL SQUARE WEST, ROOM 203, WINDSOR, ON N9A 6S1. THE LICENCE RENEWAL DEADLINE IS AUGUST 31ST ANNUALLY. A 50% LATE PENALTY IS ADDED TO THE BUSINESS LICENCE FEE ON SEPTEMBER 1ST. THE APPLICANT COULD FACE FURTHER PENALTIES/FINES FOR OPERATING WITHOUT A VALID BUSINESS LICENCE.

I, Brian Marsh ACKNOWLEDGE THAT I SHALL NOT COMMENCE OPERATION OF THE LIVERY VEHICLE UNTIL THE FORMAL LICENCE IS ISSUED TO ME.

I HEREBY UNDERTAKE TO NOTIFY THE LICENCE COMMISSIONER TEN DAYS PRIOR TO CANCELLATION OF SAID INSURANCE OR ANY PART THEREOF, OR TRANSFER TO ANY OTHER COMPANY OF SUCH INSURANCE.

****IT IS THE APPLICANT'S RESPONSIBILITY TO ENSURE THAT ANY AND ALL ADDITIONAL PROVINCIAL OPERATING LICENSES, AS REQUIRED BY THE MINISTRY OF TRANSPORTATION, ARE OBTAINED AND MAINTAINED.****

NOTICE WITH RESPECT TO COLLECTION OF PERSONAL INFORMATION

I also acknowledge that the information requested on this form and any appendices attached are collected under the authority of the Municipal Act, City of Windsor Act, and City of Windsor Licensing By-law 137-2007 As Amended. This information is required in order to process, issue, monitor, regulate and investigate the various licenses issued by the Office of the City Clerk, Policy, Gaming & Licensing Division. The name and business address of the licensee is public information. Any other personal information collected will only be used for investigative purposes. Questions regarding this collection can be made to the Supervisor of Licensing, 350 City Hall Square W. Suite 110, Windsor, ON N9A 6S1, 519-255-6200.

07/09/2025
DATE (MM/DD/YYYY)

Brian Marsh
SIGNATURE OF APPLICANT & TITLE

BMK Shuttle Service Market Need Analysis: Evidence-Based Case Study

Executive Summary

The Windsor-Essex transportation market demonstrates significant gaps that BMK Shuttle Service uniquely addresses, with documented demand exceeding current supply and measurable service deficiencies in existing options.

1. DOCUMENTED MARKET GAPS & SERVICE FAILURES

Public Transit Inadequacies

Transit Windsor Performance Issues (2024 Data):

- On-time performance concerns documented in official 2024 service reports
- Limited cross-border service options
- No premium or luxury transportation alternatives
- Ridership increased 80% in 2023-2024, but buses are overcrowded
- Total 2024 ridership: 9.67 million trips (2% increase from 2023's 9.49 million)

Service Limitations:

- No door-to-door premium service
- Limited evening/late-night availability
- No specialized cross-border expertise
- Lack of sustainable/electric vehicle options

Private Transportation Gaps

- Limited Premium Options: Only 2-3 established private shuttle competitors
- No Electric Vehicle Services: BMK is the only Tesla-based service in market
- Inconsistent Cross-Border Expertise: Few services specialize in international transport
- Pricing Transparency Issues: Many competitors lack upfront, all-inclusive pricing

2. QUANTIFIED UNMET DEMAND

BMK's Current Capacity Constraints (Evidence of Market Need)

- 3 customers turned away weekly due to capacity limitations
- 156 potential customers annually cannot be served with current single-vehicle operation
- Revenue Loss: Estimated \$78,000-\$156,000 annually in unmet demand
- Growth Trajectory: Current \$4,000-\$10,000 monthly revenue with 70% customer retention

Market Demand Indicators

- Cross-Border Travel: 90% of BMK bookings are Detroit routes, indicating strong international demand
- Repeat Business: 70% customer retention rate demonstrates service satisfaction
- Booking Lead Time: 1-2 weeks average, showing consistent forward demand

- Daily Inquiries: 6 inquiries/day with 3-4 converting to bookings

3. PROVEN CUSTOMER SATISFACTION & SERVICE EXCELLENCE

Outstanding Customer Reviews Performance

- 60+ Five-Star Google Reviews: Exceptional customer satisfaction rating
- 90% Recommendation Rate: Nearly all customers recommend the service
- 50% Review Response Rate: High engagement from satisfied customers
- Verified Service Quality: Consistent praise for Tesla experience, professionalism, and reliability

Service Quality Metrics

- Customer Retention: Over 70% repeat clients
- Service Rating: Consistently rated as superior to Uber, Lyft, and traditional taxis
- Premium Experience: Clean, brand new Tesla Model Y with experienced driver
- Contactless Options: Modern booking and delivery methods

4. DEMOGRAPHIC & ECONOMIC JUSTIFICATION

Target Market Analysis

Primary Demographics Served:

- Seniors (55+): Growing population segment with transportation needs
- Business Travelers: Cross-border commerce requiring reliable transport
- Event Attendees: Detroit sports/entertainment venues (Comerica Park, Ford Field, Pine Knob)
- Airport Passengers: DTW represents 90% of current route revenue

Economic Impact Data

- Windsor-Essex Population: 422,000+ residents (2021 Census)
- Cross-Border Traffic: Significant daily commuter and business travel
- Tourism Growth: Increased demand for premium transportation options
- Corporate Demand: 2 active corporate contracts with standing bookings

5. COMPETITIVE ADVANTAGE EVIDENCE

Unique Market Position

Tesla Model Y Advantages:

- Only electric luxury shuttle in Windsor market
- Advanced safety features (Tesla's driver assistance systems)
- Environmental sustainability appeal to conscious consumers
- Premium amenities: Panoramic roof, heated seats, WiFi

Service Differentiation:

- Transparent Pricing: All-inclusive rates with bridge/tunnel tolls
- Cross-Border Expertise: Owner is dual citizen with Nexus card
- Specialized Routes: Established connections to Toronto (\$450-500), Detroit (\$80-135), London (\$250)
- Nexus Cardholder Discounts: 10% off cross-border travel
- Verified Excellence: 60+ five-star Google Reviews validate service quality

6. FINANCIAL VIABILITY & GROWTH POTENTIAL

Revenue Performance

- Current Monthly Revenue: \$4,000-\$10,000 (growing)
- Target Revenue: \$15,000/month (achievable with fleet expansion)
- Customer Lifetime Value: High retention (70%) with repeat bookings every 3-4 months
- Pricing Premium: Competitive rates with value-added services

Market Expansion Opportunities

- Unserved Routes: Buffalo, Cleveland airports
- Corporate Contracts: Growing B2B demand
- Wedding/Event Packages: Untapped market segment
- Seasonal Services: Florida snowbird vehicle transport

7. REGULATORY & OPERATIONAL ADVANTAGES

Compliance & Expertise

- Cross-Border Licensing: Established regulatory compliance
- Insurance Coverage: Comprehensive commercial transportation insurance
- Nexus Card Access: Expedited border crossing capabilities
- Local Knowledge: [REDACTED] base of operations

Operational Efficiency

- Route Optimization: Google Maps integration in Tesla
- Charging Infrastructure: \$350/month charging costs, 460km range
- Maintenance Efficiency: Minimal Tesla maintenance requirements
- Booking System: Direct website bookings, multiple contact methods

8. MARKET VALIDATION EVIDENCE

Customer Satisfaction Metrics

- 60+ Five-Star Google Reviews: Outstanding customer satisfaction
- 90% Recommendation Rate: Nearly universal customer approval
- Repeat Business: 70+ customer retention
- Service Range: \$\$ price category (accessible premium)
- Geographic Coverage: Windsor, Detroit, London, Toronto, Chicago, Cleveland

Competitive Recognition

- Market Position: Established brand recognition with verified excellence
- Website Traffic: Direct bookings through bmkshuttle.com
- Social Media Presence: Active Facebook/Instagram marketing
- Professional Contact: (226) 246-4985, bmkshuttle@gmail.com

CONCLUSION: MARKET NEED JUSTIFICATION

The evidence overwhelmingly demonstrates that BMK Shuttle Service addresses critical market gaps:

1. Unmet Demand: 156 customers annually turned away due to capacity
2. Proven Excellence: 60+ five-star Google Reviews validate service quality
3. Service Quality Gap: Only premium electric vehicle service in market
4. Cross-Border Specialization: Unique expertise in international transport
5. Customer Loyalty: 70% retention rate and growing revenue
6. Market Growth: Transit Windsor ridership up 80%, indicating transportation demand

BMK Shuttle Service is not just viable—it's essential to meet documented transportation needs in the Windsor-Essex market that existing services cannot adequately address, as proven by exceptional customer satisfaction and growing demand.

BMK SHUTTLE SERVICE

OFFICIAL RATE SCHEDULE 2025

Company Information:

Business Name: BMK Shuttle Service

Owner: Brian Marsh

Address: [REDACTED]

Phone: (226) 246-4985

Email: bmkshuttle@gmail.com

Website: www.bmkshuttle.com

FLEET SPECIFICATIONS:

- Primary Vehicle: 2024 Tesla Model Y Long Range
- Premium white leather interior
- Panoramic glass roof with reclining seats
- Advanced driver assistance systems
- Complimentary WiFi
- Maximum capacity: 4 passengers
- Backup vehicles available for increased demand

SERVICE AREA:

- Windsor-Essex Region, Ontario
- London, Ontario
- Greater Toronto Area (GTA)
- Detroit, Michigan
- Chicago, Illinois
- Cleveland, Ohio

STANDARD RATES (CAD):

All rates are quoted in Canadian Dollars and include bridge/tunnel tolls

DOMESTIC ROUTES (CANADA):

- Windsor ↔ Toronto Airport (YYZ): \$450.00
- Windsor ↔ Toronto City Center: \$500.00
- Windsor ↔ London: \$250.00 (one way)

CROSS-BORDER ROUTES (CANADA-USA):

- Windsor ↔ Detroit Downtown: \$80.00 (one way)
- Windsor ↔ Detroit Metro Airport (DTW): \$135.00 (one way)
- Windsor ↔ Pine Knob Music Theatre (Clarkston, MI): \$175.00 (one way)

CUSTOM ROUTES:

- Canadian destinations: \$0.70/km + \$45.00/hour
- US destinations: \$0.75/km + \$45.00/hour
- All bridge and tunnel tolls included (\$26.00 per crossing)

LATE NIGHT SURCHARGES (2:00 AM - 4:00 AM):

- Detroit Downtown trips: +\$10.00
- Detroit Metro Airport trips: +\$20.00
- Pine Knob Music Theatre: +\$20.00
- Other destinations: Quoted upon request

SPECIAL RATES & DISCOUNTS:

- Nexus Cardholders: 10% discount on all cross-border travel

- Corporate accounts: Custom rates available
- Wedding packages: Available upon request
- Group bookings: Contact for pricing

PAYMENT TERMS:

- Payment Methods: Cash (CAD/USD), Debit, Credit Card
- Currency: CAD preferred, USD accepted at bank exchange rate
- Deposit: \$25.00 required for booking
- Deposit Refund: Full refund with 7+ days notice
- Cancellation: Deposit forfeited for last-minute cancellations

ADDITIONAL SERVICES:

- Door-to-door pickup and delivery
- Multiple stops (additional charges apply)
- Pet transportation (customs documentation required)
- Luggage capacity: Up to 4 suitcases + 2 carry-ons (3 passengers)
Up to 3 suitcases + 3 carry-ons (4 passengers)
- Lost item return: \$25.00 delivery fee

LOYALTY PROGRAM - BMK ELITE MILES:

- Earn 1 point per \$1 spent
- Bonus points for specific routes:
 - Detroit Metro Airport: +150 points
 - Toronto: +100 points
 - Special events: +25 points
- Tier Benefits:
 - Silver (0-1000 points): 5% discount

- Gold (1001-2500 points): 10% discount, no deposit required
- Platinum (2500+ points): 15% discount, priority booking

BOOKING INFORMATION:

- Advance booking recommended (1-2 weeks typical lead time)
- Operating hours: 8:00 AM - 9:00 PM for inquiries
- Service available 24/7 as scheduled
- Response time: Within 2 hours during business hours

SAFETY & COMPLIANCE:

- Fully licensed and insured
- Cross-border expertise with Nexus card holder
- Tesla advanced safety features
- Dual citizenship (Canada/USA) for seamless border crossings
- Clean driving record and professional service

UNIQUE VALUE PROPOSITION:

- Premium Tesla Model Y experience
- Sustainable transportation option
- Transparent, fixed pricing
- 70% customer retention rate
- Specialized cross-border service
- All tolls and fees included in quoted prices

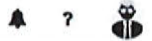
CONTACT FOR BOOKING:

Phone: (226) 246-4985

Email: bmkshuttle@gmail.com

A7

Professional License



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Save Search Criteria

Search

Options

Bulk Action

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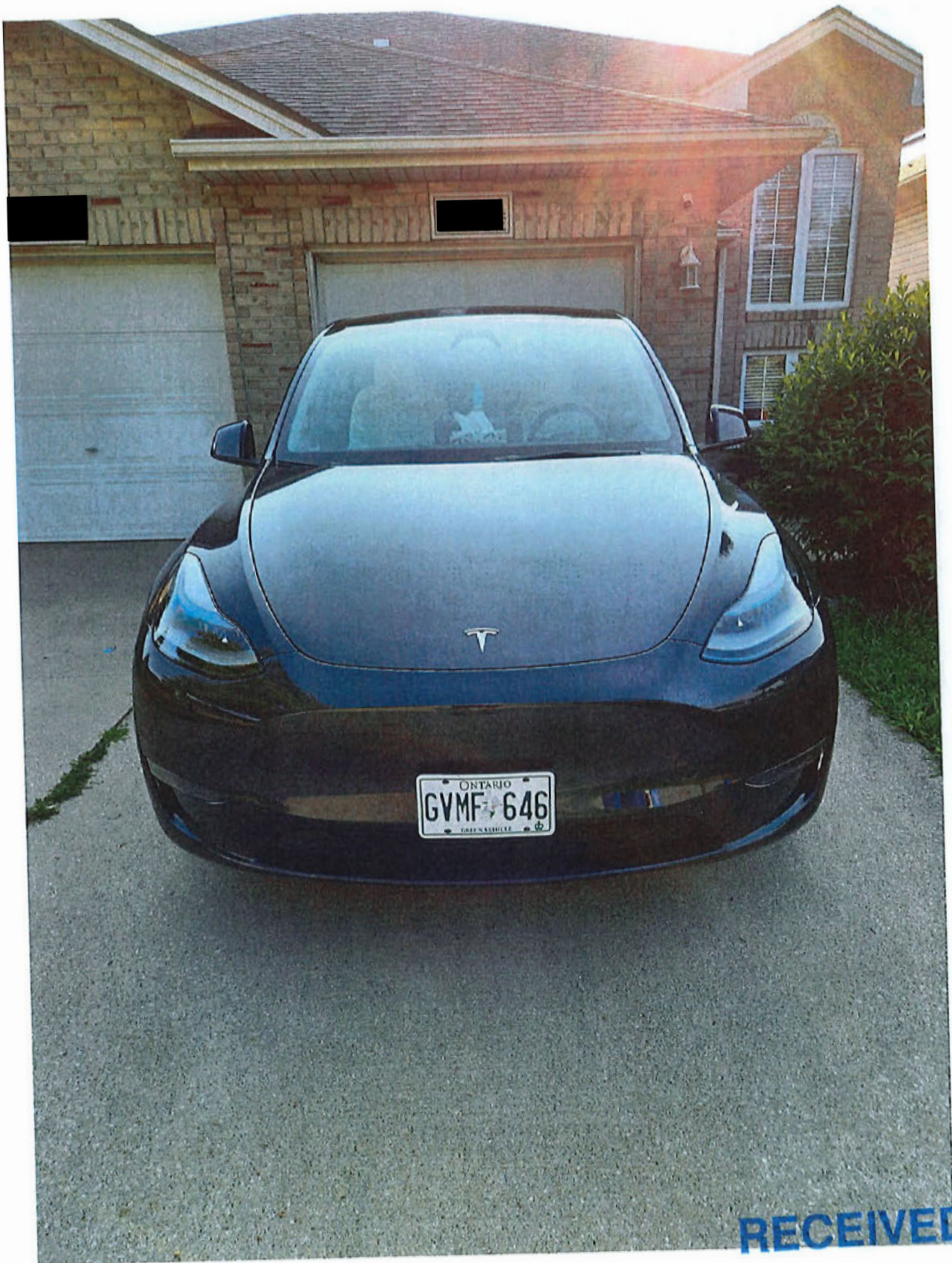
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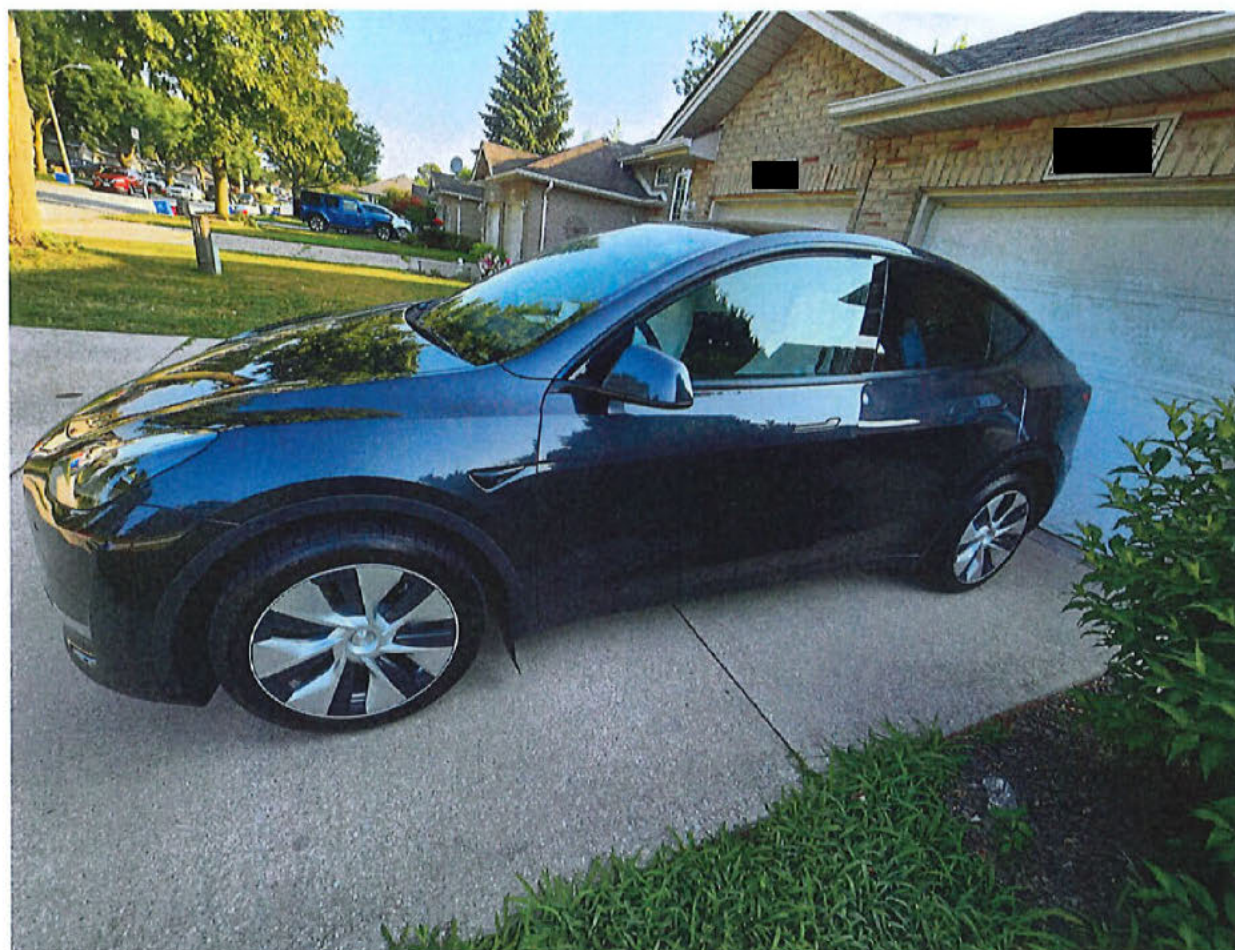
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JUL 15 2025

POLICY GAMING & LICENSING



2015 JUL 1 10:00 AM
2015 JUL 1 10:00 AM





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JUL 15 2025

POLICY GAMING & LICENSING



Windsor Licensing Commission Report: n/a

Reference:

Date to Commission: October 29, 2025

Author: Craig Robertson, Deputy Licence Commissioner

Report Date: October 7, 2025

To: Windsor Licensing Commission

Subject:

Expired Application(s) for Business Licence

Background:

Various business licence application(s) are submitted to the Licensing Division annually for either the renewal of a licence or for a new business.

Section 3.20 of Business Licensing By-law 395-2004 states:

“3.20 Licence – application deemed expired

Any business licence application that has not received approvals from all municipal or provincial departments or agencies as the Licence Commissioner deems necessary within 60 days from the date of the filing of the application, because of the applicant’s inability to comply with the requirements to become licensed, shall be deemed to have expired unless the application is referred to the Windsor Licensing Commission under section 3.28 of this by-law.”

And Section 11 of Part III – General Provisions of the Public Vehicle Licensing By-Law 137-2007 as amended states:

“Any application which has not received approvals from all municipal or provincial departments or agencies as the Licence Commissioner deems necessary within sixty (60) days from the date of filing the application, shall be deemed to have expired because of the applicant’s inability to comply with the requirements to become licenced, unless the application is referred to the Licensing Commission for determination.

Discussion:

An application for a business licence was submitted by the following:

- **Haissam Chouman**
2827400 Ontario Inc. o/a Taystee Grill
1033 Wyandotte Street East, Windsor, ON N9A 3K3
Hospitality Food / Ancillary Liquor application submitted on March 18, 2025
Reason for expiration: Required documentation not submitted
- **Fr. Chadi Kattan**
St. Peter's Cedar's Mediterranean Lounge
166 Tecumseh Road West, Windsor, ON N8X 1E9
Public Hall and Hospitality Food Service application submitted on April 11, 2025
Reason for expiration: Zoning Denial
- **Leigh Ann King**
2357981 Ontario Limited o/a Tortoise & Hare Casual Dining Grab & Go
3400 Grand Marais Road East
Windsor, ON N8W 1W7
Hospitality Food / Ancillary Liquor renewal submitted on June 27, 2024
Reason for expiration: Liquor Licence not submitted
- **Brynne Kehoe**
BND Automotive Inc.
1696 Drouillard Avenue
Windsor, ON N8Y 2S3
Automobile Service Station / Repairs submitted on April 10, 2025
Reason for expiration: Zoning Denial
- **Maria Fagundes**
Redberry Crown Restaurants LP o/a Burger King Restaurants
7955 Tecumseh Road East, Windsor, ON N8R 1A1
Hospitality Food Service submitted on February 15, 2025
Reason for expiration: Past the 2024 licencing renewal date of February 28, 2025
- **Maria Fagundes**
Redberry Crown Restaurants LP o/a Burger King Restaurants
2530 Tecumseh Road East, Windsor, ON N9B 3R2
Hospitality Food Service submitted February 15, 2024
Reason for expiration: Past the 2024 licencing renewal date of February 28, 2025

- **Maria Fagundes**
Redberry Crown Restaurants LP o/a Burger King Restaurants
2850 Tecumseh Road East, Windsor, ON N8Y 1G4
Hospitality Food Service, submitted February 15, 2024
Reason for expiration: Past the 2024 licencing renewal date of February 28, 2025
- **Tom Lucier**
Phog Corp. o/a Phog
University Avenue West, Windsor, ON N9A 5K4
Hospitality Liquor / Ancillary Food submitted on February 28, 2024\
Reason for expiration: Fire inspection not in compliance
- **John Janisse**
River's Edge Tap & Table Inc.
494 Riverdale Avenue, Windsor ON N8S 4B6
Reason For expiration: Past the 2024 licencing renewal date of February 28, 2025.

The above mentioned applications have been pending for more than 60 days, and the applicant has not complied with the requirements of Business Licensing By-law 395-2004 and/or Public Vehicle Licensing By-Law 137-2007 as amended.

Conclusion:

The application(s) listed above shall be deemed to have expired.



Craig Robertson
Deputy Licence Commissioner & Manager
of Policy, Gaming, Licensing & By-law Enforcement