

MEMORANDUM

DATE: January 24, 2019
TO: Council
FROM: Kevin De Leebeeck, P.Eng. Director of Operations
SUBJECT: **RIDERSHIP COST ANALYSIS**

As requested a copy of the Transit Service contract is attached.

In order for the revenue from ridership to break even with the draft 2019 Transit operating budget the cost per ride would need to increase to \$8.85/ride from the current \$2.00/ride. Alternatively, the annual ridership would need to increase by 35,600 rides/year (137 rides/day) from the current estimate of 10,400 rides/year (40 rides/day).

BTS Network Inc.

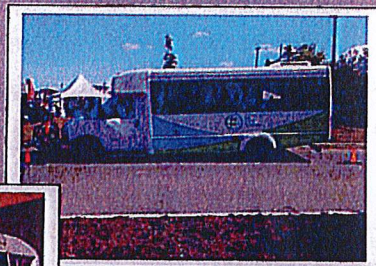
"50 Years of Accessible Transportation Excellence"



Town of Tillsonburg

RFP2018-001 Town Transit System

Submitted Electronically: May 31st, 2018



BTS Network Inc.

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ATTACHMENTS:

RFP2018-001-TOWN OF TILLSONBURG - TOWN TRANSIT SYSTEM (PRICING)

ORGANIZATIONAL CHART

GANTT CHART - START-UP PLAN

REFERENCES

BONDING REFERENCE LETTER

INSURANCE CERTIFICATE

WSIB CERTIFICATE

BTS NETWORK INC LETTER OF REFERENCE – CLT

BTS NETWORK INC LETTER OF REFERENCE – REENA

SELECTED VEHICLE PHOTOS (DODGE PROMASTER FLEET PIC.PDF)

SECTION 1 | CONFIDENTIALITY NOTICE

This document and all attached appendices contain propriety intellectual property and information and is being supplied in strict confidence and therefore shall not be copied, distributed or supplied to any third party without the express written consent of The BTS Network Inc.

SECTION 2.0 | EXECUTIVE SUMMARY

BTS is built on a foundation of total commitment to providing cost-effective, on-time, safe and reliable transportation services that connect communities and promote inclusivity and barrier-free mobility. Today, we provide in excess of 1,500 rides per day, utilizing a combination of minivans, accessible vans, shuttles, accessible mini-buses, and buses. Our head-office, operations control, dispatch and call-centre is located in Vaughan, Ontario, as well, we have several satellite offices throughout Southern Ontario. Given the opportunity to serve the Town of Tillsonburg's T:GO Service, BTS will look to establish a local depot within the Town, to provide greater flexibility in service delivery and operations management.

Streamlined Operations & Distinguished Service - Over the years our senior management team has fully streamlined, optimized and perfected our service delivery; leveraging our 50 years of experience, breadth of services (community, not-for-profit, conventional and accessible transit, healthcare shuttles, etc.), technological advancements, innovations, and industry and client-focused partnerships. Every single one of our drivers have completed a rigorous sensitivity and accessibility training program, which allows them to be more attuned to needs of our clients and their customers so that our distinguished service can be perfectly delivered. In addition, BTS monitors exactly what's transpiring on the ground to ensure the strictest contract adherence. From quality assurance audits to making sure our vehicles are clean, comfortable, and reliable, our exemplary track record will allow us to serve all passengers with all the kindness and respect that they deserve. Our quality of service is second to none.

Remarkable Performance & Unparalleled Reliability - Throughout our history BTS has taken great strides to achieve then surpass ever-increasing levels of customer satisfaction. Our 2017 internal analysis showcased a remarkable 95+% on-time performance rating, with only a marginal 0.22 percent complaint rating. These achievements are due in large part to our comprehensive quality assurance plan, professional management staff, thorough service audits and an evolving, detailed performance analysis—all of which are the snapshots that unite to form the overall picture that is our vision of ensuring safe, dependable, and quality specialized transportation services.

In Summation

As the respected leader in the field of assisted transportation, BTS understands that the services we provide are the bridge to independent living. We welcome this opportunity and would be proud to be your transportation partner of choice.

Respectfully,
Edmund J. Burt
President, BTS Network Inc.

SECTION 3.0 | SUMMARY OF KEY COMPETENCIES

It is with great deal of enthusiasm and excitement that we submit our Proposal to operate a cost-effective, reliable, on-time and quality transportation service for the Town of Tillsonburg's T:GO service. Here at BTS, we are fully committed to serving the residents of Tillsonburg and ensuring the immediate and ongoing success of the T:GO operation by brining the following key competencies to the table:

1. Over fifty (50) years of people transportation service experience, with our roots stemming from rural Ontario, and serving local non-profit agencies such as Community Living Toronto (CLT), Salvation Army, etc.
2. We have in-depth knowledge and experience with conventional and specialized transportation services in urban and rural towns and cities of Southern Ontario and nearby throughout Niagara Region.
3. Extensive operational and maintenance experience that is a direct result of managing a fleet of over 100 contracted and company-owned vehicles, performing over 1,500 trips per day.

4. Our senior management and core operational team have 250 years of combined transportation experience.
5. A solid reputation as one of the best quality and most cost-effective contracted transportation service providers in all of Ontario, subsidizing and supporting agencies in excess of \$1M per year.
6. A tested and proven track record of quality management processes that support and sustain long-term client relationships with towns and cities.
7. Through our in-house developed transportation software, CanRide, we are able to provide a comprehensive and full-scale transportation solution that includes reservations, bookings, call-centre functions, routing, scheduling, route optimization, dispatching, driver and vehicle management, road supervision, vehicle maintenance, quality control, fuel management, fare media, reporting and administration.
8. A large and diverse fleet on vehicles which consists of sedans to small minivans to large conventional buses, all of which are AODA and D409 compliant
9. A rigorous driver screening, selection and training program, which three (3) to five (5) days of intensive in-class, simulation and on-the-road training programs.
10. We offer a variety of important value-added that offer opportunities to do more with less, technological advancements, operations streamlining, cost-saving and cost-containment, and effective growth management.

SECTION 4.0 | COMPANY PROFILE & EXPERIENCE

Our humble beginnings and roots stem out of rural Ontario, where founder, Theresa Burt, was born and raised. This is where one can say the seeds were sown for the core values seen by all, and where the dedication by BTS stems. To treat everyone equally whether senior, youth, families, or special needs individuals or groups with caring, compassion and respect. All the while providing said service(s) in a timely, safe, and cost-effective manner. A service you can trust and come to depend upon.

Mrs. Burt worked closely with her church and community members to provide supported transportation, on a voluntarily basis, to her developmentally challenged daughter, as well as other families who had members with disabilities. Over the years, Theresa moved to Easy York (Toronto) and formed a specialized program called the East York Explorers in a local community church basement. The program was geared towards developing a better quality of life for their special needs children. The parents identified transportation as a major concern and an issue for the success of the program. Due to the lack and availability of transportation, Mrs. Burt volunteered her services to ensure continuity of this special program and began transporting children in the Burt family's blue Dodge station wagon. Demand for the program grew, and they realized the need for the expertise of a dedicated, funded community agency to take over this expanding program. They selected Metropolitan Toronto Association for Community Living (MTACL) – now known as Community Living Toronto (CLT). MTACL setup a new ADP (adult development program) service and requested Mrs. Burt continues her transportation on a contractual basis, given her obvious expertise, sensitivity and commitment.

Community Transportation

BTS' roots are in Community Transportation. Over fifty years (50) ago, a blue Dodge station-wagon started the service which has now grown to over 300,000 rides per year, arranged through various agencies and directly through our call centre. The four main agencies that we provide service to are: Community Living Toronto, Salvation Army, Reena, VITA Community Living Services (Villa Charities).

Municipal Para-Transit Services

BTS further diversified its operations to serve various Municipalities in Ontario in 2009. We now specialize in local and Region-wide conventional and specialized transit service.

Municipality of Port Hope (Specialized Service): In 2009, we contracted with the Municipality of Port Hope for their ROLLS program to provide specialized public transportation services to the local special needs community. In this contract, we provide a full-scale transportation program which includes taking reservations, scheduling and routing, dispatching and reporting, operations, maintenance, labour and quality assurance. Registered users of the service call a local BTS number to arrange for service.

Municipality of Port Hope (Conventional Service): In 2013, we were successful in attaining the Conventional Transit Contract with the Municipality of Port Hope. We utilize three (3) Arboc buses owned by the Municipality, and manage the reservations, scheduling and routing, dispatching and reporting, operations, maintenance, labour and quality assurance.

Town of Cobourg: Since 2014, BTS has been providing dedicated accessible transportation services for the residents of Cobourg's WHEELS program, utilizing accessible vehicles to ensure prompt and timely delivery of service. In this contract, we provide a full-scale transportation program which includes taking reservations, scheduling and routing, dispatching and reporting, operations, maintenance, labour and quality assurance.

Niagara Region: Since 2015, we have been providing specialized transportation services for the Niagara Region NST (Niagara Specialized Transit) program which covers 12 municipalities within the Niagara Region. BTS is the exclusive and sole provider for this service. Since the start of service, we have seen growth of 65% per annum and in excess of 30,000 accessible trips per year, while serving 12 major municipalities and Hamilton. Since 2018, Niagara Region have now added two additional specialized accessible routes between Fort Erie and Niagara Falls, as well as Pt. Colborne and Welland, ON.

Region of Peel: Since 2016, we have been providing specialized accessible transportation services for their TransHelp program. As part of the agreement, we make available sixteen (16) vehicles throughout the Region, to provide this important service. This fleet consists of Dodge Promasters, and Dodge Chrysler (Braun) mini-vans.

Town of Lincoln: In 2017, we were awarded the exclusive transit operations contract for the Town of Lincoln's ULink program. This includes all of the Town's ambulatory and accessible transportation services. Currently Lincoln is providing a dedicated accessible bus free or charge. Ridership is growing, with several hundred trip provided monthly.

Town of Fort Erie: We recently were awarded the accessible transit contract for the Town of Fort Erie, to utilize 3 new Dodge Promasters, operating a total of 8 hours per vehicle per day.

Our Head-Office

All of the rides referenced above, and many more, are processed through BTS' state-of-the-art facility. BTS' operations control centre, dispatch and call centre is located at our headquarters in Vaughan, Ontario. Our head office, operations, maintenance and dispatch centre is open **18 hours a day, every day of the year**. We always have live dispatchers and customer service representatives (CSRs) in our Vaughan office. We do NOT outsource any of our call centre and dispatch functions.

A Perfect Solution for T:GO:

- ☒ Efficiency in resource allocation, scheduling, schedule adherence and risk management
- ☒ A true safety-first culture, with programs recognized as the best in the industry
- ☒ Ongoing training for drivers, staffs and managers
- ☒ Leading-edge proactive and preventative maintenance management program
- ☒ Technological innovation and sophistication
- ☒ An exceptional public-private partnership that will leverage and optimize capital resources

SECTION 5.0 | UNDERSTANDING OF THE PROJECT

BTS has an exemplary track record for efficient and cost-effective project execution, as well as safe, on-time and quality delivery of service. As demonstrated throughout our proposal, the Town of Tillsonburg T:GO management will realize we have all of the Contract areas covered – including vehicle management and maintenance, scheduling and dispatch, route optimization, driver training and management, quality assurance, exceptional customer service and effective communication and administration of the Contract.

Financial Security – BTS operates over a dozen transportation contracts for non-profit community agencies, towns, cities and municipalities and has been doing so for several decades, without default or client concern. In addition, we accept and in compliance with the Towns' bid bond requirements.

Experience – Fifty (50) years of dedication transportation experience is what we bring to the table.

Vehicle Management – We operate hundreds of company-owned and subcontracted vehicles, ranging from minivans to large buses, both ambulatory and wheelchair accessible. Our in-house developed transportation management software provides full scale vehicle management and maintenance services.

Driver Training – Absolutely the best trained drivers in the transportation industry. We have the most thorough and comprehensive driver training program and one of the lowest driver turnover rates.

Operational Management – From an effective and seamless start-up plan to daily oversight and management, BTS has got it all covered. Our seasoned management team understands what it takes to be successful and meet as well as exceed all key performance indicators.

Value Added Services – We understand the importance of the success of the T:GO initiative. To this end, we will ensure not only a cost-effective and reliable solution immediate solution, but a viable long-term partnership. BTS wants to help the T:GO service grow and expand well into the future. BTS will provide numerous value-added services to increase the quality of the operation, provide cost containment and better money management and allow services to expand naturally and efficiently.

SECTION 6.0 | TRANSITION PLAN

BTS understands the delicate and sensitivity involved as it relates to transitioning of a new service provider. We will employ structured and very methodological approach in consulting with T:GO members, to determine the best and most efficient steps to take to ensure the transition is as seamless as possible, both for T:GO management and the T:GO ridership. Among other things, BTS will:

- A. We have a thorough Project Plan (GANTT chart) detailing a step-by-step action plan.
- B. Immediately establish a "kick-off" meeting with the T:GO management to formally introduce the Core Operational Team and review our Project Plan GANTT chart.
- C. Setting-up a solid communications loop ensuring constant and regular communications.
- D. Facilitating and participating in train the trainer sessions that may be required or necessary.
- E. Communications – work with T:GO to develop and implement a communications strategy to announce BTS as the new service operator, provide contact info (if required) to the public, update websites, etc.
- F. Go Live Implementation – All staff, including senior management and the core operational team will be fully prepared and stand at the ready as the first day of service. An operational "pulse check" will be conducted prior to the first day of service. This pulse check is a double-checking system which will include a review of all vehicles, review of drivers, review of dispatcher expectations, review of core operational team role and responsibilities, review of quality assurance program and key performance indicators, etc.
- G. Develop quarterly, semi-annual and annual objective and goals for our drivers and Core Operational Team and all supporting staff. If drivers and staff meet or exceed these benchmark metrics, they will receive bonuses.
- H. Our focus will be on continuous improvement between our staff and T:GO management, based upon proactive customer service and service delivery.
- I. Daily Service Oversight - Our core operational team for T:GO includes a dedicated team of professionals who have vast knowledge and experience in transit operations.

Go Live Implementation

Senior management at our head office in Vaughan will have a live pulse on all aspects of this Contract. In the setup and implementation phase, our senior management team, along with the core operational team will be in Tillsonburg to unfold our execution plan. All aspects will be carefully monitored to ensure that on "Go Live" day, we are fully prepared and there are no surprises.

- During the transition period, up to and including the launch of service as well as for the first several months will be a crucial time. BTS will ensure this period is as seamless as possible.

- Our software system, CanRide will be the ERP transportation management system used to fully manage the day-to-day operations, including routing and scheduling, dispatching, vehicle and driver assignment, vehicle maintenance, customer service, quality assurance, reporting and administration.
- BTS will develop regular bi-weekly progress meetings with T:GO administration and staff to discuss the transition, any challenges, as well as input on ideas and innovations to better the overall service delivery.
- Continuous daily service oversight will be top priority. The Operations Manager will be the primary contact for T:GO and will have the authority to make all decisions on behalf of BTS.

Please reference the appendices for our Start-Up Plan – GANTT Chart.

SECTION 7.0 | CORE OPERATIONAL TEAM – KEY POSITIONS

| POSITION | PRIMARY RESPONSIBILITIES |
|--|--|
| Operations Manager | Asif Sartaj - has 10 years of accessible transportation experience, through various roles including dispatcher, dispatch shift supervisor and operations manager. Asif has managed in excess of 100 vehicle fleets and drivers and will be the Contract manager and the primary point of contact for the T:GO service. Some accountabilities include: |
| Mobile Supervisor | John Tomasone - John has more than 31 years of experience at the Ministry of Transportation (MTO), holding several positions, including Transportation Enforcement Officer. He also has experience as a shop foreman and equipment supervisor. |
| Sr. Dispatch & Scheduling Coordinators | Farid Wafa & Khurshid Chaudhry – Both combined have over a decade of experience in transit scheduling, route optimization and dispatching. They will lead the charge during all contracted hours and will manage other junior dispatchers. |
| Fleet & Maintenance Manager | Murray Hill - has previously been the Operations Manager for the Hamilton Street Railway, and Special Services Supervisor for the TTC. He brings with him decades of transportation experience. |
| Maintenance Supervisor | Zoran Danilovic - has vast experience in electronics development and auto-mechanical modifications, especially for wheelchair users. He is one of the founders of Universal Motion and now owns AMI and is a dedicated staff member and partner with BTS. |
| Head Trainer | Allan Goorovich - Provides specialized training services for the accessible transportation industry, including AODA, behind-the-wheel, customer service and sensitivity, defensive driving, wheelchair securement, first-aid and CPR. Allan has more than 20 years of experience. |
| Quality Assurance & Control | Nina Xiao - has 7 years of Quality Control and Assurance experience in the transportation sector. She manages our QA program, produces KPI reports, review and audits and policies and procedures. |
| Fare Media and Statistical Reporting | Li Xiu - has a strong background in statistical analytics, data-mining and demand forecasting. She assists with KPI reports, manages all fare media, ensures all client reports and accurate and submitted as per specifications. |
| HR, Safety & Compliance Officer | Rose Amato - has been the HR, Health & Safety Compliance Officer at BTS for 10 years. Ms. Amato has 13 certificates in the related field. She administers compensation, benefits and performance management, hires and disciplines staff and drivers, and among various other critical things. |

All members of the Core Operations Team for T:GO will have knowledge of:

| | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Federal, Provincial, Regional and Local Municipal Legislation |
| <input checked="" type="checkbox"/> | Accessibility for Ontarians with Disabilities Act (AODA) |
| <input checked="" type="checkbox"/> | Ontario Highway Traffic Act (HTA) |
| <input checked="" type="checkbox"/> | Occupational Health and Safety Act (OHSA) of Ontario |
| <input checked="" type="checkbox"/> | Passenger Vehicle Act |
| <input checked="" type="checkbox"/> | Ontario Human Rights Code |

| | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Ontario Employment Standards Act (ESA) |
| <input checked="" type="checkbox"/> | Pay Equity Act of Ontario |
| <input checked="" type="checkbox"/> | Environmental Protection Act of Ontario |
| <input checked="" type="checkbox"/> | Workplace Insurance & Safety Board (WSIB) |
| <input checked="" type="checkbox"/> | Accessibility Standards for customer Service Regulation (Ont. Reg. 429/07) |
| <input checked="" type="checkbox"/> | The Integrated Accessibility Standards Regulation (Ont. Reg. 191/11) |
| <input checked="" type="checkbox"/> | All Tillsonburg & T:GO policies and procedures, including any By-laws |

SECTION 8.0 | DRIVER TRAINING

When recruiting for any position, a thorough and objective selection process is utilized:

| | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Detailed Resume |
| <input checked="" type="checkbox"/> | Confirmation of a Valid Ontario Driver's License & Appropriate Class |
| <input checked="" type="checkbox"/> | Driver's Abstract |
| <input checked="" type="checkbox"/> | A Clear Vulnerable Sector Screening |
| <input checked="" type="checkbox"/> | Valid First Aid & CPR Training (if not, course will be provided to attain) |
| <input checked="" type="checkbox"/> | Social Insurance Card |
| <input checked="" type="checkbox"/> | Minimum of 3 References |
| <input checked="" type="checkbox"/> | Insurance Auto Plus Check |
| <input checked="" type="checkbox"/> | Previous Driver Training Programs |
| <input checked="" type="checkbox"/> | Ability to Read, Speak and Understand the English Language Well |
| <input checked="" type="checkbox"/> | Physically and Mentally Capable of Doing the Work |
| <input checked="" type="checkbox"/> | Polite, Good Customer Service Skills, Well-Groomed and Presentable |
| <input checked="" type="checkbox"/> | Good Knowledge of Main Streets of Area of Work |

We will use a combination of interactive in-class, behind-the-wheel, and Intelligent Transportation Systems (ITS) training to graduate drivers who are trained to the highest standard of safety and service. Our thorough procedures will ensure that all customers can feel safe knowing that security, comfort, and preparedness are our highest priorities. In addition, we support our drivers with ongoing training to ensure that they are up-to-date with all changes in standards, regulations, and procedures. By committing to give our drivers constant upgrades in skills, abilities, and qualifications, and its customers can rest assured that BTS sets the industry standard for safety.

Initial Training - Once successful applicants have been offered a position with BTS, they will be required to complete a combination of in-class, behind-the-wheel, and ITS training. In addition, all drivers will have to undergo Human Rights, Health & Safety, Violence and Anti-Harassment, Customer Service, Sensitivity and Accessibility for Ontarian with Disabilities Act training.

Orientation and Induction Program- Prior to the start of any training program, we provide all new drivers with a comprehensive orientation and induction program which is five (5) hours in length. This program is specifically designed to introduce drivers to our organization, code of conduct, expectations and contract requirements.

BTS Training & Certification Training Program - BTS will ensure that prior to any driver providing revenue service for T:GO, he or she shall have completed the Driver Training & Certification Training Program. BTS will only admit those drivers who have successfully passed our screening process, meet the minimal qualifications, have the requisite paperwork and clearance documents (i.e. good standing abstract, clear vulnerable sector screening, First Aid and CPR training, etc.).

An overview of our driver training program is provided below:

| SECTION | TOPICS |
|-----------|--|
| Section 1 | The Driver: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Introduction to BTS and History <input checked="" type="checkbox"/> BTS Policies & Procedures |

| | |
|-----------|--|
| | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Commitment and Philosophy to Customers <input checked="" type="checkbox"/> Focus on Safety <input checked="" type="checkbox"/> Facility Tour and Areas of Note <input checked="" type="checkbox"/> Occupational Role <input checked="" type="checkbox"/> Mandatory Requirements <input checked="" type="checkbox"/> Driver Responsibilities, Policies, Procedures <input checked="" type="checkbox"/> The Law <input checked="" type="checkbox"/> Fitness for Duty Policy (drug and alcohol program) <input checked="" type="checkbox"/> Driver Identification, Uniform and Grooming Requirements <p>Driver Conduct:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Cultural Diversity <input checked="" type="checkbox"/> Ethical Code of Conduct <input checked="" type="checkbox"/> Customer Service Expectations <input checked="" type="checkbox"/> Sexual Harassment Policy <p>(Section Quiz)</p> |
| Section 2 | <p>Pre-Tripping:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Pre-Inspection Checklist <input checked="" type="checkbox"/> Exterior Inspection Checklist <input checked="" type="checkbox"/> Interior Inspection Checklist <p>Vehicle Design & Construction:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Vehicle Emergency Kits <input checked="" type="checkbox"/> Vehicle Passenger Seating <input checked="" type="checkbox"/> Fuel System & Efficiency <p>(Section Quiz)</p> |
| Section 3 | <p>Vehicle Operating Procedures:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reference-Point Driving <input checked="" type="checkbox"/> Backing Up the Vehicle, Turning Around <input checked="" type="checkbox"/> Communications <input checked="" type="checkbox"/> Information Technology Systems (use and protection) <input checked="" type="checkbox"/> Loading/Unloading Passengers <input checked="" type="checkbox"/> Defensive Driving <input checked="" type="checkbox"/> Railroad Crossing Procedures <p>(Section Quiz)</p> |
| Section 4 | <p>Passenger Management:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Be Prepared <input checked="" type="checkbox"/> Behaviour on the Vehicle <input checked="" type="checkbox"/> Assertive Communication <p>(Section Quiz)</p> |
| Section 5 | <p>Operating Procedures</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Roll-Calling <input checked="" type="checkbox"/> Starting Your Shift <input checked="" type="checkbox"/> Vehicle Lates <input checked="" type="checkbox"/> Complaints/Incidents <input checked="" type="checkbox"/> Submission of Log Sheets <input checked="" type="checkbox"/> Fare Collection Procedures <input checked="" type="checkbox"/> Uniforms <input checked="" type="checkbox"/> No Fare Procedure <p>(Section Quiz)</p> |
| Section 6 | <p>Loading and Unloading</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Positioning the Vehicle and Ramp for Loading <input checked="" type="checkbox"/> Assisting Ambulatory Passengers <input checked="" type="checkbox"/> Assisting Wheelchair Passengers <input checked="" type="checkbox"/> Proper Use of Lifts & Restraints <input checked="" type="checkbox"/> Manual Lift Operation <input checked="" type="checkbox"/> Danger Zones while Loading / Unloading <input checked="" type="checkbox"/> Securing of Mobility Devices |

| | |
|-----------|--|
| Section 7 | <p>(Section Quiz)</p> <p>Barriers to Accessibility</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accessibility Barriers <input checked="" type="checkbox"/> Respecting Privacy <p>Sensitivity, Awareness & Customer Service</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> C.A.R.E. <input checked="" type="checkbox"/> Class Exercise <input checked="" type="checkbox"/> Communicating with Passengers <input checked="" type="checkbox"/> Personal Assistive Devices <p>Physical Disabilities</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Mobility Aide Handling <input checked="" type="checkbox"/> Different Types of Wheelchairs <input checked="" type="checkbox"/> Proper Wheelchair Securement <input checked="" type="checkbox"/> Hand-to-Hand Procedures |
| Section 8 | <p>(Section Quiz)</p> <p>Smith System</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Smith System 5 Keys to Defensive Driving <input checked="" type="checkbox"/> Intersections <input checked="" type="checkbox"/> Passing <input checked="" type="checkbox"/> Driving in Poor Weather Conditions <input checked="" type="checkbox"/> Aggressive Driving |
| Section 9 | <p>(Section Quiz)</p> <p>Accidents:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> How to Ensure Safety <input checked="" type="checkbox"/> Emergency Equipment <input checked="" type="checkbox"/> Accident Procedures <input checked="" type="checkbox"/> Post-Accident Procedures <input checked="" type="checkbox"/> Accident Reporting <p>Emergencies:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Where Are My Tools/Equipment? <input checked="" type="checkbox"/> What to Do in a Medical Emergency <input checked="" type="checkbox"/> Mechanical Vehicle Procedures <p>Inclement Weather:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Driving under Adverse Weather Conditions <p>Emergency Evacuation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Emergency Evacuation Plan <input checked="" type="checkbox"/> Evacuation Drills <p>First Aid & Fire Extinguisher:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Location & Contents of First-Aid Kit <input checked="" type="checkbox"/> Location & How to Use a Fire Extinguisher <p>(Section Quiz)</p> <p>Final Examination (50 multiple choice questions)</p> |

AODA Training - All staff and drivers will receive training in accordance with Section 6 of the Ontario Regulation 429/07 made under the Accessibility for Ontarians with Disability Act (AODA). The AODA training will be provided through an accredited AODA training facility. Our Trainer is also certified in AODA training.

Behind-the-Wheel and ITS Training – All T:GO drivers will undergo a total of twenty-four (24) hours of behind-the-wheel training over three (3) days. This training will include basic driving skills, on road evaluation, pre and post tripping, geographical review, review of maps, schedules, on-road instruction, dealing with various weather conditions, night driving, wheelchair securement, emergency procedures, assisting passengers, storing mobility aides, sensitivity intersection, proper use of vehicle technology and communication systems.

First Aid and CPR Training - While all drivers must be pre-certified before being accepted at BTS, we require that drivers be re-certified every three (3) years.

Refresher Training - Each year, 80 hours of various refresher courses are available to BTS drivers.

Re-Training - Mandatory re-training will be provided for drivers who have been absent from work for more than thirty (30) consecutive days.

Remedial Training - Any driver involved in a collision is subject to mandatory remedial training, the length of which varies according to the situation.

Alert Diving – Is an interactive online based company that is an expert at identifying, mitigating and monitoring driver risk. Some interactive solutions include Hazard Perception Evaluation, Defensive Driving, Accident Reconstruction and Distracted Driving.

BTS Star Program - Our Star program registers all drivers in our secured online system. This program tracks driver employment history, driving history, qualifications and performance. T:GO Management Team will be able to access this information online via our secured online web portal to view the records of all drivers under the contract. All past and present driver files will be stored in this system. The T:GO Management Team will be able to perform reviews and audits at their discretion at any time without having to visit the office.

Emergency Procedures – Our emergency preparedness topics covered include: general emergency guidelines; suspicious packages and activities on board; emergency evacuation of vehicles; vehicle breakdowns; unanticipated and severe inclement weather; on-board medical emergencies; assaultive behaviour; vehicular accidents; and accident/incident reporting procedures.

Security Plan - We will to work closely with Tillsonburg to implement measures agreed upon that are in line with identified standard operating procedures to potential security risks including but not limited to the following: bomb threat; terrorists and hostile actions; biohazard emergencies; and hostage situations.

Pandemic and/or Emergency Preparedness Plan - Our emergency preparedness program is based upon The Public Transportation System Security and Emergency Preparedness Planning Guide. We have adapted these procedures and our consultants have included Canadian federal and provincial security requirements as detailed by the Public Safety Canada (PS), Canadian Urban Transit Association (CUTA), and Transport Canada emergency management and security guidelines.

SECTION 9.0 | VEHICLES FOR T:GO

BTS will provide 2018 Dodge Promaster vehicles for the T:GO service. Additional vehicles can be added quickly as requested. All vehicles will meet D409, MTO, Federal and Provincial guidelines.

The Vehicles will be **2018 DODGE PROMASTERS 2500:**

- Capacity of 10 ambulatory + 0 wheelchair, 9 ambulatory + 1 wheelchair, 8 ambulatory + 2 wheelchairs
- Rear load entry with 1,000 pounds and 36" width ramp capacity to accommodate the largest and heaviest of wheelchairs, and **half the time loading versus a lift assisted vehicle.**
- Heavy duty electronic hydraulic cylinder to lower the rear of vehicle to approx. curb height, allowing ramp to be at the lower ratio for easy entry and exit
- Two stanchion bars at passenger entrance
- V6 engine
- Emergency regress rear window
- Highest roof height in its class / group
- Gross weight is low enough to allow Class G drivers to operate the vehicle
- 460 cubic feet of cargo volume (when seats removed)
- 50% better fuel economy than other vehicles in its class / group
- Long wheelbase (159") with high roof (76" interior height)

SECTION 10.0 | COMMUNICATIONS

Dispatcher/Driver - Upon driver check-in, Supervisors will communicate items of immediate importance including pertinent road conditions/construction, weather concerns, safety related information, or other items of concern. Dispatchers, as part of the roll-call procedure, will expect a call from each driver a minimum one (1) hour prior to the start of their first scheduled pick-up. Our CanRide software system will notify dispatchers of

those driver who have not called-in, so that the dispatcher can perform the roll-call manually to ensure the driver is ready to service. Should the dispatcher not be able to get a hold of the driver during the roll-call, the dispatcher will immediately review the driver back-up list for that day, and call the replacement driver to take over, so there are no delays to start of service. There are a number of methods the dispatcher and driver will remain in constant contact. Each driver will be provided a company Smartphone, along with a car USB charger to ensure the phone always has power, and a Bluetooth hands-free connection piece to ensure safe communication. Additionally, drivers are given tablets which push manifest and trip/route info, as well as messages. Further, CB two-way radios can also be installed in each vehicle.

Mobile Supervisor – As part of our Quality Assurance, we will assign a Mobile Supervisor that will monitor the day-to-day ground operations for the T:GO service. The supervisor will be in a BTS identified vehicle and perform random and scheduled driver and vehicle audits. All completed audits will be housed in the BTS CanRide system, and T:GO management will be provided access to review the audits.

Supervisors- Our Core Operational Team, under the direction of the Operations Manager, will observe and evaluate driver's schedule adherence, safety skills, and performance, as well as customer service, and recommend corrective action, if necessary. In addition to driver performance, the team will observe and evaluate vehicle appearance and cleanliness.

The Core Operational Team will be immediately available to respond to service issues, accidents, passenger incidents, traffic congestion, fare disputes, and disturbances. The following are some operational areas the Core Operational Team will work together on:

- Accident response and investigation
- Response to and set-up of traffic/accident detours
- Respond to passenger incidents/disturbances
- Monitor driver' service performance
- Time and location checks
- Monitor driver usage of wheelchair lifts, ramps, securement, and lap belts
- Troubleshoot and educate drivers regarding problems as needed
- Good customer service, awareness and sensitivity to persons with disabilities
- Assist with on-time pull-outs and pull-ins
- Monitor driver with trends of negative customer complaints

As part of our employee communications, the Operations Manager will conduct a series of brief (45-minute) meetings on a regular basis to relay safety, organizational and service information and receive feedback from drivers and all other employees. This will be in addition to the regularly scheduled bi-monthly safety meetings. This will be to highlight any key safety and customer service issues such as recent accidents, complaints, commendations, scheduling and routing, on-time performance, and recognition of outstanding achievements.

Our Operations Manager will conduct formal meetings (weekly, or more frequently as needed) with the Core Operational Team to review key performance indicators and discuss areas of concern and accomplishment and coordinate efforts to implement corrective actions as well as items contributing to successes to ensure continued improvement. BTS also distributes a company newsletter on a quarterly basis that goes out to all drivers and staff which provides information on best practices and new ideas on a range of para-transit topics.

SECTION 11.0 | PREVENTATIVE MAINTENANCE PROGRAM

Passenger safety is our FIRST priority so we emphasize proactive and preventive maintenance of all BTS vehicles. Our fleet maintenance program is in full compliance with MTO and all Federal, Provincial and Municipal regulations and we are confident to say is one of the best in the industry. Our fleet maintenance team is comprised of key skilled individuals who have combined decades of experience in accessible fleet maintenance, including members who have previously directly worked for, or contracted with MTO, TTC surface, and TTC Wheel-Trans Operations.

Automated Vehicle Maintenance Software - CanRide has a fully integrated vehicle maintenance module. This module contains an automated Preventative Maintenance Inspection (PMI) control system which is

designed to give us and our maintenance partners an improved method for scheduling and controlling the necessary cycles of maintenance inspection. Our plan for maintenance includes:

| | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Full compliance with vehicle inspections and thorough automated documentation |
| <input checked="" type="checkbox"/> | Adherence of Manufacturer's Maintenance Requirements for Rigorous Driving Conditions |
| <input checked="" type="checkbox"/> | Preventive Maintenance Plan and Procedures – based upon an automated review of daily mileage reading and the number of elapsed kilometres since the previous Preventative Maintenance Inspection (PMI), our Fleet & Maintenance Manager and Fleet Supervisor initiates inspections and schedules appropriate vehicles for scheduled maintenance. |
| <input checked="" type="checkbox"/> | Corrective Maintenance – All vehicles receive corrective maintenance as a result of driver circle-checks and log bookings, communications, behind-the-wheel audits and deficiencies discovered during PMIs. All defects are repaired immediately with no revenue service impact. |
| <input checked="" type="checkbox"/> | Daily Pre-Trip and Post-Trip Inspections – All drivers are trained to identify vehicle issues so that service is not disrupted. Should an issue arise during inspection the vehicle will be replaced immediately. |
| <input checked="" type="checkbox"/> | Monitoring and Tracking Repairs – Our software provides vehicle schedules for PMI program, ensures on-time compliance, maintains vehicle histories, manages small parts inventory, and tracks fuel consumption. |
| <input checked="" type="checkbox"/> | Maintenance Audits for Quality Control – Our Fleet & Maintenance Manager, Fleet Supervisor, along with Operations Manager will be tasked with regularly auditing and reviewing the performance of all vehicles. |
| <input checked="" type="checkbox"/> | Significantly reducing road calls and related missed trips by careful monitoring and automation. |

Our preventative maintenance inspections are scheduled at strategic intervals to address potential vehicle operability issues before they occur. This means maximum vehicle uptime and availability and fewer vehicle breakdowns. Using our real-time maintenance software, we collect and analyze vehicle data, identify root causes of a problem, and implement a fleet maintenance action plan to achieve optimum preventive maintenance levels. The result is our ability to complete 100% of the work, 100% of the time, on time.

Cold Weather Program - During the winter months, BTS will activate a mobile maintenance and service truck which will be available during operational hours. This vehicle will be well equipped to assist the BTS fleet with minor maintenance situations such as fluid top-up, replacing flat tires, boosts, etc. All vehicles will be equipped with brand-new high-performance winter tires from the periods of November 1st to April 30th of each year. These winter tires will be replaced every two years.

Maintenance Locations

BTS has its own vehicle maintenance locations throughout the GTA, as well as Niagara Region (Fonthill). Additionally for this contract, BTS has entered into discussions with the following maintenance partners:

1. OMFS Mobile Vehicle Support & Repair Service – 243655 Airport Rd. This company provides 24/7 mobile maintenance repair services. In the facility they offer several bays, and can perform all of maintenance functions for the dedicated and back-up vehicle(s)
2. Eichenberg Dodge Chrysler Dealership at 164 Simcoe St. Being new vehicles with warranty, they have ability to maintain these Dodge Promaster vans.

BTS also has national accounts setup with Speedy Auto Glass, Mr. Lube, and Midas, both of which are companies that have locations in Tillsonburg.

Fueling

BTS will setup three corporate accounts at the following fueling stations: 1. Shell 594 Broadway, 2. Petro Canada 509 Broadway, and 3. Petro Canada 394 Simcoe St. All fuel will be tracked through the CanRide software, and BTS will be able to provide reports and statistics on the fuel expenses, fuel efficient, etc. as desired.

Maintenance Training

All BTS maintenance staff receive at least 22 hours of initial training from our Fleet & Maintenance Manager. Our training program for maintenance personnel includes the following training modules: Client Contract Compliance Review; Brake Training / ABS; Fueling and Safety; Fueling Systems; Basis Electrical Systems;; Multiplex Systems; HVAC; Engine Diagnostics and Repairs; Preventive Maintenance Inspections; Suspension and Steering; Drive Train; Wheelchair Lifts / Ramps / Doors; Vehicle Hydraulic Systems; Air Systems; Vehicle Orientation; Fire Suppression Systems; CVSA Compliance; Daily Vehicle Inspection Procedure; and Transmission Service and Diagnostics. More specific and customized training will be conducted by OEM and other vendors as needed.

Out of Service Vehicle Plan

BTS has a large and diverse fleet of vehicles throughout Southern Ontario. While the Contract calls for one (1) spare vehicle to be available, BTS can commit to several back-up vehicles which can be activated and available locally within a moment's notice. BTS will have an identical back-up vehicle, as well as vehicles with other configurations such as large accessible buses and accessible minivans which it can call upon as needed.

Routine Servicing and Cleaning

At the end of each bus shift, the BTS driver (with the help of the Fleet Supervisor and Maintenance Team) will: Re-fuel the vehicle to capacity, clean the exterior of the bus at one of our mobile cleaning stations, record the hub meter reading, top-up any fluids, check the overall functionality of the buses equipment, ensure all securement equipment is present, clear any garbage, clean the interior and mop the floor. On a monthly basis, a deep cleaning will be completed on each vehicle, which will include sending the vehicle to an auto detailing depot.

12.0 | QUALITY ASSURANCE & CUSTOMER SERVICE

The following section highlights key elements of our QA plan:

| | |
|---|--|
| 1. Management Processes | 5. Customer Satisfaction |
| Data-driven management and decision making | Customer focus management |
| Accountability | Leadership |
| 2. Service Reliability | 6. Ongoing Training |
| On-time performance | Customer service training |
| Adherence to operating procedures | Securement training |
| Lates and missed trips | Refresher training |
| 3. Safety | 7. Policy & Procedure Adherence |
| Customer and mobility aid securement | Ongoing and update training |
| Safety through Intelligent Transportation Systems | Contract training |
| Passenger identification | 8. Reporting |
| Preventable accidents | Incident reporting |
| At fault accidents management | Performance reporting |
| Safety improvement program | Internal records auditing |
| 4. Vehicle Maintenance | Safety record |
| Preventative maintenance | 9. Auditing & Proficiency Testing |
| Vehicle equipment monitoring | Regular schedule and random audits |
| Vehicle GPS reporting | 10. Risk Management |
| Vehicle cleanliness | Insurance policy management |

Our keys to quality assurance success include:

- Focus on the Customer:
- Data Driven Management and Decision Making:
- Customer Inquiries, Complaints, and Commendations:

- Operations Manager, Head Trainer, Mobile Supervisor, HR, Safety & Compliance Officer Oversight

Guaranteed Timely Performance - BTS is dedicated to on-time performance. As a result of careful planning, monitoring and communication, we promise to strive to be always on-time. While our technology, operational staff and drivers will ensure we keep to our on-time performance parameters, we also recognize some circumstances are beyond our control, such as inclement weather, in which case we will effectively and thoroughly communicate and work with T:GO to take proactive measures. Our standard benchmark for on-time performance is a deviation of no more than three (3) minutes passed the scheduled pick-up (or stop) time. Our dispatchers are top-tier dispatchers in the transit industry. Well trained, our dispatchers are constantly monitoring on-street operations, including traffic and weather patterns and informing our drivers of potential hazard or problems areas. During emergencies, our dispatch plays a central role is coordination information and making sure all passengers and the driver are safe and secure at all times. Our AVL/MDT technology will notify our dispatch as soon as a vehicle is more than three (3) minutes behind schedule. An alert will pop-up on the dispatch window, the dispatcher can then analyze the information and take corrective action.

Daily Performance Reviews - BTS provides all drivers with expert training in customer safety and employs supervisors to make sure that procedures are followed carefully. Our Mobile Supervisors will conduct a minimum of ten (10) Customer Service and Driver Service Audits each month.

Swift Responses to Complaints and Incidents - We feel strongly that each complaint is an opportunity to improve our service. BTS will use the following procedures for complaint resolution: Receipt and Recording, Investigation, Resolution, Retraining, Evaluation

Our "We Care" Centralized System - This system manages, tracks and reports all customer feedback; whether it is positive, negative or indifferent. This one-of-a-kind system speaks volumes about our commitment, transparency and accountability. Feedback is categorized in one of twenty-two operational standards (i.e. schedule adherence, fare dispute, driver behaviour, etc.).

Prompt and effective responses to emergencies - Quick responses to emergencies and disaster-management are the key to maintain strong customer relationships. We are committed to providing our customers with the best of service and ensuring a near-zero chance of emergency. But in the rare case of one, we have put in place a strong emergency response policy. BTS' Emergency Response policy will be reflective T:GO requirements and procedures.

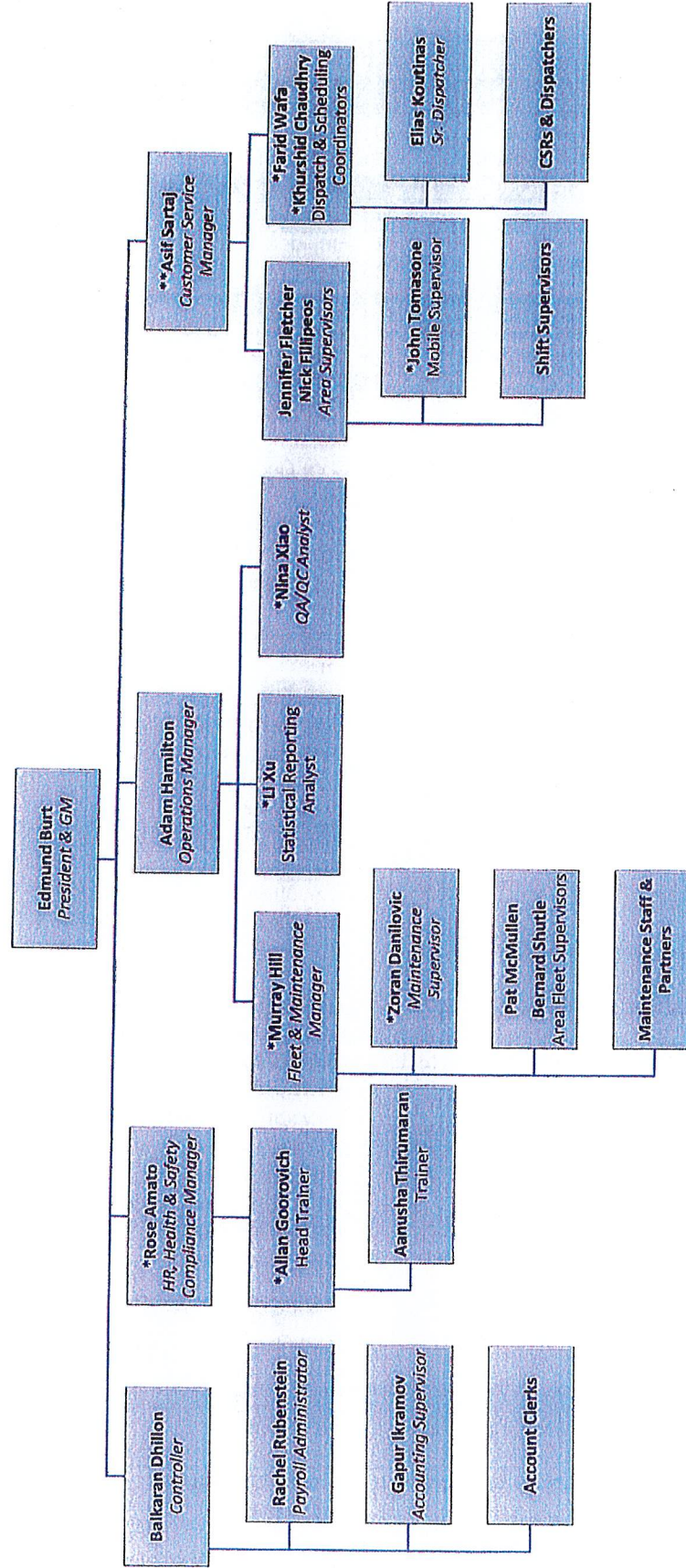
Driver conduct and appearance - It is mandatory for our drivers to read and accept the company's Code of Conduct. We have set high ethical standards for everyone. Upon joining the company, each driver is well trained in all these areas and also given a driver's quick reference handbook for easy reference to our policies. The appearance of all drivers will demonstrate a high level of professionalism. All drivers will be uniformed and wear identification badges. Driver uniforms will be clean and free of foul odour at all times.

SECTION 13.0 | VALUE ADDED SERVICES

- CanRide – Transportation Management & Enterprise Resource Planning System** – A key competitive advantage is our in-house developed and purpose-built suite of online applications for our CanRide software. This software is second to none. Because we own it, we can easily customize it at any time. This application allows us to automate and centralize everything functional operation within the transportation management life cycle for our valued clients, without the client incurring additional costs for purchasing the software and paying ongoing maintenance/license fees. Modules of CanRide include client registration, auto caller profile recognition, bookings and reservations, route planning and optimization, intelligent scheduling and routing, dispatch management, schedule adherence, GPS tracking, geo-fencing, fleet maintenance, fare collection, reporting and administration.
- On-Board Voice Communication System** – this technology provides AODA compliant auto-announcement capabilities at pre-determined stops by using GPS and geo-fencing technology.
- On-Board Security System** – BTS can install an on-board security system consisting of one or more security camera with audio recording capabilities. This technology can greatly help with various disputes, insurance investigations, legal and other allegations.

- D. **Smart Card Technology** – BTS can install and manage a smart card technology like PRESTO, or similar to efficiently collect and manage fare media, provide real-time ridership data, among other advantages
- E. **SmartPhone Mobile Applets** – We have developed various downloadable mobile apps such as Where's My Ride, Find My Route, Today's Schedule, Important Announcements, Service Changes, etc. We also use internal mobile apps to perform circle-checks, end-shift procedures, message broadcasting, incident and accident logs.
- F. **Performance Management** – BTS has dozens of pre-canned reports and industry key performance indicators and benchmarks of success. In consultation, we are happy to work with the Town to incorporate T:GO specific measure for performance management of the service.
- G. **Intelligent Transportation Systems (ITS)** – Technologies include Automated Circle-Check system, Mobile Data Terminals, Smart Tablets, GFI boxes, GPS/AVL technology, Auto-Announcement, etc.
- H. **Cost-effective Outsourcing** – Immediately, or at a future date T:GO has the option to outsource additional transportation functions such as their call-centre service (completely, or through a blended hybrid approach). Since we operate every day, 18 hours a day, and always have live CSRs, dispatchers and operational staff, we can absorb this function at a fraction of it's current cost.
- I. **Alternative Modes of Services Delivery** – Our 50 years of experience has taught us many things, one of them being more efficient, and doing more with less. In consultation with T:GO, BTS can propose alternative approaches to service delivery to break-up of the current scheduled route which allows for deviation, based on client needs. One option is to keep a dedicated vehicle for the fixed portion of the conventional transit route, and a secondary vehicle as a "dial-a-ride" or similar model. This model has proven to be very successful in towns, cities and municipalities that have a larger catchment area and a mix of transportation needs. By implementing this option, T:GO would have a much more reliable service, be able to track on-timer performance more accurately, meet with near 100% accuracy the scheduled (posted) pick-up times for each bus stop / intersection. BTS can offer different vehicle sizes and configurations, based on historical data to meet the demands now and in future, efficiently and cost-effectively.
- J. **Infrastructure, Security, Backup and Redundancy** – All our technology is hosted a tour facility in a highly secure server room. This includes backup power, water pump, cooling systems, etc. Our data centre is top of the line with a fully virtualized Fibre SAN base ensuring maximum efficiency, performance and redundancy. With state of the art deep packet inspection and unified threat management firewalls as well as SSL we ensure our communications with you is secure.
- K. **Improving Rider's Experience** – We like to interact with riders though feedback cards, and community outreach programs. These programs will be designed to get firsthand feedback from riders and will allow us the opportunity to explain our business and services better to participate too. Community engagement events and BBQ's is something we do in all our communities. We also donate and support local charities and hospitals. To date, we have donated more than one million dollars.
- L. **Aiding Tillsonburg** – Having a relatively new service, BTS can offer invaluable advice, feedback and recommendations for further improvement, cost-containment, revenue generation, and future service expansion. More than being your transportation provider, we want to be your long-term local community partner. We have already devised several strategies which we would be happy to share that would assist in making the service more efficient and do more with less dollars.
- M. **Payment Discounts** – 1/10/N30 – 1% off if invoice paid within 10 days OR semi-monthly billing – 1/10 – 1% off each invoice (2 percent off per month).
- N. **Additional Fleet** - BTS has a large fleet with various types, sizes and configuration of vehicles. We are able to easily accommodate any scheduled or ad-hoc expansion opportunities or requests such as in emergency situations. We can easily mobilize 6-10 vehicles on a moment's notice. Additionally, charter trips are easily accommodated, for both ambulatory and wheelchair clients, if required in the future.
- O. **Misc.** – Elder abuse and theft coverage in our insurance policy, open 18 hours per day (opportunity to provide call-centre management services at much lower costs than Town is currently experiencing).
- P. **BTS Cares** – Our giving program – giving back into the communities we service, whether in the form of in-kind services, subsidies, donations to local agencies such as food banks, community groups, etc. Currently in the GTA, BTS has subsidizes community agencies in excess of \$1M per annum.

BTS Network Inc. – 2018 Organizational Chart



* Indicates those that make-up the Core Operational Team for Town of Tillsonburg

** Asif Sartaj will be the dedicated Contract and Operations Manager

Start-Up Plan GANTT Chart

| TASK | ACCOUNTABILITY | START DATE | END DATE |
|--|--|------------|-----------|
| APPOINTMENT | | | |
| Notice to proceed, contract awarded to BTS | T:GO | June 2018 | |
| Contract approved and signed by Town & BTS | T:GO / BTS | June 2018 | |
| SUBMISSION OF KEY DOCUMENTATION | | | |
| Letter of Credit / Bid Bond | President | Completed | |
| WSIB Clearance Certificate | President | Completed | |
| Certificate of Insurance | President | Completed | |
| KICK-OFF MEETINGS | | | |
| Establish first meeting with Tillsonburg Management | Operations Manager | June 2018 | June 2018 |
| Internal meeting with Core Operational Team | Operations Manager | June 2018 | Ongoing |
| CORE OPERATIONAL TEAM PLANNING | | | |
| Operations manager to reinforce roles and responsibilities | Core Operational Team | June 2018 | June 2018 |
| Detailed review of contract, deliverables and performance metrics | Core Operational Team | June 2018 | June 2018 |
| Operational scheduling discussion (staff and tentative driver/route schedule requirements) | Core Operational Team | June 2018 | June 2018 |
| Identify potential short-falls or gaps, and take immediate corrective action | Core Operational Team | June 2018 | June 2018 |
| Team building exercises | Core Operational Team | June 2018 | June 2018 |
| RECRUITMENT PLAN – PRE-INTERVIEW PHASE | | | |
| Advertise positions internal and external | Human Resources | June 2018 | June 2018 |
| Assemble potential candidates' applications and resumes | Human Resources | June 2018 | June 2018 |
| Complete pre-interview phase | Human Resources | June 2018 | June 2018 |
| RECRUITMENT PLAN – INTERVIEW PHASE | | | |
| Select candidates to interview | Human Resources | June 2018 | June 2018 |
| Prepare interview questions | Human Resources | June 2018 | June 2018 |
| Conduct interviews | Human Resources | June 2018 | June 2018 |
| Collect and verify all clearance documents (VSS, abstracts, etc.) | Human Resources | June 2018 | June 2018 |
| Pre-employment over-the-road test for all drivers | Head Trainer, Mobile Supervisor | June 2018 | June 2018 |
| Score and document interview and over-the-road test results | Human Resources, Head Trainer, Mobile Supervisor | June 2018 | June 2018 |
| RECRUITMENT PLAN – SELECTION PHASE | | | |
| Review final candidates | Human Resources | June 2018 | June 2018 |
| Conduct final interviews | Human Resources | June 2018 | June 2018 |
| Select top performing candidates | Human Resources | June 2018 | June 2018 |
| Review selection process to ensure conformance with HR regulations | Human Resources | June 2018 | June 2018 |
| RECRUITMENT PLAN – HIRING PHASE | | | |
| Create offer letters / contracts | Human Resources | June 2018 | June 2018 |
| Offers accepted | Human Resources | June 2018 | June 2018 |
| TRAINING PLAN | | | |
| First-Aid & CPR Training Level C Training (all drivers and core operational team) | Head Trainer | June 2018 | June 2018 |
| BTS orientation and induction program (2 concurrent sessions) | Operations Manager, Head Trainer | June 2018 | June 2018 |

Start-Up Plan GANTT Chart

| | | | |
|---|---|-----------|-------------|
| BTS driver training program (2 concurrent sessions) | Head Trainer, Safety & Compliance, Operations Manager | June 2018 | June 2018 |
| BTS driver uniform fitting (2 concurrent sessions) | Head Trainer, Safety & Compliance, Operations Manager | June 2018 | June 2018 |
| Behind-the-wheel training | Head Trainer, Mobile Supervisor | June 2018 | June 2018 |
| Final of review of service | Head Trainer, Mobile Supervisor | June 2018 | June 2018 |
| Send confirmation of training results to Tillsonburg | Operations Manager | June 2018 | June 2018 |
| Send signed AODA training confirmation to Tillsonburg | Operations Manager | June 2018 | June 2018 |
| Photo identification cards | Operations Manager | June 2018 | June 2018 |
| Provide 2 complete sets of uniforms to all drivers | Operations Manager | June 2018 | June 2018 |
| VEHICLES | | | |
| Final vehicle inspection | Fleet & Maintenance Manager | June 2018 | June 2018 |
| Enter vehicle inspection and maintenance info into CanRide software | Fleet & Maintenance Manager | June 2018 | June 2018 |
| Train all mechanics and outside maintenance partners | Fleet & Maintenance Manager | June 2018 | August 2018 |
| PREPERATION FOR LAUNCH | | | |
| Core Operational Team to review all aspects of Contract and accountabilities | BTS | June 2018 | June 2018 |
| Final communication with Tillsonburg, confirmation of readiness for launch of service | BTS | June 2018 | June 2018 |
| Launch of service | BTS | July 2018 | |

** Please note, the start and end dates referenced above are based on a number of assumptions and therefore are subject to change in discussion and collaboration with T:GO Management.*



RFP2018-001 - TOWN OF TILLSONBURG - TOWN TRANSIT SYSTEM

Opening Date: April 25, 2018 3:00 PM

Closing Date: May 31, 2018 2:00 PM

Vendor Details

Company Name: BTS Network Inc.
Address: 200 - 9024 Keele St
Vaughan, Ontario L4K 2N2
Contact: Edmund Burt
Email: eburt@thebtsnetwork.com
Phone: 877-284-7433 1500
Fax: 905-832-3707
HST#: 855446290RT0001

Submission Details

Created On: Thursday May 31, 2018 09:40:22
Submitted On: Thursday May 31, 2018 11:24:12
Submitted By: Edmund Burt
Email: eburt@thebtsnetwork.com
Transaction #: 1f28779d-ea84-4a93-af23-fbd4d08cfd7a
Submitter's IP Address: 208.82.90.142

Schedule of Prices

The Bidder hereby Bids and offers to enter into the Contract referred to and to supply and do all or any part of the Work which is set out or called for in this Bid, at the unit prices, and/or lump sums, hereinafter stated. HST is additional. In lawful money of Canada.

The first table is a Summary Table which provides your Sub-Total for each pricing table and also indicates whether or not the table is mandatory or not. Asterisk's within the table denotes a "MANDATORY" line item.

If the line item and/or table is "NON-MANDATORY" and you are not bidding on it, leave the table and/or line item blank. Do not enter a \$0.00 dollar value unless you are prepared to provide the line item at zero dollars to the Owner.

If a table is "NON-MANDATORY" and you are bidding on it, you must bid on all line items with an asterisk.

If there are multiple tables, you must click the "EDIT PRICING" button inside the Summary Table to display the applicable Pricing Table that you wish to bid on.

RFP2018-001 2018 PRICING

| | |
|---|--|
| HOURLY RATE TO PROVIDE TOWN TRANSIT SYSTEM AS REQUIRED IN RFP2018-001 * | |
| \$42.8000 | |

RFP2018-001 2019 PRICING

| | |
|---|--|
| HOURLY RATE TO PROVIDE TOWN TRANSIT SYSTEM AS REQUIRED IN RFP2018-001 * | |
| \$43.8800 | |

References

All references stated shall be for the same or similar scope as the one described in this Bid.

For newly formed business entity including, corporations, partnerships and sole proprietors or a Contractor teaming arrangement you shall state below in the Client Column that you were not the "Contractor" for the named project and should state whose past experience on the named project is relevant to that reference.

RFP2018-001 REFERENCES

| Line Item | REFERENCE CONTACT AND PROJECT INFO * |
|-----------|---|
| 1 | Robert Salewytch Transit Service Planning Coordinator T: 1-905-980-6000 x. 3232 E: robert.salewytch@niagararegion.ca |
| 2 | Monika Racioppo Contract Analyst T: 1-905-791-7800 x. 4434 E: monika.racioppo@peelregion.ca |
| 3 | Sol Fleising CFO T: 1-905-763-8254 x3005 E: sfleising@reena.org |

Documents

Ensure your Bid submission document(s) conforms to the following:

1. Documents should be in PDF format. Documents should NOT be provided in any other format.
2. Documents should NOT have a security password, as the Owner may not be able to open the file. It is the Bidder's sole responsibility to ensure that their uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by

the Owner.

3. The Owner may reject any Bid where any document(s) cannot be opened and viewed by the Owner.

4. If a Bidder requires to upload more than one (1) document, the Bidder should combine the documents into one Zipped file, as per instructions stated below.

If uploading a zipped file containing more than one (1) document, please ensure each document is named, in relation to the submission format item responding to, for example, if responding to the Previous Experience category save the document as "Previous Experience".

- RFP2018-001 TILLSONBURG TRANSIT SYSTEM BID SUBMISSION - RFP2018-001 TILLSONBURG BID SUBMISSION BY BTS NETWORK INC.zip - Thursday May 31, 2018 10:53:47
- RFP2018-001 FINANCIAL REQUIREMENT - Bonding Reference Letter.pdf - Thursday May 31, 2018 10:56:18

To compress (or zip) a file or folder, follow these steps

1. Locate the file or folder that want to compress.
2. Right-click the file or folder, point to **Send to**, and then click **Compressed (zipped) folder**.

A new compressed folder is created in the same location. To rename it, right-click the folder, click **Rename**, and then type the new name.

To upload a document follow these steps

1. Click on the browse button to locate the file on your computer or network
2. Click the upload button
3. After the file has been successfully uploaded, a link to the document will appear on the screen, along with the time/date that it was uploaded.
4. If you have completed your document upload and are ready to finalize your submission then click the "Continue with Submission" button at the bottom of the screen. Or you may save and come back later.
5. If you need to remove the document, click the remove button next to the document name.

Addenda, Terms and Conditions

The Bidder hereby acknowledges and agrees:

1. To provide all goods, services and construction, as more specifically set out and in accordance with the Owner's Bid Call Document, including but not limited to the scope of work, specifications, drawings, Addenda (if issued by the Owner), the terms and conditions, etc. stated therein, which are expressly acknowledged and made part of this Contract.
2. This Bid is made without any connections, knowledge, comparison of figures or arrangements with any other company, firm or person making a Bid for the same Work and is in all respects fair and without collusion or fraud.
3. I/WE do hereby Bid and offer to enter into a Contract to do all the Work as specified in the Bid Call Document(s) which shall include all costs but not limited to; freight, duty, currency, etc. in accordance with the prices and terms as submitted by the Bidder herein.
4. If I/WE withdraw this Bid before the formal Contract is executed by the Awarded Bidder for the said Work or Ninety (90) Calendar Days, whichever event first occurs, the amount of the Bid Deposit accompanying this Bid (if applicable to this bid) shall be forfeited to the Owner.
5. The Bidder has included with this Bid Submission a bid deposit or other acceptable deposit made payable to the Owner in the amount as set out in the Bid Documents. This deposit is subject to the conditions set out in the Bidding Regulations.
6. The Bidder agrees that Liquidated Damages shall apply for failure to complete the work within the specified Completion Date in accordance with the Articles of Agreement.
7. The Bidder understands that the lowest or any Bid may not necessarily be accepted and agrees that the awarding of the Contract by the Owner shall be acceptance of this Bid.
8. If the Bid is accepted, I/WE agree to furnish all required documentation, as required by the Bid Call Document(s) within Ten (10) Calendar Days after notification of Award.
9. I/We acknowledge and agree that any issued Addendum/Addenda forms part of the Bid Call Document.
10. I/We, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, made under the Accessibility for Ontarians with Disabilities Act, 2005. If requested, we are able to provide written proof that all employees have been trained as required under the act. I/We shall be aware and sensitive to accessibility and disability issues. I/We have read and agree to the Accessibility Guide
11. I/WE (including any related or affiliated entities and any principal thereof) have no unresolved litigation with the Owner.
12. I/WE have read and agree to the the Health and Safety Declaration.

✓

I/WE agree to be bound by the terms and conditions contained in the Bid Document and any applicable Addenda, and the person named below has the authority to submit this bid on behalf of the Bidder.

- Edmund Burt, President

The bidder shall declare any potential conflict of interest that could arise from bidding on this bid.

☒ Yes ☐ No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name

I have reviewed the
below addendum and
attachments (if
applicable)

Pages

RFP2018-001 ADDENDUM NO. 3
Thu May 24 2018 02:04 PM

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RFP2018-001 ADDENDUM NO. 2
Wed May 16 2018 09:43 AM

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RFP2018-001 ADDENDUM NO. 1
Fri May 11 2018 10:41 AM

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