

GENERATING RIDES

- Station Siting

Perhaps the best way to incentivize rides made is through sound station siting. All transit hubs and major campuses will be targeted with high-capacity bike share stations and data will be closely monitored to ensure that stations are aptly serving demand. There is a delicate balance between station density and service area--while density is desirable for convenience, the larger your service area the larger your market of potential members. The two factors are often at odds due to limited equipment resources. Our approach will roll out a large service area with mid-level density that will be densified in phases and grow to connect surrounding neighborhoods.

- Infrastructure Advocacy

We will leverage our bike share data to advocate for bike infrastructure on highly traveled routes, which will enhance both bike mode-share and bike share usage. Painted bike lanes, cycle tracks and other bike infrastructure like bike-only signals, bike loop-detectors, and bike friendly residential corridors will enhance the usability of the bike share system. In addition, the increase of bike mode-share citywide will increase safety for all as automobiles get used to bicyclists.

- Socializing Bike Share

Our bike share smartphone application will create a social network around bicycling and allow users to share their riding data on social networks like Facebook, Twitter, or Instagram. This word-of-mouth advertising will encourage more rides within social networks and will be a constant reminder to bike share users.

- Loyalty Programs

The previously mentioned 'mileage' based loyalty program similar to how airline reward programs function will incentivize our most die-hard users with rewards at 200 miles ridden, 500 miles ridden, 1000 miles ridden, and so on. The gifts will include memberships for friends, any co-branded prizes from other organizations, free ride time, and branded SWAG.

- Company Hosted Rides

CycleHop will host rides with bike share users and reward attendance with prizes. The events will have an on-site photographer and photos will be published on social media. Users will be encouraged to 'tag' friends, family, and themselves!

E5 Marketing Plan & Personnel

INITIATIVES	OVERVIEW
BRANDING	We work to create a fun and recognizable brand that reflects and unifies the target audience. When locals feel like they are part of this program, it instills a sense of pride and ownership that engenders long-lasting goodwill. Our expert team of marketers and designers have conceptualized and brought to life many vibrant brand over the last 20 years.
OUTREACH / PR	Engaging the community is an important part of the mindshare and growth process, an opportunity to get input from residents and business owners, explain how the program will benefit the community, generate excitement, and convert early participants into future members.
PRINT	A variety of promotional print materials will be developed to inform the target audience, spur memberships, educate tourists / out-of-town guests, and explain how the system works. Always concise and benefits-driven.
SOCIAL MEDIA	Social media is a powerful medium for influencing messaging and driving consumer loyalty. We'll create branded pages on platforms including Facebook, Twitter, Instagram, FourSquare, Flickr, YouTube, and Pinterest. Media-trained staff will respond to questions consistently push news to followers.
EVENTS	Special events and newsworthy parties will help to generate content for media outlets and peak consumer interest.
ADVERTISING	We will run an introductory advertising campaign focusing on the positive impact bike sharing will have on the community. The campaign will capture mindshare and drive active responses from viewers in terms of memberships.
MEMBERSHIP	We will execute aggressive membership sign-up campaigns, utilizing on-the-streets teams to engage consumers where they work, and play. Includes street fairs, major festivals and events. In addition, we will work with large employers and community organizations to drive corporate membership programs.
PROMOTIONS	Uniformed teams of volunteers will staff stations, helping users with bike checkouts and returns. They'll also staff train/rail and bus stations to encourage bike sharing as a new element in the transportation grid.
WEB	The system will boast state-of-the-art websites, both for the pre-launch phase and for the live phase. The pre-launch website aims to generate excitement, inform about the program, and drive pre-memberships while building a mailing list of potential members. The live site will be the nervecenter for the program, with all system information and log-in capabilities for users to track their individual accounts and riding information.
SPONSORSHIP	Generating system/station sponsors and system advertisers is a key element in developing a healthy and profitable system. Our sales staff will work to entice local businesses to participate and be seen.

E5 Marketing Plan & Personnel

PRE-LAUNCH	LAUNCH	ONGOING
<ul style="list-style-type: none"> • Generate naming options • Logo concepts for the top names • Develop brand color schemes • Build marketing story & taglines • Consumer testing, finalize scheme 	<ul style="list-style-type: none"> • Consistency of presentation across all media • Develop brand standards document for usage 	<ul style="list-style-type: none"> • Brand evolution and addition of standardized elements, icons, infographics, and more
<ul style="list-style-type: none"> • Suggest station locations contest • Generate news for press outlets • Equipment demos • Ambassador program 	<ul style="list-style-type: none"> • Newsworthy launch event • Press coverage and demos • Press releases 	<ul style="list-style-type: none"> • Safe riding programs • Press releases
<ul style="list-style-type: none"> • Consumer brochure • Promo postcards, infographics • Posters and stickers 	<ul style="list-style-type: none"> • Promotional handouts and literature • Riding maps 	<ul style="list-style-type: none"> • Ongoing collateral to reinforce messaging and benefits
<ul style="list-style-type: none"> • Custom URL acquisition • News and outreach, discussions • Promote interactive conversations and build a following / loyalty 	<ul style="list-style-type: none"> • Promote discussions and offer system benefits to generate interest and drive action 	<ul style="list-style-type: none"> • System news and information • General interest and community stories
<ul style="list-style-type: none"> • Program announcement event • Naming event / contest 	<ul style="list-style-type: none"> • Newsworthy launch party 	<ul style="list-style-type: none"> • Special events
<ul style="list-style-type: none"> • Paid advertising campaign: online, environmental, print, broadcast 	<ul style="list-style-type: none"> • Launch paid advertising campaign: online, environmental, print, broadcast 	<ul style="list-style-type: none"> • Ongoing ad campaigns focused on benefits and membership generation
<ul style="list-style-type: none"> • Membership drives • Limited time offers • Corporate membership programs • Membership kits 	<ul style="list-style-type: none"> • Membership drives • Loyalty program 	<ul style="list-style-type: none"> • Membership drives • Ongoing promotions, deals, and co-promotions to continually spur new memberships / renewals
<ul style="list-style-type: none"> • Develop cross-promotions with local business partners • On-the-streets teams answering questions 	<ul style="list-style-type: none"> • Membership deals • Trial rides • Press events 	<ul style="list-style-type: none"> • Ongoing membership deals
<ul style="list-style-type: none"> • Pre-launch website: <ul style="list-style-type: none"> - Timeline and launch countdown - Sponsorship information - Suggest-A-Location - Station maps - Pre-purchase memberships 	<ul style="list-style-type: none"> • System website: <ul style="list-style-type: none"> - Pricing information - Maps and station info - How it works, memberships - Individual account login - Retail goods - Blog and news activity 	<ul style="list-style-type: none"> • Constant updates and improvements • Incorporation of comprehensive riding and system statistics
<ul style="list-style-type: none"> • Station hosting materials for businesses & property managers • Develop sponsorship kit for potential sponsors and advertisers 	<ul style="list-style-type: none"> • Ongoing advertising sales and outreach • Host A Station materials 	<ul style="list-style-type: none"> • Ongoing advertising sales and outreach • Host A Station materials


PHILADELPHIA BIKE SHARE PROGRAM

97

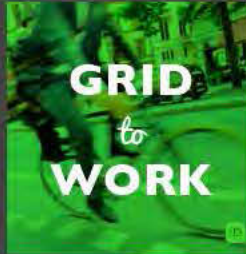
WHEAT AND FLAXSEED OILS FOR ME

3 HOURS OF RIDING PER WEEK REDUCES THE RISK OF HEART DISEASE & STROKE BY **50%**

YOUNG ADULTS WHO RIDE ARE **48% LESS LIKELY TO BE OVERWEIGHT**



GRID to WORK



WHEAT AND FLAXSEED OILS FOR ME

RIDE HAPPY. RIDE THE GRID.

1,000 public bikes in the Valley will be available 24/7. You can park and lock a Grid Bike at one of 100 hub stations or any public bike rack. Healthy. Fun. Affordable.

COMING SOON TO PHOENIX, MESA & TEMPE

GRID to CLASS




PHOTO GRID: IT'S A GRID!


WELCOME Hold and use the app to get the bike. Tap the bike to see the bike's location. Tap the bike to see the bike's location.

WELCOME Hold and use the app to get the bike. Tap the bike to see the bike's location. Tap the bike to see the bike's location.

WELCOME Hold and use the app to get the bike. Tap the bike to see the bike's location. Tap the bike to see the bike's location.

WELCOME Hold and use the app to get the bike. Tap the bike to see the bike's location. Tap the bike to see the bike's location.

GRID with FRIENDS



GRID BIKE SHARE

PHOENIX • MESA • TEMPE

GRIDBIKES.COM

MEMBER CARD

\$5 MONTHLY

\$30 BI-MONTHLY

\$70 ANNUAL

\$99 FOUNDRY MEMBERSHIP

BONUS Take a free bike home!

At least 18 years old, live in the Valley, and have a valid driver's license.

SAFE RIDE AND THE GRID

- Follow the rules of the road
- Be visible
- Be predictable
- Anticipate conflicts
- Wear a helmet

GET INVOLVED

1 PERSON Drive more to live to your business. Connect with an urban audience.

2 PERSON Drive more to live to your business. Connect with an urban audience.

3 PERSON Drive more to live to your business. Connect with an urban audience.

4 PERSON Drive more to live to your business. Connect with an urban audience.

5 PERSON Drive more to live to your business. Connect with an urban audience.

6 PERSON Drive more to live to your business. Connect with an urban audience.

7 PERSON Drive more to live to your business. Connect with an urban audience.

8 PERSON Drive more to live to your business. Connect with an urban audience.

9 PERSON Drive more to live to your business. Connect with an urban audience.

10 PERSON Drive more to live to your business. Connect with an urban audience.

GRID BIKE SHARE

PHOENIX • MESA • TEMPE

GRIDBIKES.COM

GR:D

BIKE SHARE

MEMBER CARD



RIDE HAPPY. 01234567

Please ride smart. Safety tips: gridbikes.com

If your GRID bike is not working properly:

- 1) Return your bike to the nearest hub
- 2) Press "Repair" button on the bike to alert us

(602) 753.4743 • info@gridbikes.com

OPERATED BY CYCLEHOP • POWERED BY SOCIAL BICYCLES • ©2014 CYCLEHOP, LLC

BUT WHY THE NAME GRID?



IT'S THE PERFECT NAME.

GR:D

BIKE SHARE

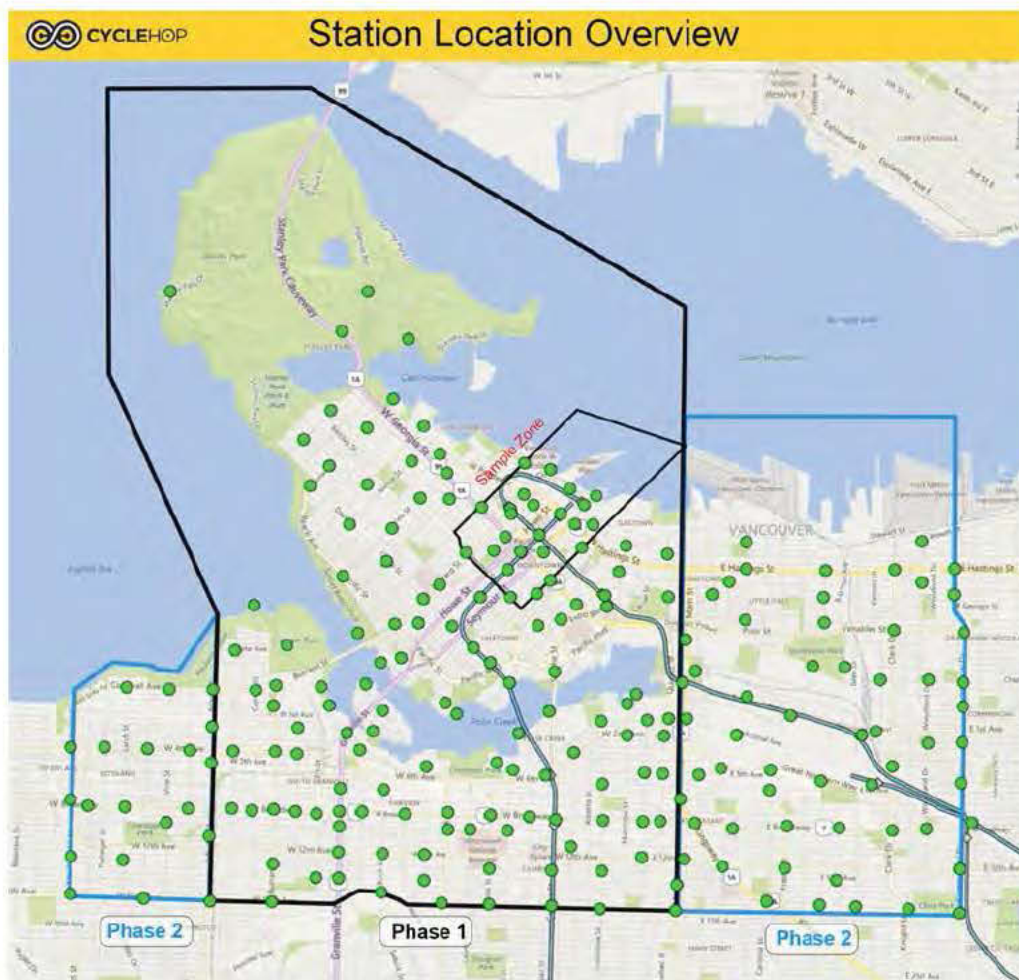
GRIDBIKES.COM

GRIDBIKES

- 1 Our streets were designed on a grid system, making it easy to travel and find your way from Point A to Point B.
- 2 The grid connects us. Bike share will enhance those connections with the people and places we love in the Valley.
- 3 The bikes' technologically-advanced equipment has its own electric grid - powered by the sun.
- 4 Riding a Grid Bike will be the best solution to avoid traffic jams and help you reach your destination faster and with ease.
- 5 The Grid Bike Share logo includes an emoticon (emotion icon) that expresses joy. We want you to smile and Ride Happy on the Grid.

s.17(1), s.21(1)

PHASE II EXPANSION



REGIONAL EXPANSION BEYOND THE CITY OF VANCOUVER

CycleHop will evaluate demand and naturally expand the system to neighboring communities and support first and last mile of transit. We also see the electric bike as a way to connect communities that are further away from the core.

CycleHop has experience with system transition as we took over the Ottawa system following PBSC's bankruptcy. We have successfully replaced equipment, transferred ownership and operations for that system to CycleHop.

Any future transfer of operations or ownership will be orderly and in-coordination with the City and the new vendor.

Here is a sample transition plan:

CATEGORY	ITEM	DETAILS	Start Date	TASKOWNERS
STAFFING	General Manager	We have already identified a local GM. Cyclehop's COO will work closely with new GM and provide support		
	Operations Staff	We will offer employment to existing staff and/or quickly hire and train new staff		
	Customer Service	We plan to establish local customer service team		
	Admin	We plan to provide administrative support from our corporate office which is already established		
	Marketing & Sales	Cyclehop corporate has a ready to execute marketing plan and will work closely with the local marketing director and team on enhancing and expanding the current activities		
EQUIPMENT	Facility	We will transfer the lease or lease a new facility		
	PBSC Equipment	We will send our Managers to Montreal and Minneapolis for training, and bring a PBSC team member to Boston to supervise the spring rollout		
	Training	Our ops team will review all site plans and prep locations for install		
	Station Installations	Our local ops team will follow PBSC installation guides and work with PBSC rollout supervisor		
	Bicycle Tune-ups	Our mechanics will tune-up all bikes prior to spring rollout. If necessary we will hire students and work 24/7 to get the job done on time		
	Kiosk stickers	We will refresh and print new station stickers		
	Tools	We will use existing or purchase new		
	Vehicles	We will use existing or lease new		
MARKETING	Computers	We will use existing or lease new		
	Marketing Plan	We will build on past marketing activities and enhance them with Cyclehop's marketing plan as outlined in our proposal		
	Branding	We will transfer all branding assets and refresh them		
	Membership Drives	Significant resources and strategies will be mobilized to maximize membership sales during the spring, summer, and holiday seasons		
	Visitor Market	Significant resources and strategies will be mobilized to maximize visitor market sales		
	PR	A PR calendar will be established and coordinated with the City and other partner organizations		
	Co-Marketing	Partnerships and promotions with other local companies will be developed		
	Social Media	We will take over current SM accounts. SM will continue to be an integral component to the marketing plan. A SM calendar will be created quarterly		
TECHNOLOGY	Events	We will attend local events and festivals to promote the program and obtain members		
	Graphics	We will get all graphical assets and photos		
	Domain	We will transfer domain registration		
	Website	We will use existing website or create new one		
	Emails	We will transfer all email accounts or setup new ones		
	Backend System	We will use existing software and receive training from SD		
	Maintenance Software	We will use Cyclehop Software		
	Vehicle Tracking	We will transfer or establish new		
PLANNING	Merchant Services	We will create new merchant account and open new bank account		
	Contact Lists	We will transfer all contact lists		
	Customer Lists	We will transfer all customer lists		
	Plans Review	Cyclehop will review with Cities planning process and schedule		
	Siting & Permitting	Cyclehop will work with the City on location siting and permitting		
	Location Prep	Cyclehop will prep sites for installation of new stations		
	Equipment Orders	Cyclehop will ensure timely delivery of equipment		
	Installation	Cyclehop will manage the installation process		
LEGAL	Testing	Cyclehop will test equipment following installation		
	Outreach	Mess Bike will support the program growth through education and outreach		
	Inauguration	Cyclehop will work with the City and community to celebrate new locations		
	Trademarks	We will transfer all trademarks		
	Release Form	We will review and modify release form		
	Employment Contracts	We will establish new employment contracts		
	Obligations	We will transfer all obligations		
	Supplier Contracts	We will transfer all supplier contracts		
ACCOUNTING	Compliance	We will review and adhere to contract compliance requirements		
	Accounting Software	We will setup Quick Books Online to manage local books and allow for transparency		
	Payroll	We will setup ADP payroll service to pay local staff		
	Record Inventory/Assets	We will conduct a physical inventory of all equipment and assets		
	Reports	We will review and enhance reports for the City		
	Audits	We will conduct annual audits		

GENERAL

CycleHop compensation will be tied to the success of the program. We are confident in our ability to attract a sufficient number of users and sponsors to operate the program in a self sustaining way.

Our operations fee quoted in this proposal includes a modest profit margin and the other profit source will come from surplus of the annual budget starting year 2.

REQUEST FOR PROPOSALS NO. PS20150910

PUBLIC BICYCLE SYSTEM

ANNEX 2 - DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

Purpose: All proposed suppliers are to complete and submit this form to certify compliance with the supplier performance standards set out in the Supplier Code of Conduct.

The City of Vancouver expects each supplier of goods and services to the City to comply with the supplier performance standards set out in the City's Supplier Code of Conduct (SCC) <http://vancouver.ca/policy_pdf/AF01401P1.pdf>. The SCC defines minimum labour and environmental standards for City suppliers and their subcontractors.

Suppliers are expected to comply with the aforementioned standards upon submitting a tender, proposal, application, expression of interest or quotation to the City, or have a plan in place to comply within a specific period of time. The City reserves the right to determine an appropriate timeframe in which suppliers must come into compliance with these standards. To give effect to these requirements, an authorised signatory of each proposed vendor must complete the following declaration and include this declaration with its submission:

As an authorised signatory of CYCLEHOP CORP CANADA (vendor name), I declare that I have reviewed the SCC and to the best of my knowledge, CYCLEHOP CORP CANADA (vendor name) and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC, other than as noted in the table below (include all violations/convictions that have occurred in the past three years as well as plans for corrective action).

Section of SCC / title of law	Date of violation / conviction	Description of violation / conviction	Regulatory / adjudication body and document file number	Corrective action plan

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to the submission of CYCLEHOP CORP CANADA (vendor name).

Signature:



Name and Title:

JOSH SQUIRE, CEO

GENERAL

CycleHop has extensive experience working with many cities on permitting and licensing bike share sites.

We have developed a robust and efficient process to get the job done.

CycleHop's local planning firm, Third Wave Cycling, will be responsible for preparing, submitting, and obtaining all necessary permits and bike share station site licenses. They will work closely with the City planning and public works departments, and follow the permitting process required by the City.

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 5 - CITY OF VANCOUVER INSURANCE REQUIREMENTS



Appendix A

LIABILITY INSURANCE CERTIFICATE

Section 7 b) – City staff to select the required # of days Written Notice before sending out for completion
Section 2 through 7 – to be completed and executed by the Insurer or its Authorized Representative

1. THIS CERTIFICATE IS ISSUED TO: City of Vancouver, 453 W 12th Avenue, Vancouver, BC, V5Y 1V4
and certifies that the insurance policy (policies) as listed herein has/have been issued to the Named Insured and is/are in full force and effect as of the effective date of the agreement described below.
2. NAMED INSURED [must be the same name as the Permittee/Licensee or Party(ies) to Contract and is/are either an Individual(s) or a legally incorporated company(ies)]

CYCLEHOP CORP CANADA

BUSINESS TRADE NAME OR DOING BUSINESS AS

CYCLEHOP AND VELOGO

BUSINESS ADDRESS

112 NELSON STREET UNIT 101B, OTTAWA ON, K1N 5V1

DESCRIPTION OF OPERATION, CONTRACT, AGREEMENT, LEASE, PERMIT OR LICENSE

BIKE SHARE OPERATIONS AND SALES

3. COMMERCIAL GENERAL LIABILITY INSURANCE (Occurrence Form)

Including the following coverages:

- ✓ Personal Injury
- ✓ Employees as Additional Insureds
- ✓ Cross Liability or Severability of Interest of property
- ✓ Contingent Employer's Liability
- ✓ Blanket Contractual Liability
- ✓ Broad Form Products & Completed Operations
- ✓ Broad Form Property Damage Incl. Loss of Use
- ✓ Non-Owned Auto Liability

Check Additional Extensions where applicable and included:

- ☐ Sudden & Accidental Pollution Liability
- ☐ Host Liquor Liability
- ☐ Abuse/Molestation Coverage
- ☐ Advertising Liability
- ☐ Volunteers as Additional Insured
- ☐ Members as Additional Insured
- ☒ Injury to Participants
- ☐ Work below ground level over 3 metres
- ☐ Excavation, shoring, underpinning, pile driving or caisson
- ☐ Demolition, removal or weakening of support
- ☐ Blasting
- ☐ Operation of hoist or attached machinery
- ☐ 12 months Completed Operations
- ☐ 24 months Completed Operations

\$ 151,100

INSURER: **CYCLEHOP CORP CANADA**

POLICY NUMBER:

POLICY PERIOD: FROM: **18TH OF JUNE 2015**

To: **18TH OF JUNE 2016**

LIMITS OF LIABILITY (Bodily Injury and Property Damage Inclusive):

Per Occurrence \$ **5,000,000 CAN**

Aggregate \$ **5,000,000 CAN**

Deductible Per Occurrence \$ **5,000 CAN**

All Risk Tenants' Legal Liability \$ **300,000 CAN**

4. AUTOMOBILE LIABILITY INSURANCE for operation of owned and/or leased vehicles

INSURER: **CYCLEHOP CORP CANADA**

LIMITS OF LIABILITY:

POLICY NUMBER: **\$ 151,100**

Combined Single Limit: **\$ 5,000,000 CAN**

POLICY PERIOD: From **6/18/15** to **6/18/16**
APV-47.

If vehicles are insured by ICBC, complete and provide Form

5. ☐ UMBRELLA OR ☐ EXCESS LIABILITY INSURANCE

Limits of Liability (Bodily Injury and Property Damage Inclusive)

INSURER:

Per Occurrence

\$

POLICY NUMBER:

Aggregate

\$

POLICY PERIOD: From to

Self-Insured Retention

\$

6. OTHER INSURANCE (e.g. Contractors Equipment, Crime, etc.) – Please specify Name of Insurer(s), Policy Number, Policy Period, and Limit

July 17, 2015

Page 5-1

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 5 - CITY OF VANCOUVER INSURANCE REQUIREMENTS

7. POLICY PROVISIONS

Where required by the governing contract, agreement, lease, permit or license, it is understood and agreed that:

- a) The City of Vancouver, its officials, officers, employees, servants and agents have been added as Additional Insureds with respect to liability arising out of the operation of the Named Insured pursuant to the governing contract, agreement, lease, permit or license.
- b) SIXTY (60) days written notice of cancellation or material change resulting in reduction of coverage with respect to any of the policies listed herein, either in part or in whole, will be given by the Insurer to the Holder of this Certificate; the exception is cancellation for non-payment of premiums in which case the applicable statutory conditions will apply.
- c) The insurance policy (policies) listed herein shall be primary with respect to liability arising out of the operation of the Named Insured. Any insurance or self-insurance maintained by the City of Vancouver shall be in excess of this insurance and shall not contribute to it.

SIGNED BY THE INSURER OR ITS AUTHORIZED REPRESENTATIVE



Date 9/11/15


PRINT NAME OF THE INSURER OR ITS AUTHORIZED REPRESENTATIVE, ADDRESS AND PHONE NUMBER

JOSH SQUIRE, CEO, CYCLEHOP CORP CANADA. 1631 COLORADO AVE SANTA MONICA CA 90404

s.17(1), s.21(1)



s.17(1), s.21(1)

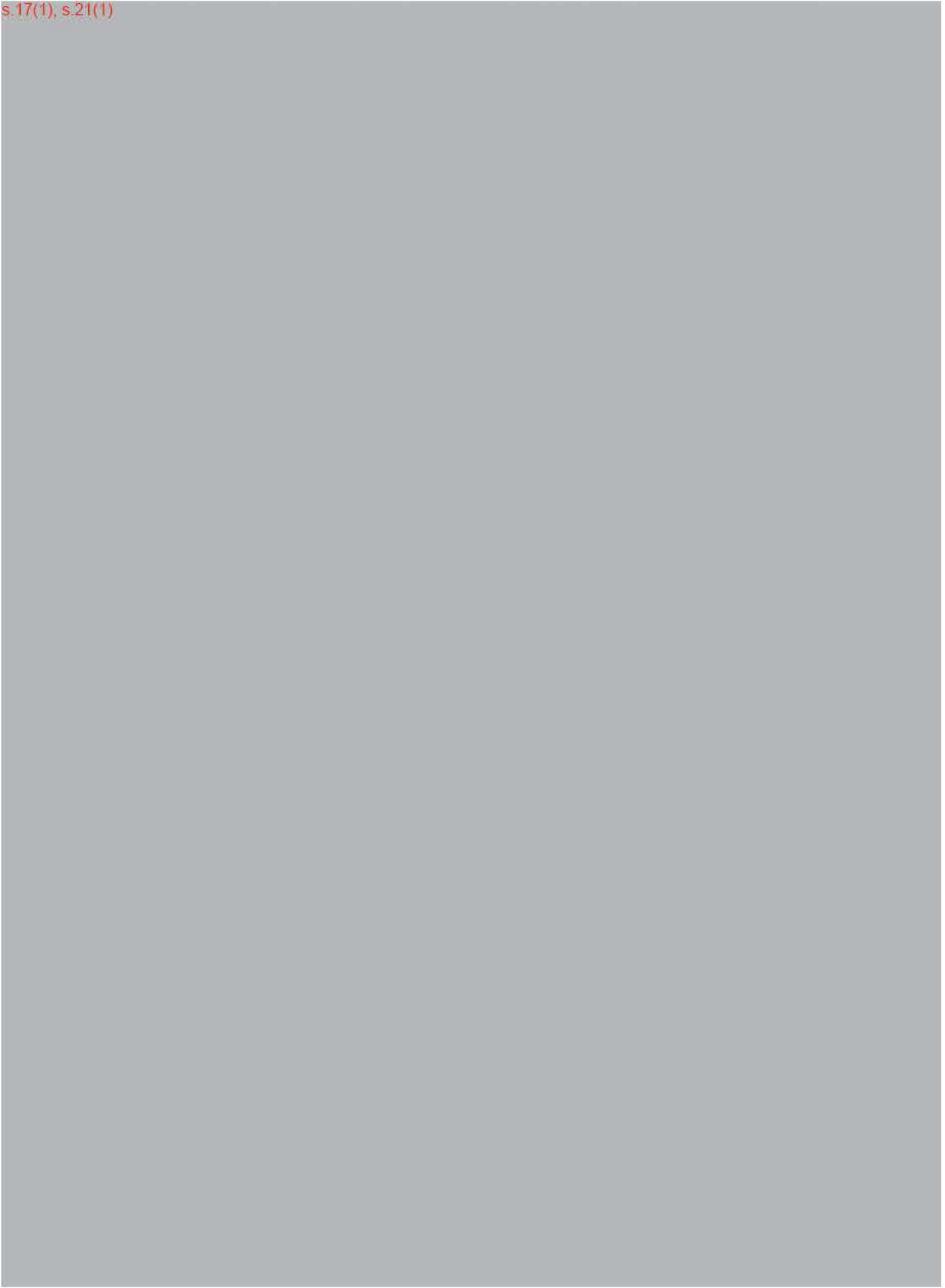


S.17(1), S.21(1)



s.17(1), s.21(1)

s.17(1), s.21(1)



s.17(1), s.21(1)




s.17(1), s.21(1)



s.17(1), s.21(1)



s. 17(1), s. 21(1)





CycleHop is the second largest bike share Operations Company in North America, by number of cities served. CycleHop provide clients with complete bike share solutions including planning, funding, equipment selection, implementation, operations, marketing, sponsorship sales, and regional expansion. As an industry pioneer and acclaimed expert in bicycle sharing, cycle commuting, and active tourism, CycleHop's team spent decades operating urban bicycle fleets, catering to millions of consumers, and advancing the bike share industry. CycleHop's unique position as an independent operator provides for unbiased services to municipalities and transit agencies, focused 100% on their needs.

For over 20 years, CycleHop and its sister companies have focused on encouraging people to ride bicycles for both transportation and recreation. CycleHop's founder and CEO, Josh Squire, is an industry leader in the fields of bicycle commuting, bike sharing, and cycle tourism. Mr. Squire has extensive bike share experience with product development and testing, program design, funding, implementation, operations, sponsorship sales, and regional expansion. With his leadership and broad based experience, CycleHop has developed multiple bike share systems, established industry standards, established proprietary operational techniques, deployed creative marketing campaigns, and formalized bike share sponsorship sales methods that are shaping the industry. The company is fortunate to have worked on a diversity of projects with leading equipment companies, tech suppliers, planners, and marketing firms.

- Founded in 2011 by Josh Squire, a 25 year bicycle industry veteran
- Will employee approx 75 people in 2016.
- Previously advised multiple bike share companies including B-cycle and JCDecaux
- Awarded the 1st U.S. patent for the Unattended Automated Bicycle Rental Station in 1999.
- Currently providing bike share services to a dozen municipalities and corporate clients in North America with additional bids pending
- Headquartered in Santa Monica with thirty employees

Cyclehop Corp Canada is a fully owned subsidiary of Cyclehop, LLC, a private bike share company. Jointly referred to as CycleHop throughout this proposal.

For the 3-year period preceding the date of this RFP, CycleHop, LLC has NOT been involved in any judicial or administrative proceeding that is material to CycleHop's business or financial capability or to the subject matter of this RFP, or that could interfere with CycleHop's performance of the work requested by this RFP, including, but not limited to, any civil, criminal or bankruptcy litigation; any debarment or suspension proceeding; any criminal conviction or indictment; and any order or agreement with or issued by a court or local, state or federal agency.

CycleHop is a private company, please see the following letter providing assurance to the City that the Proponent has been and is financially viable and solvent as a going concern; confirmation that the Proponent has the financial capacity to complete this project; and that the undertaking of this project will not put any undue financial burden on the Proponent or partner.

SERVICES OFFERED:

- ✓ System Planning
- ✓ Funding
- ✓ Implementation
- ✓ Equipment Sales
- ✓ Branding/Marketing
- ✓ Staffing
- ✓ Equipment Maintenance
- ✓ Balancing Stations
- ✓ Customer Relations
- ✓ Call Center
- ✓ Memberships Sales
- ✓ Membership Fulfilment
- ✓ Customer Billing
- ✓ Risk Management
- ✓ Incident Handling
- ✓ Sponsorship Sales
- ✓ System Expansion

MAJOR CLIENTS:



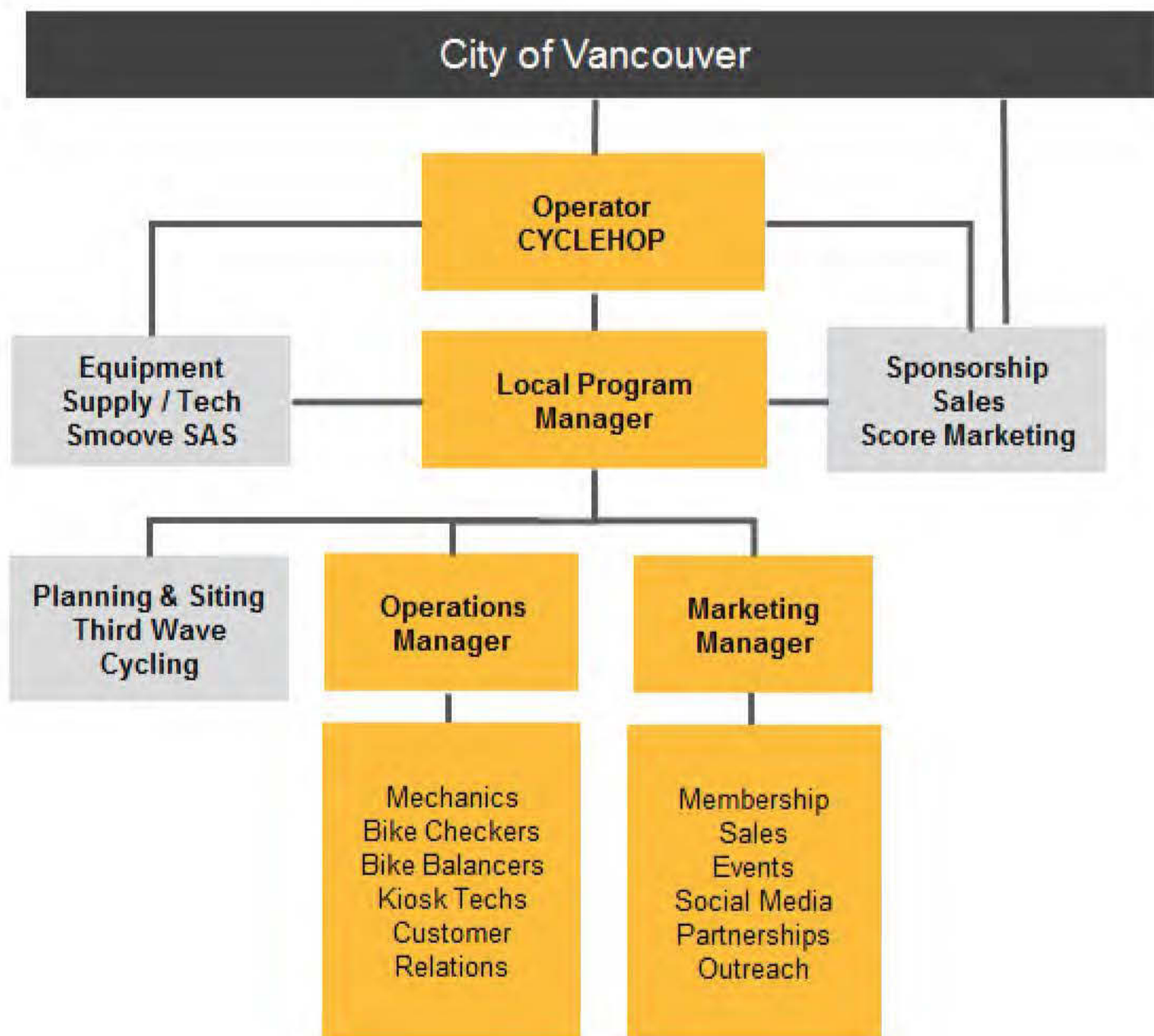
Current and Former Business Relationships

Equipment Suppliers: Smoove (current), Social Bicycles (current), B-cycle (former), SandVault (former)

Local Government Agencies: NCC, City of Ottawa, City of Gatineau (all current)

Other: JCDecaux (former)

PROJECTED 2015 SALES: OVER US\$5M

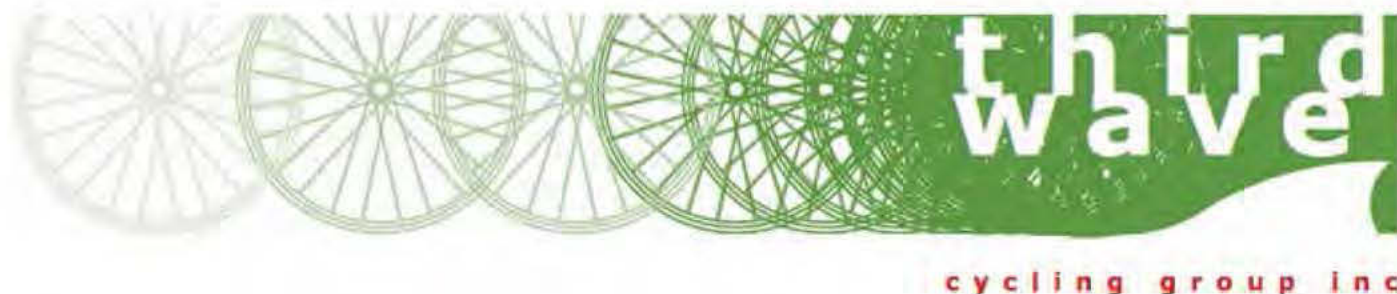




Smooove SAS is a global bike share equipment and technology innovator operating in 21 cities in 10 countries and they rolled out over 18,000 bicycles since launch. Smooove has been a bike share industry leader and product innovator since 2005. The leadership team is passionate in the areas of public transportation and sustainability. Smooove is based in France but in North America CycleHop is acting as Smooove's distributor.

Smooove is focused on designing, manufacturing, and selling bike share equipment for municipalities, transit agencies, business, and property owners. We are committed to forging top quality systems that offer an amazing user experience, help clients reduce their carbon footprint, and make communities more livable, sustainable, and healthy. Smooove owns all of its proprietary technology and software offering a comprehensive reliable solution.

Smooove has reimagined urban bike share programs through two core innovations, their patented "Brains on Bikes" and "Fork Lock" technologies. These breakthroughs ensure a smooth, hassle-free experience for riders and a reliable, safe, and cost-effective product for operators.



Third Wave Cycling Group Inc., an accomplished local consulting firm committed to delivering excellent cycling and sustainable transportation solutions, is a group of dedicated professionals from a variety of backgrounds with commonly shared experiences in cycling, and the vision and expertise in how to make communities bicycle friendly. The team has extensive experience in cycling, real estate, urban design, marketing, planning, architecture, finance, and project management.

Third Wave Cycling believes that cycling should be safe and accessible for people of all ages and abilities, not just the brave few First Wave cyclists who revel in cycling in heavy traffic and the Second Wave cyclists who will take to bike lanes on busy streets.

They are committed to working with communities, developers, businesses and individuals to create excellent cycling facilities. With both vision and attention to detail, Third Wave Cycling helps ensure the cost effective implementation of high quality facilities.



Score Marketing Inc. is one of Canada's top sponsorship sales and marketing authorities. Some of their notable partnerships are BC Place Stadium, the Vancouver Sun Run, PGA Tour Canada, Vancouver International Film Festival, and many others.

Score builds award-winning sponsorship strategies and activation programs that support business objectives and drive meaningful, measurable results by helping to secure amazing corporate partners and maximize the overall revenue-generation potential of rights-holders.

Score Marketing Inc. believes in creating win-win partnerships between brands and properties. Whether you're new or well-established, Score can help your organization to optimize its sponsorship potential. Their sponsorship professionals have the skills and experience necessary to expertly guide sponsorship property owners through the very unique sponsorship sales process – ultimately helping property rights-holder to find amazing corporate partners while maximizing overall revenue potential.

They help clients develop their own unique sponsorship strategy, customized sales plan, and approach methodology, and stay closely connected through every step of the way.



Josh Squire

Chief Executive Officer

CURRENT ROLE

CEO of CycleHop, Allocate resources and manage the team

CAREER PROFILE

- Has been active in the bicycle rental industry for 20 years
- Received the 1st U.S. patent for automated bike rental machine in 1999
- Funded, planned, and operated multiple bike sharing programs
- Founder of Bike and Park, operator of largest bicycle commuter centers in the U.S.
- Founder of Bike and Roll, America's largest urban bicycle rental & tour company

EDUCATION

Business Degree from the University of Illinois at Chicago (1992-1996)

EXPERIENCE

CycleHop LLC (cyclehop.com)

- Bike share operations, product development/ testing, and consulting
- Tampa Bay Bike Share: founding, launching, and managing Tampa's bike share program
- Phoenix Bike Share: founding, launching, and managing Phoenix bike share program
- Distributer for multiple bike share equipment providers

Chicago B-cycle

- Funded and launched Chicago's first bike share program
- Operated Chicago B-cycle program
- Operated Illinois Institute of Technology Bike Share Program

Broward B-cycle

- Launched and operated Broward B-cycle

Bike Share Consulting

- Former consultant and distributer for B-cycle
- Assisted B-cycle with product and operations development
- Assisted B-cycle with Denver bike share early planning
- Wrote the business plan for San Antonio bike share program RFP
- Co-wrote the business plan for NYC bike share program RFP
- Wrote the response for Cincinnati bike share RFP
- Wrote the response to Toronto Bike Share RFI
- Wrote the response to LA Westside Cities Bike Share RFI
- Wrote the response to University of Northern Florida

JCDecaux, NA Bike Share Program Manager (cyclocity.com)

- North America Bicycle Sharing Program Manager
- Europe Bike Share Consulting in Lyon and Paris





John Romero

Chief Operating Officer

CURRENT ROLE

Chief Operating Officer, manages implementations and operations of all CycleHop bike share programs.

CAREER PROFILE

- Grid Bike Share: 2013 – Present
- Gatineau-Ottawa Bike Share Program: 2014 - Present
- PHX Bike Lab: 2013 – Present
- The Bicycle Cellar: 2009 -Present
- Romerofoto Productions: 2004 -2010
- Pinhole Productions: 1999 - 2005

EDUCATION

Phoenix College: Phoenix, AZ
Associate's Degree
Areas of Study: Psychology,
Photography, Astronomy

Mt. San Antonio College: Walnut, CA
Areas of Study: Photography,
Psychology, Philosophy

EXPERIENCE

Grid Bike Share

John Romero is the Director of Operations for Grid Bike Share. He's leading the launch of bike share in the Phoenix Metro Region and is involved in project management, staffing, contract negotiations, system procurement, station siting and sponsorship acquisition.

Gatineau-Ottawa Bike Share Program

John is the Director of Implementation for the Gatineau-Ottawa Bike Share Program. He's currently working to restructure the system, which was previously BIXI-based. John is responsible for contract relations, reassessment of station locations, setting up the headquarters and hiring staff.

PHX Bike Lab

John Romero is the Co-Founder and Director of PHX Bike Lab, a 501(c)3 not-for-profit umbrella organization that brings together various bicycle-related entities under one big roof. This is the headquarters of Grid Bike Share and Phoenix Spokes People and also houses The Rusty Spoke Community Bicycle Collective, a volunteer-based, do-it-yourself bicycle repair space which welcomes people in need. The mission of PHX Bike Lab is to promote the bicycle as the noblest form of transportation.

The Bicycle Cellar

John is the Co-Founder and Director of The Bicycle Cellar which is a commuter support facility offering, showers, secure bike storage, bike repair and a shop. John started The Bicycle Cellar as a way to make it easier to commute by bike in The Valley.

CYCLEHOP





Jamie Kinsella

CPA

CURRENT ROLE

Chief Financial Officer, manages financial operations and reporting for all CycleHop bike share programs.

EDUCATION

Certified Public Accountant State of Florida License #AC46107
Florida Atlantic University- Boca Raton, FL

Florida State University- Tallahassee, FL

EXPERIENCE

CycleHop June 2015 - Present

- Organize and maintain client tax information, bank information, and billing information
- Work with QuickBooks to reconcile bank statements and prepare financial statements for clients
- Assist clients with scheduling and appointments.

Activision Blizzard November 2013 - June 2015

- Performed Sarbanes- Oxley 404 procedures including: walkthroughs, independent test of controls, and review and re-performance of internal audit work
- Performed inventory observations for third party vendors
- Executed internal audit testing procedures across multiple areas including: accounts receivable & payable, revenue, & benefits.

PricewaterhouseCoopers September 2011- November 2013

- Performed integrated audits over financial statements prepared in accordance with generally accepted accounting principles, for various clients primarily in the banking and capital markets industry
- Gained extensive SEC experience over 10-K filings, 10-Q filings, 8-K filings, SOX 404 reporting, and S-1 filings.
- Performed Sarbanes- Oxley 404 procedures including: walkthroughs, independent test of controls, and review and re-performance of internal audit work
- Performed inventory observations for several manufacturing clients
- Executed external audit testing procedures across multiple areas including: cash & cash equivalents, accounts receivable & payable, pre-paid expenses, property, plant & equipment, loans receivable, and the allowance for loan losses





Dave Nelson

Sales and Operational Manager

CURRENT ROLE

Implementation Manager. Launch and train new bike share programs

EDUCATION

University of Arizona
Bachelors of Science :
Human Anatomy and Physiology

EXPERIENCE

CycleHop 2014-Present

Sales and Operations Manager, Northwest Region
Managed rollout and implementation of a 100 bike system in Bishop Ranch Office Park in San Ramon, CA. Currently working to streamline system operations, grow membership numbers and grow the network to include the city of San Ramon and the surrounding metropolitan areas.

PUBLIC Bikes 2011 - 2014

Manage retail operations for 3 bay area stores: Sales, Marketing, Inventory, Staffing and Merchandising During my time at PUBLIC I have successfully opened two new retail stores and continually increased channel sales by more than 75% over previous year comp. I have also implemented new sales, inventory management, marketing and customer service policies to optimize efficiency and customer experience.

Maui Cyclery 2010 - 2011

Comprehensive oversight of mechanical service, purchasing, and tour coordination. At Maui Cyclery I implemented a new tour management and coordination system to streamline client experience and efficiency as well as overhauling the repair service operations and marketing to provide premium service to locals and tourists alike.

Earls Cyclery & Fitness 2010

Comprehensive bicycle service : bike building, tune-ups, overhauls, full service of suspension and hydraulic brake systems Customer Service : checking in bikes for repair, assisting customers with technical questions, placing orders At Earl's I led an initiative to reorganize a 10 station bicycle service area to optimize efficiency and minimize tool loss.

Ordinary Bike Shop 2009 - 2010

Inventory management, sales, customer service, bicycle service At Ordinary I implemented a new order management system to improve order turnaround time and provide an order tracking system that any employee could access.





Owen Gorman

Planning Intern

CURRENT ROLE

Bike share planner, planning, siting and permitting of bike share locations

CAREER PROFILE

EDUCATION

University of California Los Angeles
Masters in Urban and Regional
Planning
September 2014 - Current

University of California Berkeley
[IN]CITY Sustainable Urban Planning
and Design Course
Summer 2012

University Of California Santa Cruz
BA Cultural Anthropology
2008 - 2012

EXPERIENCE

CycleHop

- Responsible for siting an 80 station system the forthcoming Santa Monica Breeze bike share program.
- Using GIS analysis to develop site location methodology
- Creating individual station site graphics for presenting to planning staff for approval and for presentations to city council and neighborhood groups.

LADOT Bike Program

- Upkeep to the Bike Program's various social media pages, contributing to the bike blog
- Making maps and project visualizations using Photoshop, Illustrator and GIS
- Tabling events on behalf of the LADOT bike program
- Fieldwork to assess location and installation of new bike racks and wayfinding signage

Alta Planning and Design- Local project assistant/Intern

- Intern for the city of Santa Monica's Safe Routes to School Program.
- Working to increase walking and bicycling at four Santa Monica schools (JAMS, Lincoln, Roosevelt, and Will Rogers)
- Planning and implementing events, data entry, local logistics and materials delivery.
- Assistant instructor at youth bike-safety education classes





Diana Ionscu

Bike Share Planner

CURRENT ROLE

Bike share planner, planning, siting and permitting of bike share locations

CAREER PROFILE

- Strong writing and analytical skills.
- Fluent in Romanian; conversational Spanish, French, Russian, Portuguese.
- Proficient in Adobe Creative Suite, SPSS, ArcGIS, Quantum GIS, ArcGIS Server, HTML/CSS, Javascript/jQuery, MySQL, Google Maps API, Google Analytics, HootSuite, Klout, most social media platforms, Wordpress. Microsoft Office.
- Hobbies: bicycling, travel, writing, urban and architectural photography, bass guitar, violin, record collecting, languages, crossword puzzles, SCUBA diving.

EDUCATION

M.A. in Latin American Studies
UCLA, 2014

M.U.R.P., Master of Urban & Regional Planning
UCLA, 2013

M.U.R.P., Master of Urban & Regional Planning
UCLA, 2008

EXPERIENCE

CycleHop

Planning and siting bike share stations for Santa Monica, Beverly Hills, West Hollywood, and Long Beach. Creating GIS maps and performing analysis to determine station locations.

City of Los Angeles Department of Neighborhood Empowerment

Developing outreach materials, creating and curating content for the weekly newsletter and blog, writing grant proposals, managing social media presence and media partnerships, serving as liaison with the Mayor's Office of Sustainability and the Neighborhood Council Sustainability Alliance.

UCLA César E. Chávez Department of Chicana/o Studies

Worked with Professor Abel Valenzuela on researching (data collection and analysis) the field of Chicano Studies at institutions of higher education throughout the country, particularly the terminology used by programs and departments related to Chicano and Latino Studies, and the regionality of the language used. Other projects included a history of the National Day Laborer Organizing Network and the development of political consciousness and activism among day laborers and workers in other low-wage industries.

The Ralph & Goldy Lewis Center for Regional Policy Studies

Assisted in managing logistics for events including the 2012 Lake Arrowhead Symposium, 2013 UCTC conference, and Transportation Speaker Series; managed speaker accommodations and transportation, catering, A/V needs; created graphics, managed social media websites.





Eric Trull

Program Director

CURRENT ROLE

Customer Service Center and Social Media. Manage service center and social media

CAREER PROFILE

- Grid Bike Share: 2013 – Present
- Gatineau-Ottawa Bike Share Program: 2014 - Present
- PHX Bike Lab: 2013 – Present
- The Bicycle Cellar: 2009 -Present
- Romerofoto Productions: 2004 -2010
- Pinhole Productions: 1999 - 2005

EDUCATION

BS Marketing
University of South Florida
St. Petersburg, FL

AA Architecture
St. Petersburg College
Clearwater, FL

EXPERIENCE

CycleHop LLC

- Develop and execute customer service best practices across all CycleHop cities
- Oversee all digital media and communication channels ensuring consistency across systems
- Manage national call center with an emphasis on relaying the local experience

Coast Bike Share

- Oversee all aspects of Coast Bike Share operations including membership, corporate sales, and customer service
- Maximize membership revenues for bike share system utilizing existing community relationships
- Engage with partners, city officials, and business owners maximizing ongoing system benefit of hub placement

Coast Bike Share

- Lead the marketing and community outreach effort ahead of system launch
- Develop and manage marketing communication channels, including PR, social media, events, promotions and corporate sales
- Ongoing strategic thinking and ideation, in coordination with clients and partners
- Work with stakeholders to ensure all aspects of marketing include strong community engagement and safety messaging



Name	Client	Service Provided	Date of Service	Contact Information	Project Website
VeloGo Bike Share	Ottawa, Canada	Bike Share System	2015	Pascale Laliberte Project Coordinator (Cycling) pascale.laliberte@ncc-ccn.ca (613) 239-5678	http://www.velogo.ca
Grid Bike Share	Phoenix, AZ	Bike Share System	2013	Charlene Reynolds Deputy Street Transportation Director charlene.reynolds@phoenix.gov (602) 262-6450	http://www.gridbikes.com
Breeze Bike Share	Santa Monica, CA	Bike Share System	2015	Liz Bar-El Transportation Planning Manager liz.bar-el@smgov.net (310) 434-2670	http://www.breezebikeshare.com

Availability and Capacity to perform

CycleHop and its vendors are PII available and capable of performing the work necessary to implement and operate Vancouver's bike share program. At this time there are no other projects or financial commitments that will impact this project.

Current Commitments:

Santa Monica: implementation complete in Nov-15 (500 bikes)

Atlanta: implementation complete by Apr-16 (500 bikes)



Smooove SAS is a global bike share equipment and technology innovator operating in 21 cities in 10 countries and they rolled out over 18,000 bicycle since launch. Smooove has been a bike share industry leader and product innovator since 2005. The leadership team is passionate in the areas of public transportation and sustainability.

For helmet dispensing we plan to use Kranium Design technology.



Third Wave Cycling Group Inc., an accomplished local consulting firm committed to delivering excellent cycling and sustainable transportation solutions, is a group of dedicated professionals from a variety of backgrounds with commonly shared experiences in cycling, and the vision and expertise in how to make communities bicycle friendly. The team has extensive experience in cycling, real estate, urban design, marketing, planning, architecture, finance, and project management.



Third Wave Cycling Group Inc., an accomplished local consulting firm committed to delivering excellent cycling and sustainable transportation solutions, is a group of dedicated professionals from a variety of backgrounds with commonly shared experiences in cycling, and the vision and expertise in how to make communities bicycle friendly. The team has extensive experience in cycling, real estate, urban design, marketing, planning, architecture, finance, and project management.

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM**

ANNEX 3 – ASSESSMENT OF VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

Purpose: This document is designed to identify where suppliers are going above the minimum standards in the Supplier Code of Conduct and are demonstrating sustainability leadership in their own operations as part of the evaluation criteria of a bid process.

As part of the City's corporate Purchasing Policy and related Supplier Code of Conduct, all City vendors must meet minimum requirements related to ethical, social and environmental standards. Beyond these basic requirements, the City would also like to reward vendors that are demonstrating leadership and innovation in sustainability. In order to be able to do so, the City requires that all suppliers bidding on a City contract answer the following questions. The answers to the questionnaire will be evaluated as part of the bid evaluation process.

You will need to be able to verify all your answers to the City upon request. Please keep in mind that these questions relate to your company's internal operations and overall sustainability leadership.

Section 1: Workplace Health & Safety, Wage Rates and Diversity

1. Tell us how your company works to promote workplace health and safety.

a) We have a documented Health & Safety Policy and Program that is openly endorsed by senior management and is updated on an annual basis	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a Health & Safety Manual that includes safe work procedures, incident investigation process with the intent of prevention, workplace inspection process and emergency preparedness and response.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c) We conduct hazard assessments and job task-specific health & safety training on an annual basis	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
d) We are registered with one or more of these Safety Management System/Program:		
OHSAS 18001	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
CAN/CSA Z1000	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
ANSI Z10	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
e) We have a system registered, certified or recognized by another standard	Please specify _____	
f) We adhere to one or more of the ILO health and safety resolutions	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
g) We have a non-registered audited health and safety management system	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

2. Tell us how you ensure fair wages and employee benefits.

a) We pay all of our staff a minimum wage that meets the regional LICO (See http://www.statcan.gc.ca/pub/75f0002m/2009002/tbl/tbl-2-eng.htm for wage amounts)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We pay benefits to all of our full-time employees	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM

ANNEX 3 - ASSESSMENT OF VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

3. Tell us about your strategy to address diversity in your workplace.

a) We have a policy or strategy to support hiring a diverse workforce	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a policy or strategy to purchase from diverse contractors/suppliers	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c) Our company participates in work/employment training programs for vulnerable/diverse populations (e.g. Social purchasing portal)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Section 2: Environmental Management & Stewardship

4. Tell us what policies and programs your company has in place to manage its environmental impact.

a) We have a documented Environmental or Sustainability Policy	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have an environmental management system registered to ISO 14001	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have a system registered, certified or recognized by another standard (e.g. EMAS) Please specify _____	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
d) We have a non-registered audited environmental management system	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
e) We conduct compliance audits to health, safety and environmental legislation	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
f) We produce a publicly available annual environmental, CSR, sustainability or accountability report	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

5. Tell us how your company works to reduce its greenhouse gas (GHG) emissions.

a) We measure our GHG emissions and have developed a reduction strategy	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We publicly report our GHG emissions	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have set publicly available GHG reduction targets	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
d) We have set a target for the use of renewable or alternative forms of energy and have developed a strategy to reach this target	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
e) We have retrofitted our facility, our fleet and/or made process improvements to decrease GHG emissions and energy use	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
f) We have an alternative transportation program for employees (e.g. public transit subsidy, cycling facilities, carpooling program)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
g) We purchase from shipping/delivery companies that have taken steps to reduce their GHG emissions	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
h) We operate in third party verified green buildings and have developed a plan to meet third party verified standards (such as LEED, BREEAM, etc.) in as many of our facilities as possible Please specify the verification system: _____	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

6. Tell us how your company works to reduce waste in its daily operations.

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM

ANNEX 3 – ASSESSMENT OF VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

a) We conduct annual audits to measure the total amount of solid waste generated by our facilities and have a waste reduction strategy	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We have set publicly available waste reduction targets	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have an office recycling program that includes office paper, beverage containers, batteries and printer cartridges	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have other recycling programs in our operations Please specify additional materials recycled: bio degradable cleaning supplies	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

7. Tell us how your company works to reduce the use of toxins and properly manage hazardous substances

a) We are not in violation with any local, national or international laws related to the use of toxins and management of hazardous substances	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a Toxic Reduction Strategy/Policy that aims to reduce toxins across all operations	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We measure the implementation of our Toxic Reduction Strategy/Policy against a pre-determined set of performance metrics and verify performance with a third-party	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Section 3: Back-up Documentation to Verify Responses

The City reserves the right to verify responses on this questionnaire and may request some or all of the following documentation.

Section	Question	Back-up Documentation
Section 1: Workplace Health & Safety, Wage Rates and Diversity	Question 1	<ul style="list-style-type: none"> A copy of policies Proof of safety management system certification
	Question 2	<ul style="list-style-type: none"> Documentation of employee benefit packages and a list of those who receive benefits
	Question 3	<ul style="list-style-type: none"> A copy of policies
Section 2: Environmental Management & Stewardship	Question 4	<ul style="list-style-type: none"> A copy of policies Proof of environmental management system certification A copy of public report
	Question 5	<ul style="list-style-type: none"> A copy of public report A copy of reduction targets and related results A copy of LEED, BREEAM, etc. certification
	Question 6	<ul style="list-style-type: none"> Total tonnes of solid waste generated A copy of reduction targets
	Question 7	<ul style="list-style-type: none"> A copy of policy or strategy

REQUEST FOR PROPOSALS NO. PS20150910

PUBLIC BICYCLE SYSTEM

ANNEX 3 - ASSESSMENT OF VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

		<ul style="list-style-type: none">• A copy of reduction targets and related results• A copy of third party audit/verification
--	--	--

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

As part of the City's Corporate Procurement Policy and related Supplier Code of Conduct described in Section 10.1 of Part A, all City vendors must meet minimum requirements related to ethical, social and environmental standards.

Beyond these basic requirements, the City would like to recognize vendors that are demonstrating leadership and innovation in sustainability. In order to be able to do so, the City requires that Proponents answer the following questions. The answers provided will be evaluated as part of the Proposal evaluation described in Section 8.0 of Part A.

Please keep in mind that these questions relate to your company's internal operations and overall sustainability leadership.

The City may request that the Proponent provide additional information to support any of the responses provided.

If additional space is required, the Proponent may attach its response(s) to this Annex and reference the relevant question and section number.

For all questions where the answer is 'Yes' and additional information is requested, if this information is not included in the proposal, the answer may not be evaluated.

For all questions where there is a word limit, responses are to be kept within this word limit. Information in excess of the word limit may not be evaluated.

Questionnaire Structure

Section 1: Environmental Impact	Environmental or Sustainability Policy Reducing greenhouse gas (GHG) emissions Reducing waste Sustainable purchasing
Section 2: Social Impact	Living Wage Workplace development programs Supporting social enterprises Sustainable business
Section 3: Definitions	Definitions for key terms used in this Annex.

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

SECTION 1: ENVIRONMENTAL IMPACT

This section of the leadership questionnaire addresses the following:

- environmental or sustainability policy or statement
- reducing greenhouse gas (GHG) emissions
- reducing waste
- sustainable purchasing

1. Do you have a documented Environmental or Sustainability Policy or Statement?

☒ Yes* ☐ No

If no, go to question 2.

*If yes, please address the following:

- a. Attach a copy of the policy or statement to your Proposal.
- b. If the policy is publicly available, please provide a link to the document:

2. Does your company measure its greenhouse gas (GHG) emissions?

☐ Yes ☒ No

If yes, state total annual GHG emissions (tCO₂e): _____

3. Has your company adopted GHG reduction targets or goals?

☐ Yes ☒ No

If yes, state target(s) and year by which they will be achieved (e.g., 33% reduction by 2020):

4. Do you report your GHG emissions to a third party? (e.g., Carbon Disclosure Project, Global Reporting Initiative, Climate Registry, Climate Smart, Ecobase, Offsetters, etc.)

☐ Yes ☒ No

If yes, state the name of the 3rd party: _____

5. Does your company own or lease buildings (including warehouses) in Metro Vancouver?

☐ Yes ☒ No

If no, skip to question 7.

If yes, describe efforts in the past three (3) years to improve the energy efficiency of owned and/or leased buildings in Metro Vancouver with respect to each of the elements listed below. **Please limit answer to 300 words or less.**

- a. equipment and lighting upgrades (e.g., HVAC, water heaters, LED lighting):
- b. building envelope improvements (e.g., insulation, windows):

REQUEST FOR PROPOSALS NO. PS20150910

PUBLIC BICYCLE SYSTEM

ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

c. staff conservation and engagement programs (e.g., turning off lights and computers, etc.)

6. Has your company (or has any of your buildings) been recognized for its building energy management efforts by a recognized third party such as BC Hydro Power Smart, BOMA BEST, LEED, Portfolio Manager Energy Star, etc.)?

☐ Yes ☐ No

If yes, state the name(s) of the 3rd party(ies) and type of recognition:

7. Does your company own or lease fleet vehicles and/or heavy off-road equipment to be operated in the Metro Vancouver region?

☐ Yes ☒ No

If no, skip to question 9.

If yes, what is the size of your fleet (including heavy off-road equipment)?

8. If yes, describe actions in the past three (3) years to reduce the GHG emissions of vehicles and heavy equipment operated in Metro Vancouver. (Actions could include: purchase of low emissions vehicles, use of alternative fuels, deployment of telematics software; driver training programs, etc.). **Please limit answer to 200 words or less.**

9. Does your company encourage employees to take more environmentally friendly transportation to get to work?

☒ Yes ☐ No

If yes, describe incentives in place to encourage employees to take more environmentally friendly transportation to get to work (e.g., car sharing, secure bike parking and on-site change facilities, public transit incentives). **Please limit answer to 200 words or less.**

we encourage staff to ride bikes and use public transportation. we offer on-site bike parking and provide incentives for staff to ride a bike to work.

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

10. Describe any other initiatives that have significantly reduced the GHG emissions of your operations. **Please limit answer to 200 words or less.**

11. Does your company measure the total amount of solid waste generated by your operations annually?

☐ Yes ☒ No

If yes, state annual solid waste figures (kg or tonnes): _____

12. Does your company have waste reduction and/or diversion targets or goals? **NO**

If yes, state targets and by what year they are to be achieved?

13. Does your company have an office recycling program in place?

☒ Yes ☐ No

If yes, which materials does your company recycle - **check only those that apply:**

- ☒ office paper
- ☒ plastic and glass containers
- ☒ soft plastic
- ☐ food waste/compostables
- ☐ batteries
- ☒ printer or toner cartridges
- ☐ Styrofoam

14. Describe any other initiatives that have significantly reduced waste from your operations. **Please limit answer to 200 words or less.**

15. Does your company have a Sustainable or Ethical Purchasing Policy or a Code of Conduct for Suppliers that outlines minimum ethical labour standards that must be followed by suppliers?

☐ Yes ☒ No

In no, skip to question 16.

If yes, please address the following:

- a. Attach a copy of the policy and/or code to the Proposal
- b. If the policy or code of conduct is publicly available, please provide a link to document:

REQUEST FOR PROPOSALS NO. PS20150910

PUBLIC BICYCLE SYSTEM

ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

16. Indicate which environmentally preferable goods or services your company currently purchases - **check only those that apply:**

- ☐ Fair trade and/or organic beverages or other sustainable food items
- ☒ Copy paper (e.g., 100 per cent post-consumer waste; Forest Stewardship Council certified, tree free)
- ☒ Non-toxic janitorial supplies (e.g., ECOLOGO, Green Seal certified)
- ☐ IT equipment (e.g., ECOLOGO, EPEAT Gold, EnergyStar qualified)
- ☐ Office products
- ☐ Printing services
- ☒ Promotional (marketing) items (e.g., corporate giveaways, prizes, employee recognition awards)
- ☐ Courier services
- ☐ Catering services
- ☐ Landscaping Services
- ☐ Other: (list)

SECTION 2: SOCIAL IMPACT

This section of the leadership questionnaire addresses the following elements:

- *Living Wage*
- *workplace development programs*
- *supporting social enterprises*
- *sustainable business*

1. Is your company already a certified Living Wage employer, or registered and working towards becoming one? See definition of Living Wage below.

- ☐ Yes ☒ No

If yes, please state either:

- a) date of certification; OR
- b) date by which you expect to become certified

WILL REGISTER IN 2016

2. Does your company provide employment and/or training opportunities for *persons with barriers to employment* (e.g., people with addictions, mental health issues; people who are newcomers or refugees, etc.) that go beyond the hiring practices required by law? See definition of *people with barriers* in Section 3 below.

- ☒ Yes ☐ No

If yes, describe the program including the name of the non-profit and/or government partners that you work with to identify potential trainees and employees; and the number of employees/trainees that work in your company.

WE SEEK TO HAVE A YUTH EMPLOYMENT PROGRAM. AND TO WORK WITH NON-PROFITS SERVICE

July 17, 2015

Page 4-5

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

3. Does your company conduct business with, or support in other ways, one or more *social enterprises* (as defined in Section 3 below)?

☒ Yes ☐ No

If yes, name the social enterprise(s) and describe the nature of the business conducted and/or support provided.

WE SUPPORT BICYCLE EDUCATION PROGRAMS

4. Is your company structure either of the following:

- a. Social enterprise (as defined in Section 3 below)

☐ Yes ☒ No

If yes, state the name of the registered non-profit or co-operative (including society and/or charitable number):

- b. Community contribution company (C3) (as defined in Section 3 below)

☐ Yes ☒ No

5. Has your company's sustainability performance been reviewed or certified by a third party? (e.g., B Lab, ISO14001, SA8000, Social Fingerprint, etc.)

☐ Yes ☒ No

If yes, state the name of the third party and date of certification or date of last review:

6. Describe any additional social sustainability initiatives that demonstrate your company's commitment to the health and well-being of local communities. Please limit answers to 200 words or less.

WE USE E-TRUCK TO BALANCE STATIONS AND BICYCLES TO DO BIKE CHECKS

SECTION 3: DEFINITIONS

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM

ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

Living Wage Employer:

Living wage employers adhere to the following criteria:

- All employees - full-time, part-time and casual - are paid the current living wage rate for their region. See www.livingwageforfamilies.ca for current Metro Vancouver and Fraser Valley living wage rates.
- The living wage rate calculation for an employer takes into account its employees' *total* compensation package (wage + benefits). If employees receive non-mandatory benefits, the living wage rate is reduced to take this into account. External contract staff (not direct employees) who provide services to their employer on a regular and ongoing basis must also be paid a living wage.
- Employees who receive incentive-based pay (tips) or commissions can be paid less than a living wage, provided their total earnings - including incentive-based pay and/or commissions - equal or exceed the living wage.

Social Enterprise:

"Social enterprises are businesses owned by non-profit organizations, that are directly involved in the production and/or selling of goods and services for the [combined] purpose of generating income and achieving social, cultural, and/or environmental aims (Social Enterprise Council of Canada)." See www.socialenterprisecanada.ca.

In addition to having the aforesaid combined purpose, to qualify as a "Social Enterprise" for purposes hereof, an entity must:

- be a business operated by a registered non-profit or community services co-operative;
- have a product or service that it sells to customers;
- have a defined social and/or environmental mandate.

Person with Barriers to Employment:

A "person with barriers to employment" is someone who faces one or more circumstances that can lead to underemployment or unemployment. There are a wide range of circumstances that can create barriers to employment including but not limited to: addictions, disabilities, mental health issues, and being a newcomer or refugee. For purposes hereof, to qualify as a "person with barriers to employment", the employee or trainee must be participating in a recognized, pre-approved employment program for person(s) with barriers to employment. Examples include, but may not be limited to, Access/BladeRunners, Potluck Café's *Recipes for Success Services*, and Coast Foundation's *Transition Employment Program* (TEP).

Community contribution company (C3):

The community contribution company ("C3") is a new hybrid corporate model launched in British Columbia (BC) to bridge the gap between for-profit businesses and non-profit enterprises. C3 status allows entrepreneurs in BC to pursue social goals through their businesses while still generating a profit and providing investment opportunities to like-minded investors.

C3's differ from a typical private company in that C3s are subject to an "asset lock," -- a strict cap on the dividends that can be paid out to shareholders, as well as a limit on the assets that shareholders are entitled to receive upon dissolution of the company. The bulk of a C3's profits must go towards the C3's community purposes (or be transferred to a qualified entity, such as a charity). The other major difference

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM

ANNEX 4 - VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

is that C3s are subject to a higher degree of accountability. For example, C3's must have three directors, instead of just one, and are required to publish an annual "community contribution" report describing their activities. Both of these requirements are intended to help ensure the community purposes of the C3 are being properly fulfilled.

Refer to www.fin.gov.bc.ca/prs/ccs for more information.

Section 4: Fair Labour and Workplace Practices

1. Does your company know the location of 100 per cent of the factories/facilities that produce the product(s) being supplied?
Yes No
2. Are you willing to provide the City with a list of factory locations (City and Country at a minimum) for product(s) being supplied?
Yes No
3. Does your company have a documented Supplier Code of Conduct that sets internationally recognized minimum labour standards that you expect your suppliers to meet when manufacturing products produced and/or distributed by your company?
Yes No
If yes, please attach.
4. Which statement (choose one) most closely describes your company practices with respect to verifying compliance with your Supplier Code of Conduct:
 - ☐ We include the Code of Conduct in our contract terms, but do not verify its implementation
 - ☐ We rely on reports of audits conducted by other partners who work with this factory
 - ☐ We conduct our own audits of our supply chain
 - ☐ We hire a third party to conduct audits of the factories we work with

Please provide information backing up your answer:

5. Please describe what your company does when you discover that a factory or facility is not complying with the Supplier Code of Conduct?
6. Does your company require suppliers to be members of any organizations that work to promote fair and reasonable employment conditions for workers and/or promote transparency and data sharing? Yes/No. List which ones.

None at this time.

CycleHop has not been engaged in any conflicts, collusion, or lobbying activities in relation to this RFP.

APPENDIX

LETTERS OF SUPPORT FROM LOCAL BIKE SHOPS

Your Cycling Connection



@wearehub
@wearehub
info@bikehub.ca
bikehub.ca

1-828 West 8th Ave.
Vancouver, BC
V5Z 1E2 Canada
604.558.2002

Expression of Interest – Non-Profit Partnership Potential

Public Bike Share Operations in Vancouver, BC

September 2015

CycleHop and Third Wave Cycling Group

HUB Cycling is pleased to hear you are bidding for the Vancouver public bike share system. We're keen to have a system coming to town and want to support the introduction of public bike sharing in whatever ways fit with our work.

HUB Cycling is a Metro Vancouver, BC based non-profit charitable organization whose mission is to get more people cycling more often. This expression of interest from HUB is to support the operation of a public bike share system in Metro Vancouver. HUB offers advocacy to improve cycling facilities and policy, as well as provides cycling education and motivational events to all ages and abilities. For more information on our advocacy, education and events, visit bikehub.ca

HUB is very supportive of public bike share being launched in Vancouver, and we believe it is an important step in introducing the 40-60% of interested but concerned potential riders to the joy of cycling in the city. There are a number of ways we believe we can create a mutually beneficial relationship with the bike share operator selected in Vancouver. We have a reach of over 25,000 interested cyclists and media connections that are keen to hear more about public bike share. We provide highly regarded cycling education and motivational events that will attract more people to bike share and enable them to be conscientious cyclists that give bike share a positive reputation. And last but not least, our advocacy pushes for improved infrastructure such as separated downtown bike lanes, crossing signals, bikes on transit, and more, so that all cyclists, including public bike share cyclists, can have a safer, more enjoyable ride.

Some possibilities for partnership between HUB Cycling and CycleHop include:

- (i) Bike share operator and HUB to define and implement a joint bike share pass/ Streetwise Cycling Course registration so that bike share users are respectful, confident, and comfortable city riders.
- (ii) HUB to provide input and/or content on any collateral or station signage created by bike share operator related to cycling tips and rules of the road for pass holders and users.
- (iii) Bike share operator and HUB to define and implement a joint pass/membership bundle as an incentive for members of either organization to join the other. HUB memberships include discounts at local bike shops for cycling clothing and accessories as well as car-sharing, which is a natural fit to getting people cycling more, knowing they have a car around when needed.
- (iv) HUB to provide Streetwise Cycling and/or Basic-Advanced Bike Maintenance training to all bike share operator staff interacting with the public. Training included on helping orient operator staff to what are the

Your Cycling Connection



safest and most comfortable routes are so that they can respond to the needs of system users.

(v) HUB to provide Streetwise courses with the option of using bike share bicycles to customers who have purchased bike share annual passes in advance of the public bike share launch.

(vi) Bike share operators and HUB to collaborate on bike share specific events and programming during spring and fall Bike to Work Weeks. This high visibility event (a reach of over 1.3 million people) has great potential to attract more bike share users and shift their habits on a more long term basis.

(vii) Bike share operator and HUB to collaborate on issues concerning their operations and relations with users, the city, local businesses and other stakeholders.

(viii) HUB representation at some level of the bike share operators' organization.

(ix) Bike share operator and HUB to cross-promote each other's offerings on websites, social media platforms, newsletters or other outreach. Paid advertising in HUB's Bicycle Bulletin and promo code referrals to Cycle Hop from HUB are also a possibility.

HUB Cycling is open to working with CycleHop and believes that public bike share will bring a huge public benefit to Vancouver and to the profile of cycling for transportation. Please accept our suggestions as a starting point for more conversation on how we can mutually benefit one another in this exciting project. I look forward to speaking with you more.

Sincerely,

Erin O'Melinn
Executive Director
HUB Cycling
erin@bikehub.ca
office: 604.558.2002

City of Vancouver, Purchasing Services
453 West 12th Avenue
Vancouver, BC
V5Y 1V4

Dear Sir/Madame,

Re: Vancouver Bike Share Program

Bike Doctor is supportive of a bike share system. Public bike sharing can be an important part of a city's transportation system that complements and supports the city's efforts to promote urban cycling. We feel that bike share will encourage people to ride more and also bring new people into cycling which will hopefully grow the size of the cycling market and benefit our business in the long run and improve our healthy city.

We appreciate Cyclehop's representatives reaching out to discuss our concerns and opportunities. While we do expect some decrease with our rental business we believe that Cyclehop has proposed some good steps to minimize any negative impact on our business.

Cyclehop has offered the following:

- To promote bicycle rental shops for recreational rentals and group tours
- To promote bicycle shops for bicycle purchase, used and new bikes
- To provide bike shop owners with the opportunity to earn commission on annual bike share memberships sold via their customer network
- We also appreciate the commitment by Cyclehop not to undercut our prices for casual user

We look forward to working with Cyclehop should you choose them as the bike share operator.

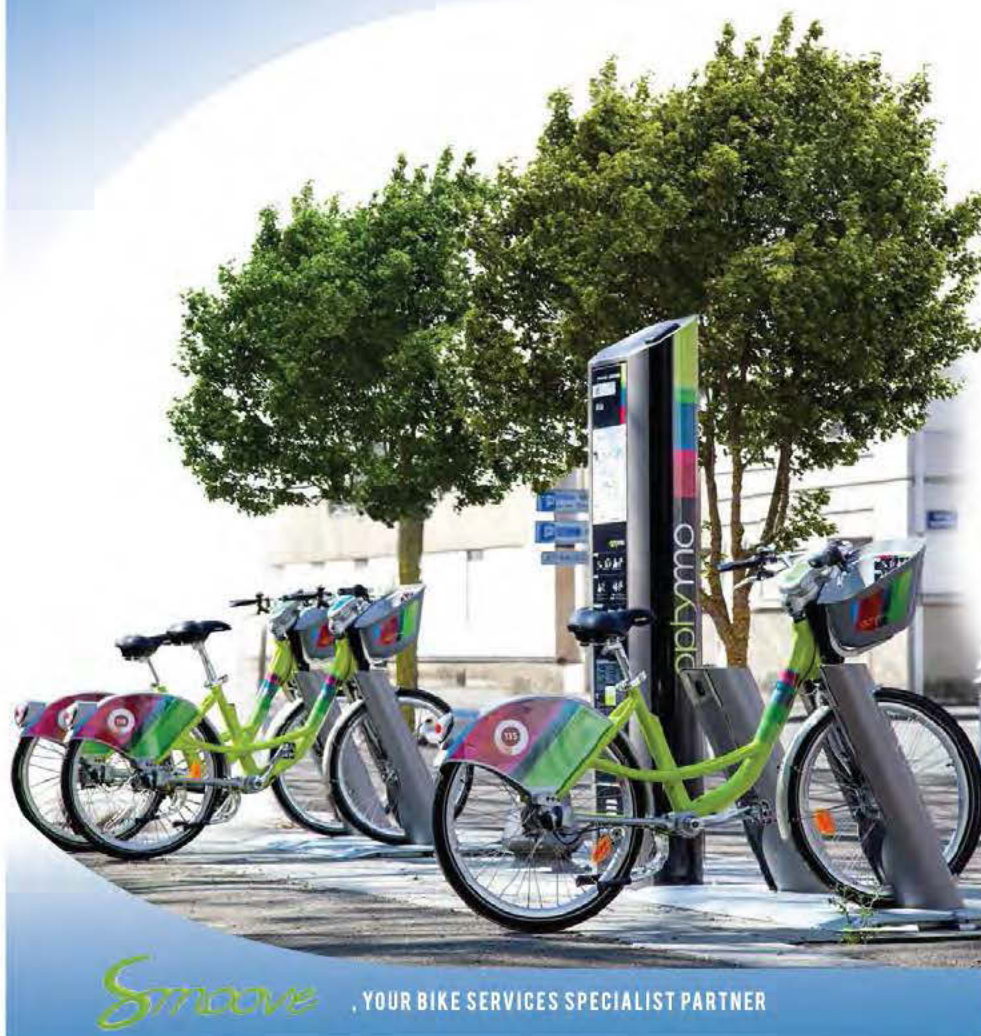
Sincerely

Paul Bogaert
President

Bike Doctor

SMOOVE BROCHURE

Smoove
facilitates sustainable mobility





THE BIKE-SHARE AND BIKES SERVICES SPECIALIST



SMOOVE was created in 2008, to design, manufacture, install and provide the after sales and maintenance of bike share systems and additional bike services.

Smoove is a French company based on **2 sites**, the head office in Saint Gely du Fesc near Montpellier (FR 34) of the South of France and the design and engineering office in Chaponos near Lyon (FR 69).

As of June 2014, the Smoove corporate team is made up of **16** passionate and multi skilled full time professionals.

Smoove's core focus is on research, development, design and patents. Actual production is coordinated via a network of subcontractors covering various trades (electronics, cabling work, metal work, foundry, bar turning work, assembly...) mainly situated in the Rhône-Alpes region of France. Smoove implemented their first projects in **France** and quickly developed **Internationally** through a network of distributors, contractors and operators of different countries.

This brochure will give you an initial overview of our products and our expertise. Contact us for more detailed information.

OUR STRENGTH

The capability to provide towns, municipalities, universities, transport operators or businesses, a comprehensive, reliable and sustainable bike solution with the emphasis on bike share systems integrated with a multimodal proposition.

1



AN INNOVATIVE BIKE-SHARE SOLUTION, WITH ADDITIONAL SERVICES AND EXPERTISE :

SMOOVE proposes innovative and differentiating products and services in the world of bike share with :

Material solutions which include intelligent bikes equipped with a « Smoove box », wireless passive bike docking posts, subscription and information kiosks, most of which are solar powered, designed for simple installation with the minimum of civil engineering work. All equipment is highly robust, vandal resistant and with low maintenance needs.



Software solutions to manage the bikes, the card readers, the rentals, payment solutions and their integration into a third party information systems typically linked to public transport.

A range of **additional products** of the bike share system including the management of **long term bike hire systems** and ways of **securing the bike parking** (mono bike or collective shelters).

Specialised **expertise** ranging from upstream studies on bike services, to assistance and training on the implementation of our solution as well as ongoing operational and maintenance support.

2

THE INNOVATIVE « SMOOVE BOX »

THE HEART OF THE BIKE-SHARE SYSTEM !

The bike-share system "SMOOVE BOX": quick and direct access to a very secure and autonomous bike.



An electronic control box, conveniently located on the handlebar, continuously charged through a hub dynamo and therefore self-powered which allows quick and direct access to the bike without keys or fobs.

The « Smooove Box » sys em is he mos innova live sys em in he world of bike share. This sys em is pro ec ed by an **international patent** (PCT/FR2009/0522 6).

THIS BOX IS COMPOSED OF :



- A **RFD / NFC** contact-free eade to ead use scads
 - A **piezo-electrical keypas** for occasional use s to ente thei acces code o simply navigate th ough the choice menu
 - A **screen** to guide the use s in a clea and unde standable way showing for example ead tip distance and duration of hi e
 - A **Zigbee wireless radio transmitter-receiver** communicating with a sola powered relay box located at the bike station which is also self-powered and which tans s infoation to the cental seve via GPRS
 - Using the « **fork lock** » to secu e the bike in 3 complementay ways
- At the bike station with ou unique anti-theft and vandal-estant devices
- Away from the bike station with
- a eyma type **steering lock** ad
 - a **internal cable** oc as ey ocaed ebe e adeba o a oc o a sed po
- With some additional components :
- A **RFD** ag ocaed o ebe esad a ga a es esec e oc go ebea esao
 - A **gead** ab o o mo eda y g **basket** avsbea d se comm ca o pa e

ADVANTAGES OF THE "SMOOVE BOX"

- Traditional bike-share kiosk systems become optional which reduces costs considerably. They can be kept, if needed, at major bike stations (tourist sites, town centre...) for the management of subscriptions
- All types of users can access the bikes directly, whether:
 - subscribers, holders of a contact-free RFID card: public transport card, parking card, city pass
 - occasional users, via a unique code transmitted via a vocal server, by text message or on a bank card ticket printed by a kiosk
- With limited civil engineering work, no wiring or electricity required, our stations are very flexible in their position, size and configuration facilitating their integration within public areas.

THE SMOOVE BIKES

DIFFERENTS MODELS OF BIKES SPECIFICALLY DESIGNED TO MEET THE BIKE-SHARE SYSTEM NEEDS

Bike share systems have revolutionized the image and usage of city bikes. These bikes are however exposed to difficult usage conditions, left unattended and requiring a specific design. In order to give our clients the best choice, Smoove have designed several very good urban bike models specifically for bike share systems, all integrating the Smoove box system.

COMMON SPECIFICATIONS FOR ALL OUR BIKES :

- An urban design, a mixed frame with a low step over height to meet the mountain bike standard (EN 4764)
- A very robust bike with a lighter weight than most other bike share models (20,6 Kg / 44 Lb) : * see options
- A comfortable and easily adjustable saddle with a graduated seat post allowing the user to select according to his/her height (from 50cm / 59" to 95 cm / 76 inches)

THE OPTION YOU CAN CHOOSE :

- drive shaft or chain
- Aluminium or chrome molybdenum steel frame
- 3 or 7 gears integrated in the rear hub



BTWIN BIKE



SMOOVE BOX BIKE-SHARE PARKING EQUIPMENT / DOCKS

In addition to the bikes, the Smoove box system also includes specific **parking equipment / docks** that consist of the "female" end of the fork lock thus ensuring its utmost security. The Smoove experience has proved that no bike returned to its stand (docking post) can be stolen, a fundamental difference between Smoove and many of her rival solutions.

Smoove has designed a range of equipment that can be configured to any context, design preference or budgets.

COMMON SPECIFICATIONS TO ALL OUR EQUIPMENT :

- The docking system is « passive » and does not require electric power. It simply integrates an RFID tag to identify each parking stand. It is cheaper than our competitors' parking equipment which require wiring. The bike share stands can be placed in greater numbers hereby minimizing the inconvenience of full stations.
- The components are delivered on a pallet, pre-assembled, handled manually, fixed to each other and to the ground by simple dowelling.
- Their installation is quick, easy, wireless and doesn't require heavy civil engineering work. They can be moved easily during the life of the project.
- The Smoove bike stands can be separated from each other, even positioned on opposite sides of a square or a tree, facilitating the installation in any urban space.

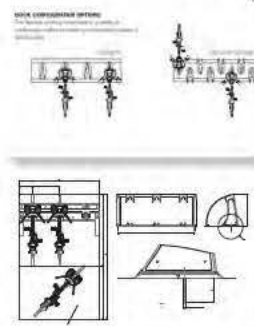
THE OPTIONS YOU CAN CHOOSE :

Currently we have two main types of parking equipment (docking systems) with exactly the same functions:

- the well designed bike stands are **individual-docking** posts into which the front wheel of the bike is inserted. They are either fixed onto mobile metallic platforms or onto more permanent stands bolted underground. They can be positioned in **single** or **double** configuration to greater density.



- The horizontal rails are equipped with 3 docking points in the shape of a unique and simple cost-effective free-standing structure.



THE RANGE OF SMOOVE BOX KIOSKS :

From the simple function of autonomous solar radio relay without « Human Machine Interface » (HMI), to the most sophisticated solutions with a large tactile screen and credit card swipe payment solution.

The users of the early generations of bike share systems had to use a kiosk (also called « totem »), before being able to take a bike, a complex and costly element of the bike share system.

WITH THE SMOOVE BOX SYSTEM WHICH OFFERS DIRECT ACCESS TO THE BIKE THE TRADITIONAL TOTEM BECOMES OPTIONAL.

The Smoove system only requires the presence of a small wireless self-powered solar relay box, which communicates to the bike via **Zigbee radio** and to the central server via GPRS. Smoove has also developed other types of **virtual subscription** options either using an « Interactive vocal server » (IVS) with a standard phone, a smartphone or the internet.

solar relay box



THE SMOOVE SOLAR RELAY KIOSK

- The « traditional » system with information screen and credit card payment is only one of the ways to access the system. It is possibly a solution more suited to popular outskirts with high visibility or numbers. Smoove has also wanted to avoid the necessity of a kiosk dedicated only to the bike share service by developing **multi modal** solutions: of a kiosk shared with the taking of an urban transport network or with pay and display ticket machines already in place.
- Smoove has developed their own payment kiosk but has also naturally integrated third party kiosk solutions according to the specific needs of different cities and towns.



THE TRADITIONAL KIOSK SMOOVE



THE SOLAR POWERED PAY AND DISPLAY KIOSK OF PARKÉON

THE MULTIMEDIA KIOSK OF IPM FRANCE



THE SMOOVE BOX RENTAL PROCESS AND ITS INFORMATION SYSTEM



THE SMOOVE BOX INFORMATION SYSTEM (IS) IS COMPOSED OF SEVERAL SOFTWARE SUB-SYSTEMS WITH :

3 « blocks » of **embedded software** :

The **Smoove box** system enables the tracking of all the actions of the bikes (departure, locking, return, duration / distance, abusive usage alerts, etc.)

The **solar powered relay box** relays information from the bike to the server; it integrates the subscriber data base duplicated locally to compensate for any GPRS communication shortfall.

The **block** (if requested) shows all the information about the HMI, to manage credit card payment.

A **central software** hosted on a server called « Sabiweb »; it manages all the « **back office** » information for the project operators and it integrates the different « **front office** » modules for end users (Internet site, smartphone applications, vocal server, mailing, sending of text messages...); Once again, Smoove has chosen a modular approach based on integration requests that can offer :

A **global solution** or a **simple middleware** integrated to a third party information system.

A **solution** **hosted** by us with a maintenance contract or a solution transferred to the client server.



THE SMOOVE SERVICES

Smoove is not only a supplier of equipment and software solutions. Smoove can work at your side to help you understand, design, launch, work on and advance your bike project.

Smoove can support you on a very operational levels with :

The « **upstream expertise** » enabling the definition of the best service offering, the siting, the locations, the organisational schemes, all of which will complete the internal reflections and the services of the design and technical team up until the definition of the required specifications.

The **project management**, from the planning stage to the launch, including the training necessary for the proper control of the key steps (installation of docking stations, assembly of material, learning to use the software, care and maintenance, communication and marketing ...).

The **after sales service** to order spare parts but also the « downstream expertise » enabling the following up, the support and the development of the project on a technical or commercial level over the life time of the operation. Smoove fully understands and integrates the desire to develop the product for optimal satisfaction for the town or municipality, the operator and the end users.

Some of the services are mandatory, others optional, depending on the alignment of your in-house skills and your required level of Customer Service.



Smoove
facilitates sustainable mobility

Smoove currently manages over 460 stations bikes, 8500 bikes and 13,000 self service bicycles leasing.

Since 2008, Smoove has equipped 8 towns of which 4 are in France (Montpellier, Avignon, Valence, Saint Etienne, Clermont Ferrand, Grenoble, Chalon sur Saône, Belfort, Strasbourg, Lorient, Senez) and 5 outside France (Slough - England, Vicenza in Italy, Corfu in Greece, Nicosia in Cyprus, Batumi in Georgia) and 4 other projects are planned elsewhere in the World during 2014.



CycleHop, LLC is the U.S. authorized distributor for Smoove bike share equipment in North America (773) 251-9757 info@cyclehop.com www.smoove-bike.com

Smoove 2016 Bike + E-Bike Option





Public Bike Stations Siting Guidelines and Principles

The City of Vancouver has set out its expectations for a public bike share system for the city, including a financially self-sustainable operation, accessibility, locating stations for optimized usage and ridership, visibility of stations, distance between bike stations, amount of stations on public roadway, extension of the reach of active transportation trips, less car usage, and increase in cycling. In the RFP document, the City has also outlined locations where it feels that bike stations should be located.

For a financially feasible PBS system, bike station siting must focus on locations that will generate abundant usage every day, result in generation of sufficient revenue for profitability of each bike station and bicycle.

Factors taken into consideration for locating bicycle stations include:

- Customer considerations
- Urban fit of bike stations to Neighbourhoods
- Technical planning guidelines from the PBS industry
- Research, and
- City of Vancouver's goals and targets

Customer-Focused, Friendly Designs

Design philosophy

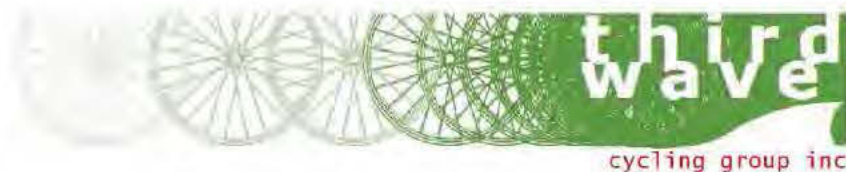
The least distance that people have to walk to PBS stations, the greater the use.

Customers Inflexibility

Customers will use PBS systems when they are convenient and easy to use. If the stations are not located where the customers wants them and are not visible with little effort, customers will use alternate means to get to their destinations.

Vancouver	3303-1033 Marinaside Cr Vancouver, BC, V6Z 3A3	Telephone Vancouver – 604-681-5744 Calgary – 403-263-9227
Calgary	703-735 2nd Ave SW Calgary, AB, T2P 0E4	E-Mail becker@thirdwavecycling.com , hjehbecker@me.com Skype hjeh.becker FaceTime hjehbecker@me.com
Web Blog	thirdwavecyclingblog.wordpress.com velourbanismblog.wordpress.com	Website thirdwavecycling.com velo-urbanism.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential



Drawing the Maximum Number of People to PBS-Effect of Distance between Stations as a determinant of use. (*Distance Decay Curve*)

Willingness for people to use any form of transportation requiring people to walk a distance to get to it, is a limiting factor for usage. Research into this area (UQAM, U of Minnesota; distance decay curves) is quite limited and has focused more on distance people are willing to walk to various forms of public transportation. Literature on research applying to PBS systems was not found. Applying these studies and guidelines generating from work on PBS, people would want stations on their block and not more than 150 metres away (industry spacing guideline-300 metres).

Location of stations

PBS Station in front of an office, at a retail location, or at resident's door, or starting point of a trip is ideal and provides the greatest draw for PBS use. Walk of half-block will attract more people than a full block, two blocks, or three blocks (*blocks are assumed as 100m in length, many in the sample zone are 150m to 180m long*).

Location by Cycling Comfort

When designated cycling facilities runs parallel and adjacent to major streets with destinations along it (retail, business, etc.), PBS station locations on the main street will draw more PBS usage than stations located on the corner of a side street leading to the cycling facility. Locating PBS stations on minor or local roads with cycling facility will draw less PBS usage than locations on main roads, even if distance between two roads is a standard block.

Financial Viability of Bike Stations and Bicycles

For financially viable use of bicycles, bike turnovers should be targeted for 4 to 8 trips per day per bicycle. A target of 10 turnovers would be a long-term target.

Density of 100 people (approx. at 4 bike turnover per day) required to justify 1 bicycle

For downtown core and active shopping streets, PBS station at every intersection should be the design goal. In low density residential, office parks, commercial areas, design distance between PBS stations may need to be 500 metres or more to ensure profitable use of bike stations and their bicycles.

Vancouver

3303-1033 Marinaside Cr
Vancouver, BC, V6Z 3A3

Calgary

703-735 2nd Ave SW
Calgary, AB, T2P 0E4

Web Blog

thirdwavecyclingblog.wordpress.com
velourbanismblog.wordpress.com

Telephone Vancouver – 604-681-5744

Calgary – 403-263-9227

E-Mail hbecker@thirdwavecycling.com, hjehbecker@me.com

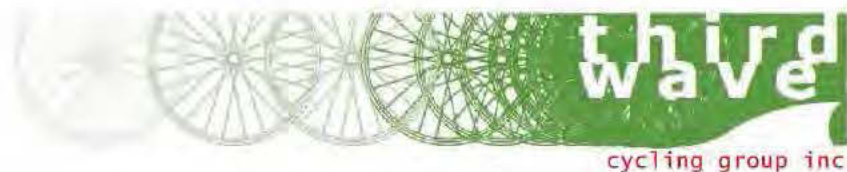
Skype [hjeh.becker](#)

FaceTime hjehbecker@me.com

Website

thirdwavecycling.com
velo-urbanism.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential



Traffic-Building Locations, Customer Convenience Focussed

Priority for bike station locations with 12-month traffic and more than one source of traffic throughout the day

Traffic generators:

- Major sources of traffic
 - Transit,
 - High volume fast speed transit first-Canada, Expo, and Millennium Lines, SeaBus, False Creek ferries, West Coast Express commuter train, high-traffic bus hubs
 - Inter-city railway and bus terminals
 - B-Line (bus line)
 - High traffic local lines
 - Ferries, larger hotels, convention centre, and educational centres.
- Residential Areas
 - Extending feeder network into Residential areas—High volume areas—high-rise, high to medium-rise buildings.
 - Secondary extension of feeder network into residential with lower population density—medium to low rises, townhouses, and single homes.
- Destination areas
 - Specialized shopping areas, entertainment areas, and community centres.
 - Shopping streets for locals and tourists
 - Office areas
 - With lunch time activities
 - During day out of office business meetings
 - After work shopping on way home
 - Museums, beaches, parks if sufficient traffic generators are within catchment area of bike stations to generate sufficient use year-round.
- Tourism

Vancouver
3303-1033 Marinaside Cr
Vancouver, BC, V6Z 3A3

Calgary
703-735 2nd Ave SW
Calgary, AB, T2P 0E4

Web Blog
thirdwavecyclingblog.wordpress.com
velourbanismblog.wordpress.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential

Telephone Vancouver - 604-681-5744
Calgary - 403-263-9227

E-Mail becker@thirdwavecycling.com hjehbecker@me.com
Skype [hjeh.becker](#)
FaceTime [hjehbecker@me.com](tel:6046815744)

Website
thirdwavecycling.com
velo-urbanism.com



- Larger hotels
- Stanley Park destinations
- Proximity to bike paths and on-street cycling network
- Road Type
 - Arterial roads with cycling infrastructure within a block.
- Station location to maximize use of PBS network
- Expansion of the network

Urban Fit of Bike Stations to the Neighbourhood

PBS brings opportunities for enhancing the living, shopping, and working experiences in neighbourhoods.

Extension of Bus Stops

Integration of bike stations as extension of bus shelters. Space and walking pattern is already blocked off to pedestrians on the sidewalks by bus stops. Locating a bike station at the side of a bus shelter uses space not typically within walking pattern of people. Visually, the sidewalk landscape is not inundated with a second object in the path, competing with walking space and landscaping, such as trees. Otherwise, bike stations would intrude in the pathway when placed by building edge or by the curb. Also, this design takes off pressure to use on-road curb lane space.

Narrowing the Street Crossing for Pedestrians

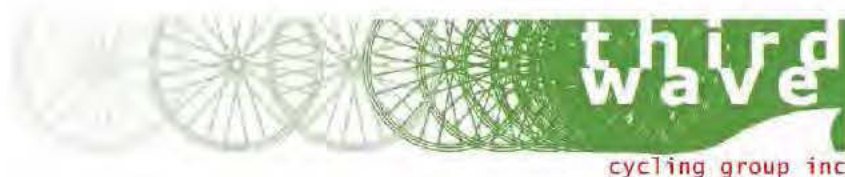
An opportunity for the City, placing a corner bulges in front of and behind bike stations. Corner bulges allow bike stations to be brought closer to intersection providing visibility improvement for road users through intersections, shorter street crossing for pedestrians, shorter wait times for motorists with street crossing by pedestrians, improving safety and comfort for pedestrians.

Consider another bulges on far end of bike stations as opportunities for landscaping or gardening-neighbourhood aesthetics.

Visibility of Stations

Vancouver	3303-1033 Marinaside Cr Vancouver, BC, V6Z 3A3	Telephone Vancouver - 604-681-5744 Calgary - 403-263-9227
Calgary	703-735 2nd Ave SW Calgary, AB, T2P 0E4	E-Mail becker@thirdwavecycling.com , hjehbecker@me.com Skype hjeh.becker FaceTime hjehbecker@me.com
Web Blog	thirdwavecyclingblog.wordpress.com velourbanismblog.wordpress.com	Website thirdwavecycling.com velo-urbanism.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential



Maximum draw to PBS usage depends on highly visible PBS Stations at intersections.

Visible signage above the height of people is critical.

Low effort by people to spot PBS stations.

PBS stations located at intersection, critical. Stations tucked away down a side road not desired.

Profitable Bike Station Placement

For achieving financial-viability of bike station, bike usage, and the system, a customer model requires more than one source of daily usage, including trips to work, business trips during the day and lunchtime, shopping, trips during the day period, night-time usage, and tourism. Station with profitable usage also needs to attract customers throughout the year. Peak usage during a short time period and then minimal usage for the rest of the year will not meet the City's desire for financially self-sustainable operation.

Tourism

The challenges is to locate bike stations close to tourism destinations recognizing that profitable bike stations require 12 months a year usage, not just in peak tourism periods. In placing stations, the importance of tourism for a PBS is recognized, while working towards the City's objective of the PBS system not competing with the local bike rental industry.

Technical planning guidelines from the PBS industry

Bike station location selection was also influenced by the PBS industry learning, including:

1. Residential population uptake of PBS by locals, usually considered at 6%, ranging to 9%.
2. For residential areas:
 - a. 10 to 30 bicycles required for every 1,000 resident within the catchment area of a bike station.
 - b. 1 daily trip for every 20 to 40 residents, using 40 for this proposal.
3. For transit stations, one daily trip per 25 transit trip passengers.

Vancouver

3303-1033 Marinade Cr
Vancouver, BC, V6Z 3A3

Calgary

703-735 2nd Ave SW
Calgary, AB, T2P 0E4

Web Blog

thirdwavecyclingblog.wordpress.com
velourbanismblog.wordpress.com

Telephone Vancouver - 604-681-5744

Calgary - 403-263-9227

E-Mail becker@thirdwavecycling.com, hjehbecker@me.com

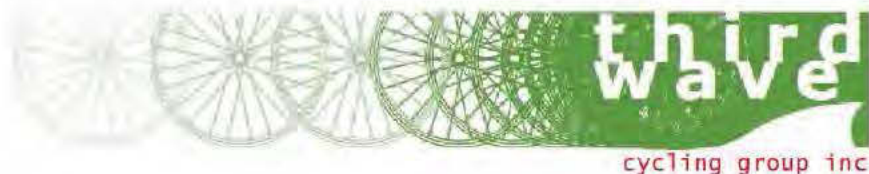
Skype [hjeh.becker](#)

FaceTime [hjehbecker@me.com](tel:hjehbecker@me.com)

Website

thirdwavecycling.com
velo-urbanism.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential



4. Catchment area for bike station (Distance Decay Curve effect)
 - a. Within a PBS service area – 150 metres
 - b. At the edge of a PBS service area, up to 500m
5. System considerations:
 - Minimum System Coverage Area: 10 km²
 - Station Density: 10–16 stations per km²
 - Docks per Bike Ratio: 2–2.5 docking spaces for every bike
 - Docking Stations per Bicycle, 2.0 to 2.5 range
 - Station density – 14 stations per km equivalent to 1 station per 300 m
 - Design spacing – 300m between stations or catchment area of 150m.
6. Performance Metrics
 - Target daily bike trips per day: 4 to 8, peaking at 10

Station Location Parameters

A technically-oriented summary of considerations affecting selection of locations for bike stations:

- Catchment Area: 1 station per 300m or catchment area of 150m radius from station.
- Station adjacent to mass transit stops
- Stations by cycling facilities
- Stations best located at intersections to increase exposure and catchment area.
- Locations that generate multiple users per day – commuters, day users
- Stations should have 360-degree catchment area not limited by barriers.
- Stations on both sides of corridors, which impede pedestrian desire to cross-corridor to get to a bike station.
- Order of preference for locations
 - High visibility of station is paramount.
 - Off-street, highly visible locations are preferred by the City:
 - Plazas

Vancouver
3303-1033 Marinaside Cr
Vancouver, BC, V6Z 3A3

Calgary
703-735 2nd Ave SW
Calgary, AB, T2P 0E4

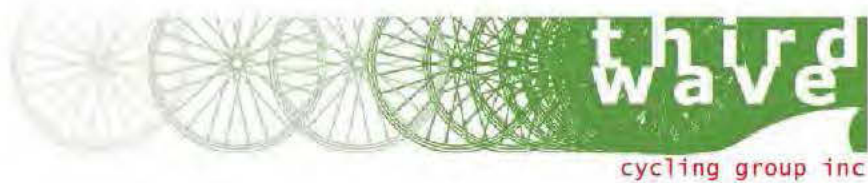
Web Blog
thirdwavecyclingblog.wordpress.com
velourbanismblog.wordpress.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential

Telephone Vancouver - 604-681-5744
Calgary - 403-263-9227

E-Mail becker@thirdwavecycling.com, hjehbecker@me.com
Skype [hjeh becker](#)
FaceTime [hjehbecker@me.com](tel:4032639227)

Website
thirdwavecycling.com
velo-urbanism.com



- Off-street parking lots
 - Sidewalk locations
 - On-street non-traffic space or curb lane
- Private property bike stations' create destinations for retailers.

Sources, ITDP report, TransLink study, other papers, and observations

Jack

HJEH Becker BASC (Civil Eng), MBA, APBP

Principal and President, Third Wave Cycling Group Inc. (TWCGI)

Vancouver

3303-1033 Marinaside Cr
Vancouver, BC, V6Z 3A3

Calgary

703-735 2nd Ave SW
Calgary, AB, T2P 0E4

Web Blog

thirdwavecyclingblog.wordpress.com
velourbanismblog.wordpress.com

Telephone Vancouver - 604-681-5744

Calgary - 403-263-9227

E-Mail becker@thirdwavecycling.com, hjehbecker@me.com

Skype [hjeh.becker](https://www.skype.com/user/hjehbecker)

FaceTime [hjehbecker@me.com](https://www.apple.com/face/face-time/)

Website

thirdwavecycling.com
velo-urbanism.com

© Third Wave Cycling Group Inc. 2015, Private and Confidential

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

1. SYSTEM DESIGN

1.1. Proposed Design for the PBS

Fill in the applicable section of the **Proposal Response Template** with detailed information on your overall design of the PBS, including the number of Stations, Bicycles, Docks, Terminals, and information related to the proposed helmet solution. Provide rationale for the proposed design and how it meets or exceeds User's demand, needs, and expectation.

	Requirement	Response Section(s)
1.1.1	Your design approach and integration of the PBS into the look of the existing streetscape.	Section 3-A

1.2. General Equipment Requirements:

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.2.1	Low maintenance/durable and corrosion and graffiti resistant material for all system components exposed to the elements.	Section 3-A
1.2.2	Functional system in all normal Vancouver weather conditions.	Section 3-A
1.2.3	Scalable system (expand and reduce) to accommodate seasonal and other changes in demand. This includes the number and size of Stations, number of Bicycles, customer service, etc.	Section 3-A
1.2.4	Flexibility to add features, change functionality, and accommodate changes in technology.	Section 3-A
1.2.5	Compliance with all applicable statutes, regulations and bylaws and provides all equipment and services in a manner that is not negligent or would otherwise impose any liability on the City or the PBS operator.	Section 3-A
1.2.6	Use of reliable renewable power sources, with option to hardwire at locations where reliable renewable power sources are not possible.	Section 3-A
1.2.7	Industry-standard warranty on all PBS components.	Section 3-A

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

1.3. Bicycles

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.3.1	Safe and stable in all weather conditions.	Section 3-A
1.3.2	Protection of user from grease, dirt, and tire spray, including enclosed drive train, full front fender and rear fender with coat/skirt guard.	Section 3-A
1.3.3	Easy to mount, to operate in upright riding position, and to hold in stopped position, including for shorter riders.	Section 3-A
1.3.4	One size fits majority of the user population with tool-free seat-only adjustment.	Section 3-A
1.3.5	Bicycle elements/parts not compatible with non-PBS bicycles and cannot be removed without specialized proprietary tools.	Section 3-A
1.3.6	Lights, reflectors, bell and other safety features in compliance with the laws of British Columbia and the bylaws of the City of Vancouver.	Section 3-A
1.3.7	Automatic lights (white in front and red in back). Lights should be on while Bicycle is in motion and for at least 90s after stopping.	Section 3-A
1.3.8	Reliable and intuitive braking system.	Section 3-A
1.3.9	A simple and reliable gear shift with a sufficient range of gears to handle Vancouver's topography.	Section 3-A
1.3.10	All cables and wiring tamper-proof and protected from the elements.	Section 3-A
1.3.11	Puncture resistant tires.	Section 3-A
1.3.12	Cargo capacity for items such as a typical briefcase, book bag, and/or grocery bag weighing up to ten kilograms.	Section 3-A
1.3.13	Flat pedals (no toe clips).	Section 3-A
1.3.14	Capable of displaying sponsorship that can be easily changed.	Section 3-A
1.3.15	Equipped with tracking devices or equivalent.	Section 3-A
1.3.16	Light weight.	Section 3-A
1.3.17	Kickstand or other device to allow the Bicycle to be supported upright.	Section 3-A
1.3.18	High visibility paint colour for safety.	Section 3-A

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

1.4. Stations

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.4.1	Modular Bicycle Stations that are portable, easy to pick up and move without any excavation.	Section 3-A
1.4.2	Stations that are easily resized, reconfigured, and relocated and require minimal time to install/remove and do not leave behind attachment points that could trip a Pedestrian or impede Traffic, parking, or snow removal.	Section 3-A
1.4.3	Drawings of typical Station layouts, including Station clearance requirements and impacts of Stations on the current function of the location.	Section 3-A
1.4.4	Clear and prominent instructions on Station directing Users how to report problems or a Bicycle in need of repair.	Section 3-A
1.4.5	Ability to convey safety, bicycle laws and warnings affecting cyclists presented in an easy to read format in all lighting conditions.	Section 3-A
1.4.6	Ability to prevent out-of-service Bicycles from being checked out, along with an indicator showing whether a Bicycle is available or out-of-service. All in-service Bicycles should remain available.	Section 3-A
1.4.7	Ability to maintain security of the system during a power failure event or loss of internet connection.	Section 3-A
1.4.8	Ability for the Station, including Docks or Bikes, to self-report malfunctions.	Section 3-A
1.4.9	Ability to protect secured, not-in-use Bicycles from theft.	Section 3-A
1.4.10	Smallest feasible footprint to enable installation in a space currently used as an on-street parking space or on a wide Sidewalk with a layout that minimally impedes pedestrian traffic and ideally has no components that extend horizontally beyond the bicycle containment area footprint.	Section 3-A
1.4.11	Ability to convey bicycle route network information, including a map indicating Station locations and bicycle routes, and other City of Vancouver approved information in an easy to read format in all lighting conditions.	Section 3-A

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

1.4.12	Plan for signage or wayfinding. The City recently developed a geo-database used to produce pedestrian wayfinding signage. This database may be leveraged for the PBS sign-based or digital wayfinding.	Section 3-A
1.4.13	Consistent look and feel of all Stations within the network.	Section 3-A
1.4.14	Aesthetic compatibility with streetscape and neighbourhood context.	Section 3-A
1.4.15	Ability to add lighting where necessary to facilitate night time use of Station and adjustment of Bicycles, and to reduce vandalism.	Section 3-A
1.4.16	Ability to allow Users to choose any Bicycle at the Station.	Section 3-A
1.4.17	Ability to allow members to check out a Bicycle without interacting with a Terminal.	Section 3-A
1.4.18	Description of the different types of energy sources (e.g., solar, hard-wired to the grid, etc.) that will supply Stations and the estimated percentages of Stations supplied by each type of energy source.	Section 3-A

1.5. Terminals

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.5.1	Technology to accept and validate a variety of payment methods (e.g., credit/debit card, phone/web payment, etc.)	Section 3-A
1.5.2	All Terminals in system accept Casual Users with agreement to liability waiver.	Section 3-A
1.5.3	A process for situations in which a User wants to return a Bicycle to a Station that is full, or check out a Bicycle from an empty Station.	Section 3-A
1.5.4	Legibility in all lighting conditions and operational in all normal weather conditions.	Section 3-A
1.5.5	Flexibility to add features and modify Terminal as needed.	Section 3-A

1.6. Helmet Solution

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

	Requirement	Response Section(s)
1.6.1	Users of the PBS must comply with all applicable statutes, regulations and bylaws, including but not limited to the British Columbia Motor Vehicle Act, which requires that all children and adults operating or riding a bicycle wear an approved bicycle safety helmet.	Section 3-B
1.6.2	A comprehensive strategy and helmet solution is required to provide Users access to clean, safe, and comfortable helmets. The helmet solution may include helmet giveaways, rentals, sales, any combination of the above, or any other creative solution.	Section 3-B
1.6.3	Facilitating PBS Users to comply with the BC Motor Vehicle Act's requirement for mandatory helmet usage. Prohibiting the rental of a Bicycle where the User does not have a helmet or does not agree to rent/buy one.	Section 3-B
1.6.4	Ability to provide User with clear information about the cost of a helmet.	Section 3-B
1.6.5	Helmets fit majority of the User population	Section 3-B
1.6.6	Appropriate helmet availability throughout the PBS service area.	Section 3-B
1.6.7	Sufficient capacity to provide helmets for peak demand.	Section 3-B
1.6.8	Integrated transaction with Bicycle rental.	Section 3-B
1.6.9	Ability to provide real-time information on helmet availability status.	Section 3-B
1.6.10	Ability for helmet solution to self-report malfunctions.	Section 3-B

1.7. Information System

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.7.1	Detailed information on your proposed information system, including system architecture, hardware, software, services, maintenance, updates and upgrades, hosting, data storage, security, interfaces, licensing, and any related information.	Section 3-C
1.7.2	A highly reliable system with data security, protecting data including but not limited to financial data, user names, and personal information.	Section 3-C
1.7.3	Real-time two way communication between system operator and Stations and/or Bicycles.	Section 3-C

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

1.7.4	Ability to issue reports indicating the location of Bicycles requiring re-balancing, and Bicycles in need of maintenance.	Section 3-C
1.7.5	Ability to remotely lock down all or individual Stations or Bicycles.	Section 3-C
1.7.6	Strictly protect the privacy of all Users and not sell or transfer credit card and other private information except for the purpose of operating the PBS.	Section 3-C
1.7.7	All PBS data will be available to the City through regular reports, and at our request during and after the term of the contract.	Section 3-C
1.7.8	Provide open data to support application development by third party software developers.	Section 3-C
1.7.9	<p>Compliance with all applicable laws and regulations relating to personally identifiable information of Users including, without limitation, the Freedom of Information and Protection of Privacy Act (British Columbia) and the Personal Information Protection Act (British Columbia). Note that under FOIPPA, information containing personal information cannot be stored or accessed outside Canada unless a User gives his/her prior express consent or one of the other permitted exceptions applies.</p> <p>FOIPPA: http://www.bclaws.ca/EPLibraries/bclaws_new/document/1D/freeside/96165_00</p> <p>PIPA: http://www.bclaws.ca/EPLibraries/bclaws_new/document/1D/freeside/00_03063_01</p>	Section 3-C
1.7.10	City access to real-time system operation and status data, including customer/public complaints and resolutions.	Section 3-C
1.7.11	System is backed up and maintained/upgraded daily.	Section 3-C
1.7.12	Ability to provide customer and rental documentation including membership terms and conditions, and consent for the use of personal information (e.g. demographic data, geographic data, personal contact information, etc.) for research purposes.	Section 3-C
1.7.13	<p>Security procedures to protect cardholder data and comply with the Payment Card Industry Data Security Standard. Proponent can find details of this requirement at https://www.pcisecuritystandards.org/security_standards/pci_dss.shtml.</p> <p>The Proponent agrees to comply with all applicable laws that require the notification of individuals in the event of unauthorized release of cardholder data. In the event of a breach of any of Proponent's security obligations or other event requiring notification under applicable law, Proponent</p>	Section 3-C

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

	agrees to assume responsibility for informing all such individuals in accordance with applicable law and to indemnify, hold harmless and defend the City from and against any claims, damages, or other harm related to such a breach.	Section 3-C
--	--	-------------

1.8. Website and Mobile Access

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
1.8.1	Ability for website to accept and/or allow a User to create or change their membership.	Section 3-D
1.8.2	Real-time information available on Station, Bicycle, Dock and helmet status.	Section 3-D
1.8.3	Capacity to convey bicycle safety information, laws, and/or warnings affecting Users.	Section 3-D
1.8.4	Support services contact information prominent on website, including phone number.	Section 3-D
1.8.5	A mechanism for Users to report problems and make suggestions for system improvement.	Section 3-D
1.8.6	Ability to collect survey information and customer satisfaction ratings.	Section 3-D
1.8.7	Ability to function and display content correctly on all major web browsers and mobile devices.	Section 3-D
1.8.8	Personalized User web pages that provide information such as kilometres travelled, calories burned, etc.	Section 3-D

2. IMPLEMENTATION SERVICES

2.1. Implementation Details

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to implement all aspects of the PBS. Please include a detailed timeline for the implementation. Ensure that deadlines for all expectations you have assigned to the City are clearly shown in the timeline. This information should include, but is not limited to the following:

	Requirement	Response Section(s)
2.1.1	Milestones, including completion of key stages or components within the project.	Section 3-E

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

2.1.2	Key people involved with each stage or component.	Section 3-E
2.1.3	Details of the deliverables for each stage or component.	Section 3-E
2.1.4	Description of the City's roles and responsibilities for each stage or component.	Section 3-E

2.2. Station Siting

It is anticipated that Stations will be located near the Street, on City-owned land, land owned by other public agencies or institutions, or on private property. Roadway locations may be considered, although off-roadway locations are strongly preferred with a target of no more than 60% on City Street right-of-way (Roadway, Sidewalk, etc.). The City has a strong preference for Station locations that optimize system utilization.

Stations should be located to maximize ridership. Stations should be located to minimize the impact on Pedestrians and transit users and to mitigate the impact on others. Where practical, Stations should be visible from all rapid transit station entrances, express bus (B-Line) stops, and other transportation hubs. Stations should be located near libraries and community centres; destination parks and attractions such as Stanley Park and Granville Island; large sporting, performance, and event venues; and major educational institutions.

Stations may be located:

- a) within the Roadway where parking and Stopping would otherwise be permitted at all times.

Stations, including the equipment footprint and maneuvering space, must not be located:

- a) within the Pedestrian travel zone of a Sidewalk. Generally, this will be a minimum of 2.5 m (8 ft.) width in most commercial areas, and up to 3.7 m (12 ft.) or more in areas of high Pedestrian volumes such as near Intersections; and
- b) such that they would block exits from buildings, access to Fire Department connections, City sewers, City water works, gas valves or other utility access.
- c) within the Roadway where parking or Stopping is prohibited, as defined by the BC Motor Vehicle Act, the City of Vancouver Street and Traffic By-Law (<http://former.vancouver.ca/bylaws/2849c.pdf>) and other governing regulations.
- d) within 50m of a private business providing bicycle rental services.

Based on the above guidelines and requirements, fill in the applicable section of the Proposal Response Template with detailed information on how you intend to locate each PBS Station and address each of the requirements set out below:

	Requirement	Response Section(s)
2.2.1	The Proponent will be responsible to work with agencies, institutions, private landowners and the City, to get public and private space commitments and secure all required permits and leases according to the processes identified by	Section 3-F

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

	each agency, institution, private landowner and/or the City.	
2.2.2	The Proponent will be responsible for all Station installation, maintenance, relocation and removal costs.	Section 3-F
2.2.3	Principles for Station siting, removal, and relocation.	Section 3-F
2.2.4	Conceptual map(s) of Station locations. Provide the typical distance between Stations and the estimated minimum and maximum distances between Stations.	Section 3-F
2.2.5	Complete a Station Location Form for each proposed Station, attached as Appendix 3 to Part B. Information on Vancouver's Street infrastructure can be found on VanMap: http://vancouver.ca/your-government/vanmap.aspx	Section 3-F
2.2.6	Estimate the percentage of Stations in each hourly rate per space category for Metered Spaces, in non-metered spaces, off-roadway and on non-City property.	Section 3-F

3. OPERATIONS, MAINTENANCE, & CUSTOMER SERVICE

3.1. Operating Policies, Processes, and Procedures

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
3.1.1	Recommended approach to operations, including hours of operation/seasonality.	Section 3-G
3.1.2	Plan for all background operations.	Section 3-G
3.1.3	Step by step procedures for checking out and returning bicycles (for members and Casual Users), including User payment for all types of Users. If not every Station accepts Casual Users, explain how the system will accommodate them.	Section 3-G
3.1.4	Bicycle redistribution plan showing a clear understanding of rebalancing issues and ensuring a balanced system with minimal likelihood that a User encounters an empty or full Station. Describe how you will adjust your plan to address changes in demand. Discuss how pricing structure or other User incentives could be used to encourage rebalancing by system Users.	Section 3-G
3.1.5	Plans for Bicycle tracking and for Bicycles that are stolen or not returned.	Section 3-G
3.1.6	Identify all facility requirements, including locations, functions (e.g., warehouse, IT, call centre, etc. and numbers	Section 3-G

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

	and all vehicle and equipment requirements.	
3.1.7	Proposed strategy for ensuring success of the PBS and encouraging Users to operate in compliance with the City of Vancouver Bylaws, the BC Motor Vehicle Act, and all other applicable statutes and regulations.	Section 3-G
3.1.8	Process to remove snow, ice, garbage and graffiti on and around Stations and your method or system to alert the City's snow plow and street cleaning vehicles to the boundaries of the Stations.	Section 3-G
3.1.9	Operational and communications plans for responding to emergencies.	Section 3-G
3.1.10	Detailed information on operating procedures, processes, and policies related to the helmet solution.	Section 3-G
3.1.11	Maintenance plan, standards and audit procedures for the following, including plans for replacement, scheduled and unscheduled repair work (including vandalism and graffiti), spares and spare parts strategies and plans to incorporate upgrades and next generation technology. <ul style="list-style-type: none"> - Bicycles - Stations and Terminals - Helmet distribution system - Facilities - Vehicles - Equipment - Information Technology 	Section 3-G
3.1.12	Potential for integration with other transportation modes in the region.	Section 3-G
3.1.13	Provide regular reports to the City for inventory, unusual events, emergencies, notices of default, performance and usage, financial information, etc.	Section 3-G

3.2. Collecting and Managing Memberships, Fares or Rental Revenue

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
3.2.1	Detailed information on your revenue management plan to maintain and grow revenue from operations.	Section 3-G
3.2.2	The Proponent will be responsible for collecting and managing memberships, fares and rental revenue.	Section 3-G

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

3.2.3	Memberships can be purchased in a variety of ways and using a variety of payment methods.	Section 3-G
3.2.4	Ability to charge Users for additional usage fees or penalties related to the use of Bicycles or the purchase or rental of helmets.	Section 3-G
3.2.5	Ability to allow for a variety of membership or pass types (e.g., student, corporate, senior, low-income resident, etc.).	Section 3-G
3.2.6	Ability to allow any one User to rent multiple Bicycles simultaneously based on membership or pass types.	Section 3-G
3.2.7	Ability to be compatible with other payment mechanisms (e.g., TransLink's Compass card).	Section 3-G
3.2.8	Payment system description, including how payment is collected for each type of fee and in the case of damage or theft.	Section 3-G
3.2.9	Detailed pricing strategy (memberships, deposits, time-based user fees, one-time use, frequent User rewards, incentives, reservation fees, late fees, charge for not returning Bicycle, etc.) and rate schedule	Section 3-G

3.3. Staffing

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
3.3.1	Staffing plan including staff, roles and contact information covering each stage of the project (e.g., pre-launch, launch, ongoing operations, etc.).	Section 3-G

3.4. Customer Service

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
3.4.1	Customer service plan (types and availability).	Section 3-I
3.4.2	Plan for gathering User feedback, including frequency, and strategies and procedures for handling complaints.	Section 3-I
3.4.3	How Users will be assisted with respect to mechanical issues and/or injuries.	Section 3-I

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

3.4.4	Customer service phone number on every Bicycle.	Section 3-I
3.4.5	Ability to coordinate with the City's 311 system.	Section 3-I
3.4.6	Customer service to be available at all hours the PBS is available.	Section 3-I

3.5. Service Performance Levels

It will be the successful Proponent's responsibility to monitor and evaluate the success of the PBS. Fill in the applicable section of the **Proposal Response Template** with detailed information on how each of the following desired metrics will be met, or explain why the metric is not advisable and propose alternatives, and describe how these metrics will be monitored, reported, and used for continuous improvement.

	Requirement	Response Section(s)
3.5.1	Stations Full or Empty, including Average System-Wide and at Specific Stations	Section 3-J
3.5.2	Minimum Number of Bicycles Deployed	Section 3-J
3.5.3	% of Station Uptime	Section 3-J
3.5.4	% of Calls Answered within 30 seconds	Section 3-J
3.5.5	% of Dropped Calls	Section 3-J
3.5.6	% of Email Responded within 24 hours	Section 3-J
3.5.7	% of Memberships Mailed within 24 hours	Section 3-J
3.5.8	% of Stations Cleaned	Section 3-J
3.5.9	% of Bicycles Inspected and Maintained	Section 3-J
3.5.10	% of Bicycles Refurbished	Section 3-J
3.5.11	Helmet Solution Full or Empty, including Average System-Wide and at Specific Stations	Section 3-J

3.6. Communications

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
3.6.1	All communications to Users and the general public will be coordinated with the City's Corporate Communications Department.	Section 3-K

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

3.6.2	Plan for communicating with non-English speaking Users.	Section 3-K
3.6.3	Comprehensive plans for Education, Communication, Public Consultation, and Media Relations for both pre- and post-launch.	Section 3-K
3.6.4	Coordination with the City on communication activities including how the Proponent will liaise with City staff about communications plans and other related activities, including media relations policies/protocols (media contact/response procedures), social media outreach, consultation activities, information sessions, etc.	Section 3-K

3.7. Marketing

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
3.7.1	The Proponent will be responsible for promoting and marketing the PBS to Users, stakeholders and the general public to promote adoption, encourage sign-up, and generally to maximize ridership and to promote the PBS as a positive brand.	Section 3-L
3.7.2	Description of the target market and estimated ridership by segment; for each market segment, estimate the number of Users and the revenue generated for each year in the ten year forecast. Provide reasoning and support for your estimates of the number of Users and revenue generated. Include description of your proposed age restrictions and how these will be enforced.	Section 3-L
3.7.3	Plan to encourage and accommodate non-English speaking Users.	Section 3-L
3.7.4	Comprehensive plans for Marketing, Promotion and Membership Sales for both pre- and post-launch.	Section 3-L

3.8. Implementing Sponsor Branding and Other Commitments

The Proponent will be responsible for implementing, delivering, maintaining and supporting sponsor-related branding and other commitments by the PBS to a sponsor - including the production and delivery of promotional materials, applying branding and other messages or logs on equipment, and applying branding and messages on the PBS website. Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
--	-------------	---------------------

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

3.8.1	Comprehensive plan for implementing, delivering, maintaining, and supporting sponsor branding and other services to ensure delivery of value to sponsors for sponsorships received.	Section 3-G
3.8.2	Examples where the Proponent successfully implemented and delivered sponsorship branding and other services for similar PBS. Describe how the Proponent met sponsorship requirements or exceeded sponsors' expectations.	Section 3-G

4. FINANCIAL PLAN - CAPITAL

Your capital financial plan should be described in the **Proposal Response Template**. All elements of your capital financial plan including all detailed assumptions should be included in a **Base Case Pro Forma Model** using the **Pro Forma Template**.

4.1. Capital Investments

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
4.1.1	Summarize and describe anticipated capital expenditures.	Section 3-M

Fill in the applicable section of a **Base Case Pro Forma Model** using the **Pro Forma Template**, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
4.1.2	Units acquired, by asset type (e.g. Bicycles, Stations, Docks, helmets, helmet dispensers) for start-up and by year once operations begins. Include all detailed assumption such as: - any ratios used (e.g. Docks to Bicycles, helmets to Bicycles)
4.1.3	Purchase price per unit for each asset type for start-up and going forward by year. Include any detailed assumptions such as: - buildup of base cost per unit - shipping costs per unit - applicable duties and sale or other taxes (including rates assumed) - foreign exchange assumptions - price escalation assumptions

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

4.1.4	Assembly / installation cost per unit for start-up and by year once operations begin by asset type for start-up and going forward. Include any detailed assumptions such as: - buildup of base cost per unit - price escalation assumptions
4.1.5	Total infrastructure costs: - \$ by asset type, by year - \$ per Bicycle, by asset type, by year - \$ per trip, by asset type, by year
4.1.6	Start-up / expansion costs for start-up and by year once operations begin by type by phase. Include any detailed assumptions such as: - cost types (e.g. staff, contractor, supplies) - units & cost per unit (e.g. \$ per Bicycle, \$ per Station)
4.1.7	Total overall capital funding required: - \$ by category (i.e., infrastructure, start-up / roll-out, other), by year - \$ per Bicycle, by category, by year - \$ per trip, by category, by year

4.2. Funding Sources

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
4.2.1	Summarize and describe anticipated funding sources for capital expenses.	Section 3-M

Fill in the applicable section of a Base Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
4.2.2	Funding sources for capital investments. Include any detailed assumptions.
4.2.3	Cost of servicing any funding source requiring ongoing services charges (e.g. debt interest/principal, dividends) over the term of the model.

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

5. FINANCIAL PLAN - OPERATIONS

Your operating financial plan should be described in the **Proposal Response Template**. All elements of your operating financial plan including all detailed assumptions should be included in a **Base Case Pro Forma Model** using the **Pro Forma Template**.

5.1. Fleet Assumptions

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
5.1.1	Summarize and describe fleet assumptions used in the Base Case Pro Forma Model.	Section 3-M

Fill in the applicable section of a **Base Case Pro Forma Model** using the **Pro Forma Template**, including supporting assumptions, addressing the following requirement:

	Required Elements of Base Case Pro Forma Model
5.1.2	As drivers for most elements of the operating model please provide fleet assumption, by asset type (e.g. Bicycles, Stations, Docks) at start-up and by year once operations begin. Include all detailed assumption such as: - any ratios used (e.g. % Bicycles in services)

5.2. Bicycle Operating Revenue

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
5.2.1	Summarize and describe anticipated Bicycle operating revenues.	Section 3-M

Fill in the applicable section of a **Base Case Pro Forma Model** using the **Pro Forma Template**, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
5.2.2	Number of Bicycle rental passes sold by type (e.g. annual, seasonal, monthly, multi-day, daily) by year. Consider separating discounted passes as separate type (i.e. regular month passes sold vs. discounted monthly passes sold). Include any detailed assumptions such as: - any ratios used (e.g. subscribers vs population) - any growth assumptions

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

5.2.3	Number of trips per pass sold by type by year. Include any detailed assumptions such as: - any ratios used (e.g. trips vs. coverage area) - any growth assumptions
5.2.4	Bicycle rental rates by charge type per pass by pass type, by year. Include any detailed assumptions such as: - any ratios used (e.g. daily vs. monthly, monthly vs. annual, monthly vs. promotionally discounted monthly) - price escalation assumptions
5.2.5	Total Bicycle rental revenue by pass type, by year.
5.2.6	Additional Bicycle revenue (e.g. overages, penalties) per pass by pass type by year. Include any detailed assumptions such as: - any ratios used by pass type (e.g. % of rental revenue, \$ per pass, \$ per trip) - price escalation assumptions
5.2.7	Total bicycle revenue by pass type, by year: - \$, by pass type, by year - \$ per Bicycle, by pass type, by year - \$ per trip, by pass type, by year

5.3. Bicycle Operating Expenses

Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
5.3.1	Summarize and describe anticipated Bicycle operating expenses.	Section 3-M

Fill in the applicable section of a **Base Case Pro Forma Model** using the **Pro Forma Template** including supporting assumptions addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
5.3.2	Variable Bicycle operating & maintenance costs by cost type by year. Include all detailed assumption such as: - any ratios used (e.g. credit card fees % of Bicycle revenues) - units / cost per unit (e.g. \$ per Bicycle, \$ per software license) - foreign exchange assumptions - price escalation assumptions

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

5.3.3	<p>Bicycle operations & maintenance staffing costs by position by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used (e.g. mechanics per # Bicycles) - service levels (e.g. maintenance per Bicycle, per Station, redistribution per Bicycle, # of Station moves) - wage/hours/salaries/overtime/payroll burden rate - cost escalation assumptions
5.3.4	<p>Bicycle operations & maintenance facility costs by type by year. City costs for Station siting are provided in Attachment 8. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used (e.g. warehouse size per # Bicycles) - units / cost per unit (e.g. \$ per sq. ft.) - price escalation assumptions
5.3.5	<p>Other Bicycle operations & maintenance costs by type by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used (e.g. vehicles per # of Bicycles) - units / cost per unit - price escalation assumptions
5.3.6	<p>Total Bicycle operations & maintenance cost:</p> <ul style="list-style-type: none"> - \$, by year - \$ per Bicycle, by year - \$ per trip, by year
5.3.7	<p>Bicycle general & administrative expenses by type by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - units / cost per unit - price escalation assumptions
5.3.8	<p>Bicycle general & administrative staffing costs by position by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - wage/hours/salaries/overtime/payroll burden rate - cost escalation assumptions
5.3.9	<p>Bicycle overhead charges by allocation by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - build-up of cost allocation - cost escalation assumptions

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

5.3.10	Other Bicycle expenses (e.g. working capital financing, contingencies) by year. Include any detailed assumptions such as: - any ratios used - build-up of cost assumptions - cost escalation assumptions
5.3.11	Total Bicycle G&A and other expenses: - \$, by year - \$ per Bicycle, by year - \$ per trip, by year
5.3.12	Total Bicycle expenses: - \$, by year - \$ per Bicycle, by year - \$ per trip, by year
5.3.13	Bicycle operating surplus / (deficit): - \$, by year - \$ per Bicycle, by year - \$ per trip, by year

5.4. Helmet Operating Revenue

Fill in the applicable section of the **Proposal Response Template** with detailed information on you intend to address the following requirement:

	Requirement	Response Section(s)
5.4.1	Summarize and describe anticipated helmet operating revenues.	Section 3-M

Fill in the applicable section of a **Base Case Pro Forma Model** using the **Pro Forma Template**, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
5.4.2	Number of helmet sales and/or rentals by pass type by year. Include any detailed assumptions such as: - any ratios used (e.g. helmet rentals % of trips by pass type, helmet sales % of pass sales by type) - any growth assumptions
5.4.3	Helmet sales and/or rental rates by pass type, by year. Include any detailed assumptions, such as: - any ratios used - price escalation assumptions

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

5.4.4	Additional helmet revenue (e.g. overages, penalties) per rental by pass type by year. Include any detailed assumptions such as: <ul style="list-style-type: none"> - any ratios used by pass type - price escalation assumptions
5.4.5	Total helmet revenue by pass type: <ul style="list-style-type: none"> - \$, by pass type, by year - \$ per helmet, by pass type, by year - \$ per helmet rental, by pass type, by year - \$ per Bicycle, by pass type, by year - \$ per trip, by pass type, by year

5.5. Helmet Operating Expenses

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
5.5.1	Summarize and describe anticipated helmet operating expenses.	Section 3-M

Fill in the applicable section of a Base Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
5.5.2	Variable helmet operating & maintenance expenses by cost type by year. Include all detailed assumption such as: <ul style="list-style-type: none"> - any ratios used (e.g. credit card fees % of helmet revenues) - service level (e.g. cleaning, restocking, shrinkage) - units / cost per unit (e.g. \$ per helmet, \$ per helmet solution equipment) - foreign exchange assumptions - price escalation assumptions
5.5.3	Helmet operations & maintenance staffing costs by position by year. Include any detailed assumptions such as: <ul style="list-style-type: none"> - any ratios used - service level (e.g. cleaning, restocking, shrinkage) - wage/hours/salaries/overtime/payroll burden rate - cost escalation assumptions

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

5.5.4	<p>Helmet operations & maintenance facility costs by type by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used (e.g. warehouse space per # helmets) - units / cost per unit (e.g. \$ per sqft) - price escalation assumptions
5.5.5	<p>Other helmet operations & maintenance costs by type by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - units / cost per unit - price escalation assumptions
5.5.6	<p>Total helmet operations & maintenance costs:</p> <ul style="list-style-type: none"> - \$, by year - \$ per helmet, by year - \$ per helmet rental, by year
5.5.7	<p>Helmet general & administrative expenses by type by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - units / cost per unit - price escalation assumptions
5.5.8	<p>Helmet general & administrative staffing costs by position by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - wage/hours/salaries/overtime/payroll burden rate - cost escalation assumptions
5.5.9	<p>Helmet overhead charges by allocation by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - build-up of cost allocation - cost escalation assumptions
5.5.10	<p>Other helmet expenses (e.g. working capital financing, contingencies) by year. Include any detailed assumptions such as:</p> <ul style="list-style-type: none"> - any ratios used - build-up of cost assumptions - cost escalation assumptions

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

5.5.11	Total helmet G&A and other expenses: - \$, by year - \$ per helmet, by year - \$ per helmet rental, by year - Bicycle
5.5.12	Total helmet expenses: - \$, by year - \$ per helmet, by year - \$ per helmet rental, by year - \$ per Bicycle, by year - \$ type per trip, by year
5.5.13	Overall helmet operating surplus / (deficit): - \$, by year - \$ per helmet, by year - \$ per helmet rental, by year - \$ per Bicycle, by year - \$ type per trip, by year

5.6. Combined Bicycle and Helmet Operations

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
5.6.1	Summarize and describe the anticipated combined Bicycle and Helmet operating financial plan.	Section 3-M

Fill in the applicable section of a Base Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
5.6.2	Total combined (bicycle + helmet) revenue by pass type, by year: - \$, by pass type, by year - \$ per Bicycle, by pass type, by year - \$ per trip, by pass type, by year

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

5.6.3	Total combined operating costs: - \$, by year - \$ per Bicycle - \$ type per trip
5.6.4	Total combined G&A and other expenses: - \$, by year - \$ per Bicycle, by year - \$ type per trip, by year
5.6.5	Total combined expenses: - \$, by year - \$ per Bicycle, by year - \$ type per trip, by year
5.6.6	Overall combined operating surplus / (deficit): - \$, by year, by year - \$ per Bicycle, by year - \$ type per trip, by year

6. SPONSORSHIP AND OTHER SOURCES OF REVENUE

6.1. General

The City's strong preference is for the successful Proponent to find, secure and manage other sources of revenue such as sponsorships, donations, promotions, etc. however the City reserves the right to assume responsibility for one or more of these sources of revenue.

The objective is to enable the proponent to operate the PBS as a self-sustainable, self-funded, and financially healthy going-concern. Proponent is required to demonstrate capability, capacity, knowledge, expertise, and experience in finding, securing, and maintaining funding sources for the establishment, operation, and expansion of PBS.

	Requirement	Response Section(s)
6.1.1	Description of strategies to generate revenues and/or improve cost efficiencies over time (e.g., advertising, corporate sponsorship, etc.). Proponents should assume that the PBS will not be permitted to have any advertising on the street or elsewhere in public places - however the City will allow sponsorship acknowledgements or community oriented messaging in such public places. Notwithstanding the foregoing, advertising on the PBS website or elsewhere in the online realm is permitted.	Section 3-M

Examples of sponsorship acknowledgements include a message paid for by a sponsor, donor or other funder that conveys their respective brand but does not promote a particular product or

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

service of the sponsor, donor or funder and that is not updated or changed as frequently as conventional advertisements. Examples of community oriented messaging includes messages relating to the PBS and/or certain aspects associated with it including health benefits, environmental benefits, safety and community.

The City, or a party designated by the City, will have the right, from time to time, to use a certain number of Station Signs for no consideration for the purpose of displaying messages consistent with and promoting the PBS.

6.2. Creating Revenue Opportunities

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirements:

	Requirement	Response Section(s)
6.2.1	Identification of any potential revenue opportunities associated with the proposed PBS for the City such as promotion, sponsorship, or direct marketing on Bicycles, Stations, Docks, Terminals, information system, website, apps, or any other applicable opportunities.	Section 3-M
6.2.2	Demonstration of experience in this process by using examples where the Proponent has successfully generated revenue for a PBS from the identified opportunities.	Section 3-M

6.3. Marketing Revenue Opportunities

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
6.3.1	<p>Demonstration of past experience and ideas with respect to marketing revenue opportunities to funders, sponsors, and promoters using specific examples and including information on the following:</p> <ul style="list-style-type: none"> - Targeted audiences - Marketing channels - Value propositions - Services-benefits packaging - Campaign process - Resources used - Marketing costs incurred - Revenue generated - Any other related information 	Section 3-M

6.4. Delivering Services, Value, and Benefits to Funders, Sponsors and Promoters

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
6.4.1	<p>Demonstration of experience in delivering services, value, and benefits to funders, sponsors and promoters using specific examples on the following:</p> <ul style="list-style-type: none"> - What services were delivered - How were they delivered as part of the Proponent's operations - What service levels have the Proponent used - What value or benefits have funders sponsors and promoters gained from the services - How were the value or benefits measured and reported to funders, sponsors and promoters - Any other related information 	Section 3-M

6.5. Maintaining and Enhancing Revenue from Other Sources

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
6.5.1	<p>Demonstration of experience in ensuring long-term continuity and growth of revenue from other sources, using specific examples and including information on the following:</p> <ul style="list-style-type: none"> - Maintain value for existing funders - Generate additional revenue from existing funders - Expand funders base - Generating additional revenue from new funders - Any other related information 	Section 3-M

6.6. Financial Plan - Sponsorship and Other Sources of Revenues

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
6.6.1	Summarize and describe anticipated financial plan associated with sponsorship and other sources of revenue.	Section 3-M

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

Fill in the applicable section of a Base Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Base Case Pro Forma Model
6.6.2	Bicycle sponsorship pricing by component/side/location as applicable (e.g. basket, down-tube, skirt-left, skirt-right) by year. Please ensure sponsorship pricing is presented on a gross basis, related expenses are required separately below. Include any detailed assumptions such as: <ul style="list-style-type: none"> - label area - label sponsorship price per Bicycle - any ratios used - any growth assumptions
6.6.3	Bicycle sponsorship revenue by component/side/location, by year
6.6.4	Station sponsorship pricing by component/side/location as applicable (e.g. Dock, Sign, Terminal-left, Terminal right) by year. Include any detailed assumptions such as: <ul style="list-style-type: none"> - label area - label sponsorship price per component - any ratios used - any growth assumptions
6.6.5	Station sponsorship revenue by component/side/location, by year
6.6.6	Helmet sponsorship pricing by component as applicable (e.g. helmet, helmet solution equipment) by year. Include any detailed assumptions such as: <ul style="list-style-type: none"> - label area - label sponsorship price per component - any ratios used - any growth assumptions
6.6.7	Helmet sponsorship revenue by component, by year
6.6.8	Website & other sponsorship and other promotional activity revenue by location/opportunity as applicable (e.g. website, mobile app/site, vehicles/uniforms, material) by year. Include any detailed assumptions such as: <ul style="list-style-type: none"> - any ratios used - any growth assumptions
6.6.9	Total sponsorship and other revenue by category (e.g. Bicycle, Station, helmet, other) by year: <ul style="list-style-type: none"> - \$, by year - \$ per Bicycle, by year - \$ per trip, by year

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

6.6.10	Sponsorship & other promotional activities expenses by type (e.g. agency fees, G&A, corporate overhead, maintenance support). Include any detailed assumptions such as: <ul style="list-style-type: none"> - any ratios used (e.g. agency fee % of sponsorship revenue) - costs / cost per unit (e.g. label maintenance per Bicycle or per Station) - cost escalation assumptions
6.6.11	Net contribution from sponsorship & other activities: <ul style="list-style-type: none"> - \$, by year - \$ per Bicycle, by year - \$ per trip, by year

7. FINANCIAL PLAN - OVERALL CASH FLOW

7.1. Overall Cash Flow

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
7.1.1	Summarize and describe the anticipated overall cash flow model through start-up and annually over ten years of operations.	Section 3-M

Fill in the applicable section of a Base Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirement:

	Required Elements of Base Case Pro Forma Model
7.1.2	Overall cash flows through start-up and annually over ten years of operations.

8. SYSTEM EXPANSION

In the future, the City may be interested in expanding the proposed PBS to areas other than the identified in-scope area of this RFP.

Your plans to address system expansion should be described in the Proposal Response Template. All elements of your expansion financial plans including all detailed assumptions should be included in Expansion Case Pro Forma Models based on your Base Case Pro Forma Template.

8.1. General

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
--	-------------	---------------------

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 – RFP REQUIREMENTS

8.1.1	Examine and plan for ways to coordinate operations with future Public Bicycle Systems in other municipalities. Coordination efforts may include providing technical support through hardware and/or software modifications, and may evolve over time.	Section 3-N
8.1.2	Ability to integrate your system with other Public Bicycle Systems in Metro Vancouver including, for example: <ul style="list-style-type: none"> - Reciprocal memberships - Ability to track system information - A mechanism for reporting on memberships and usage data from multiple systems, both to Users and to the City and any other municipality, institution, and/or private landowner that might participate in the system or systems. - Ability to provide information on websites and at Stations identifying the location of Stations belonging to other Public Bicycle Systems that might operate within Metro Vancouver. 	Section 3-N

8.2. Phase II Expansion

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
8.2.1	Overview of implementation strategy for a potential Phase II expansion during the first years of operations to increase the service area of the PBS to the area bounded by Macdonald Street, 16 th Ave, and Commercial Drive.	Section 3-N

Prepare a Phase II Expansion Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Phase II Expansion Case Pro Forma Model
8.2.2	Prepare a Phase II Expansion Case Pro Forma Model based on your Base Case Pro Forma Model assuming expansion to Phase II during the first 3 years of operations. Address all requirements from the Base Case Pro Forma Model, including: <ul style="list-style-type: none"> - Financial Plan – Capital (Section 4) - Financial Plan – Operating (Section 5) - Financial Plan – Sponsorship and Other Revenue (Section 6.6) - Financial Plan – Overall Cash Flow (Section 7)

8.3. Regional Expansion Beyond the City of Vancouver

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

	Requirement	Response Section(s)
8.3.1	Overview of implementation strategy for a potential regional expansion during the first years of operations to increase the service area of the PBS to an area outside the City of Vancouver, using UBC as an example.	Section 3-N

Prepare a Regional Expansion Case Pro Forma Model using the Pro Forma Template, including supporting assumptions, addressing the following requirements:

	Required Elements of Phase II Expansion Case Pro Forma Model
8.3.2	<p>Prepare a Regional Expansion Case Pro Forma Model based on your Phase II Pro Forma Model assuming expansion to UBC from Phase II during the first 5 years of operations. Address all requirements from the Base Case Pro Forma Model, including:</p> <ul style="list-style-type: none"> - Financial Plan - Capital (Section 4) - Financial Plan - Operating (Section 5) - Financial Plan - Sponsorship and Other Revenue (Section 6.6) - Financial Plan - Overall Cash Flow (Section 7)

8.4. Further Expansion Within and Beyond the City of Vancouver

Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address the following requirement:

	Requirement	Response Section(s)
8.4.1	Overview of implementation strategy for any further expansion scenarios or to other locations within and beyond the City of Vancouver.	Section 3-N

9. TRANSITIONING-OUT

9.1. General

The Agreement between the City and the successful Proponent will contain termination, default and remedy provisions whereby the City has the right to terminate the Agreement and/or require the Proponent to transfer the PBS to the City or a third party. If the City were to invoke such a provision, the following requirements will apply. Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
9.1.1	Comprehensive plan for your transitioning-out process.	Section 3-O

**REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS**

9.1.2	Demonstration of experience managing such process in the past using details and examples on the following (or any related) subjects.	Section 3-O
-------	--	-------------

9.2. Equipment

If the City requires the Proponent to remove its equipment (including Bicycles, Stations, Terminals, Docks, helmet solution, Signs, tools, etc.) from the street or to the City or a third party for continued operations of the PBS, the following requirements will apply. Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
9.2.1	Plan to secure, collect, remove or transfer equipment from the streets	Section 3-O
9.2.2	Plan to repair, replace, or restore station locations to its original condition immediately after removal of equipment from each location as applicable	Section 3-O
9.2.3	Demonstration of experience setting up or conducting transitioning-out activities using details and specific examples.	Section 3-O

9.3. Information

If the City requires the Proponent to destroy or to secure and package all data including user and financial information from the PBS, whether in electronic or any other format, for transfer to the City or a third party for continued operations of the PBS, the following requirements will apply. Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
9.3.1	Plan to manage the information transfer process.	Section 3-O
9.3.2	Demonstration of experience setting up or conducting information transfer activities using details and specific examples.	Section 3-O

9.4. Revenue

If the City requires the Proponent to assign to the City all revenue sources for the PBS in Vancouver, including membership, sponsorship, branding, naming, or any other PBS related revenue sources for continued operations of the PBS by the City or another third party, the following requirements will apply. Fill in the applicable section of the **Proposal Response Template** with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
--	-------------	---------------------

REQUEST FOR PROPOSALS NO. PS20150910
PUBLIC BICYCLE SYSTEM
ANNEX 1 - RFP REQUIREMENTS

9.4.1	Plan to develop, manage, terminate, assign or transfer revenues sources to the City or a third party as part of the transitioning-out process.	Section 3-O
9.4.2	Demonstration of experience through details and examples of how the proponent's revenue sources for PBS can be assigned to the City.	Section 3-O

9.5. Operation, Maintenance, and Customer Service

If the City requires the Proponent to transition its PBS operation and maintenance program including policies, processes, procedures, guidelines, manuals, schedules, work tools, knowledge transfer, etc. to the City or another third party for continued operations of the PBS, the following requirements will apply. Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
9.5.1	Plan to transition PBS and processes to the City or a third party.	Section 3-O
9.5.2	Demonstration of expertise and experience by providing details and examples of how the proposed transitioning-out process would be smooth and seamless to PBS Users.	Section 3-O

9.6. Reuse, Recycle, and Disposal

One of the City's objectives is to become the Greenest City by 2020. Fill in the applicable section of the Proposal Response Template with detailed information on how you intend to address each of the following requirements:

	Requirement	Response Section(s)
9.6.1	Plan to reuse, recycle, or dispose PBS components, equipment, tools, materials, etc. in an environmentally responsible manner as part of your proposed transitioning-out process.	Section 3-O

9.7. Other Related Information

If you'd like to provide additional information for your transitioning-out process, fill in the applicable section of the Proposal Response Template:

	Requirement	Response Section(s)
9.7.1	Provide any other information related to your transitioning-out process for consideration by the City.	Section 3-O



September, 14th 2015

LETTER OF ASSURENCE

To whom it may concern,

This letter represents that at this time CycleHop is financially viable and solvent. CycleHop confirms that we and our subcontractors have the financial capacity to complete this project under the proposed plan and the undertaking of this project will not put any undue financial burden on us.

Sincerely,

Josh Squire
CEO
Cyclehop Corp Canada / Cyclehop, LLC















s.21(1)

s.17(1), s.21(1)