

## APPENDIX 4 – DRAFT STATEMENT OF WORK

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### 1. Introduction

#### 1.1. Project Overview

The City of Mississauga (City) is preparing to introduce a shared micro-mobility program. The City is seeking proposals from shared micro-mobility Service Providers to deliver additional mobility options to residents and visitors in Mississauga.

Phase 1 of the Micro-mobility Program Development project assessed different program models for implementation, with the final report recommending a privately owned and operated system that provides both electric pedal-assist bicycles and electric kick-style scooters in a hybrid model permitting docked and dockless parking. The City is seeking up to two (2) Service Providers to deliver these shared micro-mobility services city-wide.

#### 1.2. Background

The freedom to move is at the heart of the Transportation Master Plan Vision for Mississauga. Everyone and everything will have the freedom to move safely, easily, and efficiently to anywhere at any time.

Quality of life in the city depends on people having reliable access to the people, places, and things they need and enjoy. That access must be available to all people, regardless of their reason for travelling, time of travel, destination, journey length, or personal circumstances. Micro-mobility systems can provide greater access across the City as first and last mile solutions to connect to destinations or compliment higher order transit.

Several key City policy documents support a shared micro-mobility program in the City of Mississauga, including:

- Cycling Master Plan (2018), which recommended exploring the feasibility of a bike sharing system in Mississauga.
- Transportation Master Plan (2019), which called for the creation of a micro-mobility policy framework.
- Smart Cities Master Plan (2019), which has a goal to focus on mobility that provides freedom of movement, active transportation, and future oriented multimodal options with integrated technologies improving access and choice.
- Climate Change Action Plan (2019), which includes an action for Mississauga to encourage and enable micro-mobility systems to help the city achieve GHG emission reduction targets.
- Economic Development Strategy (2020-2025), which includes a priority action to set a regulatory framework for electric bikes and scooters and secure private sector investment to support.

In turn, “Bikes, E-Bikes, and E-Scooters: Expanding Mississauga’s Transportation Options”, a report on micro-mobility systems in Mississauga, was completed by staff in response to the

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actions set out by the aforementioned plans and policies and presented to General Committee at its meeting on October 30, 2019 ([GC-0577-2019](#)).

Staff were directed to initiate the development of a regulatory framework to encourage and enable a phased introduction of micro-mobility systems in the City of Mississauga.

Shortly after, on November 27, 2019, the Province of Ontario announced a five-year pilot program to allow electric kick-style scooters (e-scooters) on municipal roads in Ontario, beginning on January 1, 2020 ([O.Reg.389/19](#)). The pilot will be the Province's primary tool in informing the feasibility of a permanent e-scooter framework. It is stipulated that local municipalities must amend their existing by-laws in order to opt-in to the pilot.

While minimum safety requirements (speed, operating age, etc.), have been established by the Province, it is the responsibility of participating municipalities to determine all other regulatory requirements.

On September 28, 2020, City Staff conducted a cross-departmental visioning session for micro-mobility in Mississauga. The session resulted in the development of eight strategic pillars intended to guide the micro-mobility project.

A corporate report including the above-mentioned vision was considered by General Committee at its meeting on December 2, 2020.

As a result, Council adopted City staff recommendations to enact all necessary by-laws to permit and regulate the use of personal e-scooters in Mississauga ([GC-0358-2020](#)), leading to approved amendments to the City Traffic, Transit, and Parks by-laws. The bylaw amendments do not grant authority to shared e-scooter companies to provide services in Mississauga; rather, the details surrounding the implementation of shared micro-mobility services in Mississauga will be determined through subsequent phases of the overall micro-mobility project.

In 2021, the City retained IBI Group to assist staff in completing Phase 1 of the Micro-mobility Program Development project. The goal of this first phase was to identify a recommended vehicle type (or types), system model, and governance model most appropriate for the City. IBI Group's findings and final report were considered by General Committee at its meeting on June 15, 2022 ([GC-0409-2022](#)).

### 1.3. Project Goals and Objectives

The following eight strategic pillars for micro-mobility in the City of Mississauga, endorsed by Council on December 9, 2020, will guide the development of the shared micro-mobility program:

- **Accessibility and Ease of Use** – avoid creating accessibility barriers to the extent possible and ensure systems are available for use to all residents (geographically, financially, physically);
- **Addressing Climate Change** – reduce vehicular traffic congestion/move people rather than cars and improve mode share for active transportation;

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- **Build Sense of Community** – nurture community by developing a vested interest in micro-mobility, including public art components;
- **Education** – improve residents’ understanding of the rules of using micro-mobility systems;
- **Leverage and Partner with Business** – monetize or capitalize on the presence of micro-mobility, including sponsorship and the use of micro-mobility vehicles for goods movement;
- **Mobility as a Service** – provide a wide variety of ways to move around the city, including combining modes of travel;
- **Safety** – build complete streets, including separated active transportation corridors; and
- **Supporting Infrastructure and Policies** – create a robust and sustainable financial model, and address liability and risk.

### 2. Evaluation Process

#### 2.1. Mandatory Submissions Requirements

The Proposal should contain the following information in the order it appears below:

RFP Component	Section	Questions/Requirements
Firm’s Experience on Similar Projects	Qualifications	Question(s): #1 <b>Other Requirements:</b> References
Project Staff	Staffing and Human Resources	Question(s): #2- #7 <b>Other Requirements:</b> Staffing and Human Resources Plan
	Sub-contractors	Question(s): #8 <b>Other Requirements:</b> List of Sub-contractors
Project Understanding and Approach	Governance	Question(s): #9
	Project Workplan and Schedule	Question(s): #10 <b>Other Requirements:</b> Project Workplan and Schedule
	Equipment Requirements	Question(s): #11 - #18
	System Design	Question(s): #19 - #29

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Environmental Impact	Question(s): #30- #32 <b>Other Requirements:</b> Environmental Impact Plan
Pricing Structure and Pay Elements	Question(s): #33 - #39 <b>Other Requirements:</b> Pricing and Payment Plan
Equity	Question(s): #40 - #41 <b>Other Requirements:</b> Equity Plan
Monitoring and Evaluation	Question(s): #42
Data Sharing and Privacy	Question(s): #43 - #46 <b>Other Requirements:</b> Data Sharing and Privacy Plan
Compliance, Security and Enforcement	Question(s): #47 - #53 <b>Other Requirements:</b> Compliance, Security and Enforcement Plan
Rebalancing, Parking, and Right-of-Way	Question(s): #54 - #62 <b>Other Requirements:</b> Parking and right-of-way management plan
Fleet and Station Area Maintenance	Question(s): #63 - #70 <b>Other Requirements:</b> Fleet and Station Area Maintenance Plan
Customer Service	Question(s): #71 - #75 <b>Other Requirements:</b> Customer Service Plan
Marketing, Communication and Education	Question(s): #76 - #86 <b>Other Requirements:</b> Marketing, Communication and Education Plan

In your proposal, reference the question numbers you are responding to in order to be awarded full points for your response. In some sections, you will be asked to prepare a plan. Plans should function as standalone documents. For each plan, please respond to the questions within the section and provide any relevant additional information. Refer to

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Appendix F: Service Levels for the expected level of service to be provided by the Successful Service Provider(s).

### **2.2. Evaluation of Technical Submission**

The City will review and score all proposals received within the RFP period that meet the minimum proposal requirements. Proposals will be evaluated based on the information delivered by the Service Providers.

See Appendix D: Proposal Requirements Checklist. Applicants must submit the complete checklist as part of their proposal.

### **2.3. Demonstrations**

The City will invite up to three (3) Service Providers to demonstrate their equipment and technology to the evaluation team. Shortlisted Service Providers will be notified by Tuesday, December 5, 2023. Service Providers will be asked to demonstrate the vehicles, stations, and technologies. Demonstrations will occur on Wednesday, December 13, 2023.

### **2.4. Service Provider Selection**

Based on scoring of the technical submissions and demonstrations, the City will select a Service Provider or Service Providers, and enter into negotiations towards an Agreement. The top ranked Service Provider(s) will be notified by Wednesday, December 20, 2023.

## **3. Qualifications and Experience**

The City is looking for a Service Provider or Service Providers with positive working relationship with communities comparable to Mississauga, have a demonstrated sustainable business model, and are able to sustain long-term operations.

### Question:

1. Provide details of experience operating systems with similar scope and complexity. Demonstrate the company's financial stability. Include examples of how you have met the requirements listed in this Statement of Work.

### **3.1. References**

Service Providers are required to submit at least three references, preferably for work assignments that are similar in type, scope, size and/or value to the work sought in this RFP and within the last five years. References must include:

- Name and title of reference
- Name of agency/company
- Agency/company contact information (email, phone number, and address)
- Contact information for the individual contact person, not agency/company (email and phone number)

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Other Requirements: List of References

### 4. Staffing and Human Resources

The Successful Service Provider(s) will have policies in place that promotes diversity and inclusivity in the workplace, building upon the [NABSA Workforce Diversity Toolkit](#).

The Service Providers must provide details on which hiring practices will be utilized to hire local staff to operate the system and are encouraged to adopt hiring practices that provide jobs at a living wage with benefits. Resources for becoming a living wage employer can be found at the [Ontario Living Wage Network](#). A Staffing and Human Resources Plan is required and must include the following information:

2. Describe your proposed organizational structure and anticipated interrelationship with the Project Team, including your plan for number of staff that will be hired to operate and maintain the system. It is expected that the Successful Service Provider(s) will have a manager available to attend in-person meetings with the Project Team and other major stakeholders. Include an organizational chart that indicates staff names and/or titles, including their roles and responsibilities.
3. What hiring practices will be utilized to employ local staff and promote a diverse, inclusive, and equitable workforce?
4. Describe any policies or practices in place to support employee development and retention.
5. Describe any policies or practices in places to help maintain/support staff from historically underrepresented, marginalized, and/or vulnerable communities.
6. Will a living wage with benefits be offered to staff?
7. What materials will be utilized during the training of staff (e.g. educational and communication training materials)?

#### 4.1. Sub-Contractors

Service Providers are required to provide a list of sub-contractors (if any), their qualifications, and the type of work they will be hired to complete.

Question:

8. Describe any work that will be sub-contracted.

Other Requirements: List of Sub-contractors

### 5. Governance

The City is seeking up to two (2) Service Providers to deliver a shared micro-mobility program within Mississauga. The City's preference would be to work with a single provider; however, the option for two (2) Service Providers is available in case a single provider is unable to meet the program expectations and requirements listed in this document and its appendices.

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The Successful Service Provider(s) will work closely with the Shared Micro-mobility Project Team and major stakeholders to ensure the program is a success. It is expected that the Successful Service Provider(s) shall supply, operate, maintain, and own all of the micromobility devices and related equipment deployed in the field.

Question:

9. Are there parts of the program that would vary based on the number of Service Providers?

### **5.1. Length of Contract**

The term of the Agreement shall be for a three (3) year period (“Term One”) which will commence upon execution of the Agreement with the Successful Service Provider(s). The term of the Agreement may be extended by the City for a maximum of one (1) additional two-year term (“Term Two”) at the sole discretion of the City. There is no obligation on the City to extend the Agreement. Should the City decide to extend the Agreement, such extension shall be on the same terms and conditions of the original Agreement including price, unless otherwise negotiated by the parties.

#### **5.1.1. Schedule**

The City is seeking up to two (2) Service Providers that will be able to do a full system launch in April, 2024. The Service Provider(s) will be expected to provide the City with a detailed work plan and schedule that outlines each task and target dates for progress. The Successful Service Provider(s) will be required to highlight any changes/delays in the project schedule, and provide justification for the change.

Question:

10. How will you meet the desired system launch date? Describe the pre-launch planning tasks and expected timeline to complete each one.

Other Requirements: Project Work Plan and Schedule

### **5.2. Available Funding and Grants**

The City will not be providing funding or grants for the system in 2024. The City anticipates the Successful Service Provider(s) will collect user fees and generate other revenue streams to cover the program capital and operating costs.

Funding may be available in future years to support equity initiatives.

## **6. Safety**

In 2018, the City of Mississauga officially committed to Vision Zero through a Council-approved motion meaning City staff and elected officials are working toward a goal of zero fatalities and serious injuries from collisions on city streets. The Vision Zero approach prioritizes safety for all

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road users by slowing speeds, educating people, and enforcing laws to support safer behaviour on the roads.

Upon contract award, the Successful Service Provider(s) will be required to submit a Safety Plan highlighting how their system and operations will prioritize safety.

### 7. System Requirements

#### 7.1. Equipment Requirements

##### 7.1.1. Vehicle Specifications

The City is seeking a system that provides both electric pedal-assist bicycles (e-bikes) and electric kick-style scooters (e-scooters) in a hybrid model permitting docked and dockless parking.

The vehicles are expected to have front and rear automatic lights, a bell, and a locking mechanism that enables them to be locked to bike parking rings/racks, and a company name and unique identification number that is visible from a distance.

All electric pedal-assist bicycles must meet Ontario Highway Traffic Act requirements, [Provincial requirements for electric bicycles in Ontario](#), be equipped with height adjustable, theft-proof seat posts, have front and rear fenders, have a chain guard, have a front basket or rack for cargo, have a step through frame, and have comfortable seats. Provincial regulations require that all e-bike users wear a helmet.

All electric kick-style scooters must comply with the [Ministry of Transportation's \(MTO\) electric kick-style scooter pilot regulations](#) and be capable of emitting an acoustic warning system that can be deactivated upon the Project Team's request. Provincial regulations require that e-scooter users under 18 years of age wear a helmet.

#### Questions:

11. Provide a detailed description of the vehicles, including manufacturing specifications, with a drawing, brochure, or other form of documentation, showing how they will meet the provincial regulations and any other vehicle requirements listed above. Include any on-vehicle technologies that would improve safety and positively impact the public realm by monitoring and prohibiting sidewalk riding and riding in other restricted areas, or the misparking of vehicles.
12. Will any of the device specifications exceed the required regulations? If yes, describe how.
13. Describe how the devices will:
  - a. Accommodate riders of different sizes or abilities, making micro-mobility possible for more people. If you are including any adaptive bicycle types in the fleet (e.g., tricycle, cargo, handcycle, recumbent, etc.), describe how they will be made available.



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b. Respond to weather or surface conditions.

14. The Service Provider must ensure that helmets are available for users required to wear a helmet and those who wish to. How will you ensure users have access to clean, safe, properly fitting helmet anytime they rent an e-bike or e-scooter?

### 7.1.2. Station Specifications

The City's is seeking a system that follows a hybrid-parking model, permitting both docked, and dockless parking for both the e-bikes and e-scooters. The City will work with the Successful Service Provider(s) to determine appropriate locations for parking stations. The preferred station location is on-road in parking spaces. Parking stations may also be located in the boulevard furnishing zones between the roadway and the sidewalk or in public spaces where on-road parking is not feasible. The stations should be a physical asset and have consistent branding and signage

#### Questions:

15. Describe the typical size and configuration of installations in the public right-of-way. Describe any equipment (e.g. docks, racks, signage, bollards, fencing, paint, etc.) to be installed in the right-of-way to establish parking locations. Provide concepts for the following parking station types:
- a. On-road parking space
  - b. In Boulevard
  - c. In a constrained furniture zone/boulevard
  - d. At a trailhead
16. Describe how parking need and capacity will be determined and how public rights-of-way will be analyzed to determine if existing parking infrastructure will meet demand.
17. Describe how you will work with public and private entities to establish parking areas outside of the public right-of-way; particularly, businesses, local employers, and schools.
18. Stations should have a consistent branding and/or signage to identify them as part of the shared micro-mobility system. Provide images of your branded e-bikes, e-scooters, and stations and describe opportunities, if any, to add customized program branding, such as City specific branding or sponsor logos added to station, vehicle, or app and website elements.

## 7.2. System Design

### 7.2.1. Number of Vehicles

As per the City's Recommended Preliminary Service Areas for Shared Micro-mobility study, (see Appendix E), 300 e-bikes and 900 e-scooters were identified as an appropriate number of vehicles for the service area size and population. The City expects the agreed upon

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minimum number of vehicles to be deployed at all times while the system is operational. The vehicles should be distributed across the service area. If more than one Service Provider is selected by the City, the total number of devices will be split between the Successful Service Providers.

### Questions:

19. Given the desired fleet sizes identified in the Preliminary Service Area study, how many vehicles would you include in your fleet and why?
20. How many vehicles would you have deployed at minimum during operation and how would you phase these vehicles in?
21. Describe how the fleet will be distributed to provide adequate and equitable access across the service area.

### **7.2.2. Service Areas**

The expected service area for the Shared Micro-Mobility Program would encompass the entire City. The service area in this agreement includes publicly owned land but does not extend to privately owned land. The Successful Service Provider(s) will need to enter into an agreement with third party landowners to permit the operation or parking of micro-mobility devices on land that is not publicly owned.

The Service Provider(s) will be able to reference service area mapping from the Recommended Preliminary Service Areas for Shared Micro-mobility study (Appendix E) which identifies recommended service areas, no parking zones, and station locations.

### Questions:

22. Will the Service Provider be able to provide service across the entire City? If not, explain, and identify which areas would be included in the service area.
23. To ensure equitable access to devices, the City is interested in a system that ensures access to a shared micro-mobility device within a maximum walking range of 500m. Describe how parking locations and stations will be spread across the City and how equitable access to devices will be considered.
24. Will the Service Provider be seeking to enter into any agreements with private landowners to permit the use/parking of e-bikes and e-scooters?

### **7.2.3. Regulated Zones**

The City will work with the Successful Service Provider(s) to identify and establish no-ride, slow-ride, and no-parking zones for e-bikes and e-scooters. The Successful Service Provider(s) will be required to show any no-ride, slow-ride or no-parking zones in their app.

The City currently permits the use of e-bikes anywhere a regular bike is permitted. This includes on-road, in bike lanes, on multi-use trails, and on park trails. They are not permitted on sidewalks.

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The City has amended its [Traffic](#), [Transit](#), and [Parks](#) by-laws to allow the use of e-scooters on:

- Public roadways in Mississauga with a posted speed limit of up to 50 km/h.
- Cycling infrastructure (i.e. multi-use trails along roadways and bike lanes).

e-scooter are not permitted to operate on:

- Sidewalks, except for the purpose of directly crossing a sidewalk.
- Public roadways with a posted speed limit of more than 50 km/h.
- Trails within City parks.
- City-owned land not designated as public roadways (e.g. Transit terminals).The Mississauga Transitway.

E-bikes and E-scooters should have a maximum speed of 20 km/h with the ability to limit electric speed at 10 km/h in identified slow-ride zones.

### Questions:

25. Describe what technologies will be used to implement no-ride, slow-ride, and no-parking zones. Have these technologies been deployed in other Cities, and if yes, how successful is it at preventing riding, speeding, and/or parking in regulated/restricted areas?
26. How will vehicles safely approach the transition between regulated/restricted zones? (i.e. vehicle response, communication with user, etc.)
27. Will any wayfinding or other guidance be offered to help users navigate regulated zones and make it easier for users to plan trips and know where to ride and park?

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### 7.2.4. Transit Integration

The City is interested in integrating micro-mobility and transit systems.

#### Questions:

28. Describe how you will manage operations to ensure high-quality integration and experience with the City’s transit system including transit stations and terminals, transit-oriented communities, transit ways, park and ride facilities, GO train and bus stations, and the future Hurontario LRT system.
29. Describe your plan, if any, for encouraging trips to start or end along key transit lines or at transit hubs, including how you plan to advertise any incentives to users.

### 7.3. Sponsorships

The Successful Service Provider(s) will be responsible for securing sponsorships for the system, if desired. Sponsorships must be in line with the City’s policy “Advertising and Sponsorship with the City” ([Policy Number: 03-09-01](#)) and be approved by the Project Team.

### 7.4. Environmental Impact

The City is interested in a system that can reduce environmental impacts and increase climate resiliency. The Service Provider will be required to submit an Environmental Impact Plan to ensure the operation of the system minimizes environmental impacts.

#### Questions:

30. How shared e-bikes and e-scooters will contribute to the City’s greenhouse gas reduction targets and support the City of Mississauga Climate Change Action Plan (2021)?
31. What business practices will be put in place by the Service Provider to reduce emissions and environmental impacts, including measures related to fleet redistribution and fleet maintenance?
32. Any features or measures that have been taken to reduce the vehicle’s environmental impact over its lifecycle.

Other Requirements: Environmental Impact Plan

### 7.5. Pricing Structure and Payment Elements

The City wants to ensure that micro-mobility is an affordable and accessible transportation option for residents, workers, and visitors. The Service Provider must provide a Pricing and Payment Plan that includes information on memberships, user fees, and payment options.

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### 7.5.1. Memberships

Providing memberships that allow regular riding at a discounted rate is encouraged. Membership categories such as corporate, students, and low-income memberships are recommended.

#### Questions:

33. Describe any membership types you plan on providing.
34. Are you willing to provide discount membership programs? Provide details and examples of how this could operate.

### 7.5.2. User Fees and Payment Options

The Successful Service Provider(s) retain(s) the right to set and change the pricing and user fees; however, they must consult with the City before doing so. Charging premium fares based on trip origin/destination will not be permitted.

When determining fee structures, the Successful Service Provider(s) should ensure they do not encourage risk taking. Studies have found that, time based fee structures (e.g. by-the-minute rentals) can be an incentive to speed or to ignore operating rules and etiquette in order to save money. The City recommends that the Successful Service Provider(s) consider other fee structures such as fixed-amount trip charges, distance-based charges, or membership fees.

#### Questions:

35. Provide details of the proposed fee structure charged to users of the program. To lower barriers to entry, a simple pricing structure (annual, monthly, and per trip) is recommended.
36. Describe your billing and customer service plan for lost or damaged devices and those operated or parked in restricted areas.
37. Are there any additional fees you anticipate charging the user? If yes, how will those fees be communicated to the user?
38. Describe the payment forms that will be accepted (e.g. credit card, cash, debit card, etc.) and options, if any, available to individuals without a phone and/or credit card to access the shared micro-mobility devices.
39. Will you implement equity zone pricing (trips that start and/or end in equity zones are discounted with no proof of income necessary)? Do you have experiencing using that pricing model in other regions or municipalities?

#### Other Requirements: Pricing and Payment Plan

### 7.6. Equity

The Service Provider must provide details on how they will remove barriers related to accessibility, language, cost, and technology through an Equity Plan. The plan should consider

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service areas, station locations, vehicle types, discounted memberships, payment options, ability to rent devices, and community outreach and partnerships. The Successful Service Provider’s Equity Plan will be made publicly available.

The City of Mississauga defines an equitable shared micro-mobility program as one that increases access to affordable mobility options for people regardless of their race, ethnicity, income, gender, age, sexual orientation, primary language, immigration status, or other markers of social identity. An equitable shared micro-mobility program in Mississauga will be planned and operated so that people from marginalized communities have the ability to influence decisions in a way that addresses their needs and concerns.

### Question:

40. Describe any experience you have implementing programs to support equity initiatives/objectives and how that experience could be applied to the City of Mississauga.
41. What rental options will be provided to ensure users can rent a device without needing a cellphone or data plan?

### Other Requirements: Equity Plan

## **8. Operations**

### **8.1. Monitoring and Evaluation**

The City will be monitoring and evaluating the performance of the Successful Service Provider(s). The following eight strategic pillars for micro-mobility in the City of Mississauga, endorsed by Council on December 9, 2020, will form the foundation of the Monitoring and Evaluation Framework for the Shared Micro-mobility Program.

- Accessibility and Ease of Use
- Addressing Climate Change
- Build Sense of Community
- Education
- Leverage and Partner with Business
- Mobility as a Service
- Safety
- Supporting Infrastructure and Policies

The Monitoring and Evaluation Framework lays out the goals and objectives of the program as well indicators of success and a list of data the City will need to collect to evaluate the program.

Following the system launch, staff will use the monitoring and evaluation framework to work closely with the Successful Service Provider(s) to continually adjust the program and improve safety and accessibility for all users should any concerns arise.

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Appendix G: Monitoring and Evaluation Framework, outlines the Goals, Objective, and Indicators the City will be monitoring.

Question:

42. Describe how you will support the City in meeting the program goals and objectives.

### **8.2. Data Sharing and Privacy**

The Successful Service Provider(s) will be required to provide the following information to ensure the program goals and objectives are being met. Detailed data requirements are provided in Appendix H. The Appendix includes data requirements for:

- System Operation
- Customer Service
- Communication
- Safety and Compliance
- Maintenance and Rebalancing
- Equity

The Service Provider must provide a Data Sharing and Privacy plan that answers the questions below, and includes a copy of the privacy policy that users would need to agree to.

Questions:

43. Describe your plan to publish data (e.g. GBFS, MDS) so that third-party applications can utilize the data.
44. Describe how the data requested by the City of Mississauga will be distributed, and what data transfer systems/processes to share the data with partners who will perform analysis on the data be available?
45. Is there additional data you can share with the City of Mississauga that will support the evaluation process and progress made on achieving the goals listed above?
46. How will you ensure user privacy is maintained?

Other Requirements: Data Sharing and Privacy Plan

### **8.3. Operating Fees and Liquidated Damages**

The Successful Service Provider(s) will be charged fees and liquidated damages to offset the administrative and enforcement costs incurred by the City. The fees will be used to invest and program capital and operating improvements

#### **8.3.1. Fee Schedule**

The Successful Service Provider(s) will be required to pay the following fees:

- \$5,000 Annual Administration Fee;
- \$10 Annual Fee per E-Bike

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- \$55 Annual Fee per E-Scooter
- \$0.01 per trip for E-Bikes
- \$0.05 per trip for E-Scooters

### 8.3.2. Security Deposit and Liquidated Damages

The Successful Service Provider(s) will be required to provide a revolving security deposit in the amount of twenty-five thousand dollars (\$25,000) following execution of the Agreement.

- The Successful Service Provider(s) will be required to replenish the security deposit should it fall under five thousand dollars (\$5,000).
- Liquidated damages will be withdrawn from this security deposit, when required, should the City need to intervene if the Successful Service Provider(s) do/does not address operating issues within the timeframes outlined in the Agreement.
- A list of Liquidated damages can be found in Appendix F.

### 8.4. Compliance, Security and Enforcement

To ensure public safety, it is expected that the Successful Service Provider(s) will have mechanisms in place to monitor and control the use of vehicles and promote compliance and proper use (e.g., prohibit sidewalk riding, prevent misparking of vehicles, etc.). A Compliance, Security, and Enforcement Plan is required.

#### Questions:

47. The City reserves the right to remove or re-park devices that are parked in contravention of any City by-laws or this Agreement, or are creating a hazard or threat to public safety. Describe what system access would be provided to the City to manage infractions or hazards as they arise.
48. Describe how you will track emergency and non-emergency non-compliance (from notification to response).
49. The Service Provider will be required to notify the City if any instances of non-compliance are not addressed within the set response time. The notification should be sent to the City as soon as the set response time has elapsed if the non-compliance has not been addressed (applicable liquidated damages will be charged). Describe how the Service Provider will notify the City of any non-compliance not addressed within the set response time.
50. How will you ensure compliance with all City by-laws and other applicable rules and regulations?
51. How will you discourage and reduce the risks of use by intoxicated users?
52. Describe your ability to remotely lock or stop a device and remove riders after repeated violations.
53. How will you reduce the risk of vehicle theft, abandonment, and vandalism?



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Other Requirements: Compliance, Security, and Enforcement Plan

### **8.5. Rebalancing, Parking, and Right-of-Way**

It is expected that the Successful Service Provider(s) will conduct rebalancing as part of the everyday operations to provide devices throughout the service area, ensuring access to devices and meeting demand. The City is interested in approaches to rebalancing that utilize low/no carbon technology. The Service Provider must provide a detailed Parking and Right-of-Way Management Plan:

Questions:

54. Lessons learned from experiences in other municipalities and relevance to Mississauga.
55. How frequently will the operator be rebalancing devices to ensure coverage throughout the service area?
56. How will the Service Provider address parking and rebalancing in low density parts of the City where use and turnover is not as frequent?
57. How the Service Provider will ensure that each device is properly parked, up-right, locked, and in a designated zone, whenever it is not being rented and how they will adjust, re-park, or remove any device that is not parked in accordance with this agreement.
58. Ability to undertake proactive parking monitoring across the service area.
59. Response time to addressing misparked devices.
60. Describe any technology or wayfinding that will be used to assist users in finding appropriate parking locations and available devices.
61. Any rider incentives to re-locate devices to less crowded areas.
62. Procedures for responding to an identified problem of consistent over-concentration, or lack, of devices at a specific location.

Other Requirements: Parking and right-of-way management plan

### **8.6. Fleet and Station Area Maintenance**

It is expected that the Successful Service Provider(s) will be able to conduct regular maintenance activities on their vehicles and station areas for users and public safety. The Service Provider will provide a Fleet and Station Area Maintenance Plan.

Questions:

63. How maintenance feedback will be received and addressed, including expected timelines.
64. How repair work and vehicle maintenance requirements will be tracked.
65. How charging of e-bikes and e-scooters will be carried out.

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66. Describe your maintenance plans for both regular service intervals as well as emergency repairs to ensure the devices and any equipment are in safe and working condition at all times.
67. What are your procedures and protocols for extreme weather, emergencies, and special events.
68. The Successful Service Provider(s) will be expected to operate e-bikes throughout the year and e-scooters a minimum season from April 1 to November 30, annually. Provide a winter maintenance and fleet winterization plan, including any experience the Service Provider has operating a shared micro-mobility system in a winter climate similar to Mississauga.
69. How the Service Provider will ensure that spaces where devices are parked are kept orderly, clean, and free of litter.
70. The Successful Service Provider(s) will be required to train staff and/or independent contractors on safe and legal parking when retrieving vehicles for recharging, maintenance, or rebalancing. Describe your plan for ensuring safe practices.

Other Requirements: Fleet and Station Area Maintenance Plan

### **8.7. Customer Service**

The Successful Service Provider(s) must be able to receive feedback 24/7 through a variety of channels. The Successful Service Provider(s) will be expected to produce a Customer Service Plan.

Questions:

71. How will the Service Provider accept and handle questions or complaints from the public, City, and others (e.g., phone number, email, web form, app, etc.), including expected response times?
72. How will individuals be notified once the issue they raised is addressed?
73. How will questions and complaints be logged and shared with the City?
74. How will the service provider ensure customer service is available in multiple languages, including English, French, Urdu, Arabic, Mandarin, Polish?
75. How will users and community members report injuries, collisions, infractions, and/or safety concerns?

Other Requirements: Customer Service Plan

### **8.8. Marketing, Communication, and Education**

The Successful Service Provider(s) will be required to develop a Marketing, Communication, and Education Plan prior to launch. Successful communications include the ability to provide clear and effective messaging to diverse populations using a variety of communication methods.

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### Questions:

76. Describe your plan to publicize and market the program.
77. Describe how you plan to educate potential riders on how to use the system, including how rent a device, payment options and discount programs, how to operate the device, etc.
78. Describe how you plan to educate riders on safe riding behaviours, regulations, and parking, including how you plan to communicate penalties for noncompliance to riders. Will skills courses be offered? Are your devices capable of operating in a “beginner mode” (see Appendix F for definition)?
79. Describe the different communication methods you plan to use (e.g. videos, social media, signage, pop-ups, etc.)
  - a. Cultural breadth and accessibility of the Marketing, Communication, and Education Plan.
  - b. Describe how you will promote ridership in low-income communities, communities of colour and other equity-seeking groups.
80. Describe how you will form community partnerships and ensure people from marginalized communities have the ability to influence decisions in a way that addresses their needs and concerns.
81. Describe other engagement efforts focused on increasing adoption in the community and creating a sense of community ownership for the system. Have you used paid local ambassadors in other systems to form a better connection with the community?
82. What are proven examples of positive public outreach activities you have done elsewhere?
83. Describe your expectations of support from the City for marketing, education, and community engagement.
84. Describe how you will engage with the public, Council, staff, and Advisory Committees throughout the program term.
85. How will your marketing and education strategies evolve over the course of the program?
86. Describe how you will increase ridership each year.

Other Requirements: Marketing, Communication, and Education Plan

### **9. List of Appendices:**

Appendix D: Proposal Requirements Checklist

Appendix E: Service Areas for Shared Micro-mobility

Appendix F: Service Levels

Appendix G: Monitoring and Evaluation Framework

## **APPENDIX 4 – DRAFT STATEMENT OF WORK**

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Appendix H: Data Requirements