AODA Toolkit

Service Provider Master Agreement

BETWEEN:

Local Authority Services

a corporation incorporated under the laws of Ontario

hereinafter referred to as “LAS”

-And-

Left Turn Right Turn Ltd.

a corporation incorporated under the laws of Ontario

hereinafter referred to as “LTRT”

THIS AGREEMENT is made on the 16th day of November, 2026 (the "**Effective Date**").

WHEREAS LTRT is an Accessibility Training and Consulting company that is able to provide public sector organizations with solutions related to AODA Toolkit;

AND WHEREAS LTRT was a successful bidder on RFP 2025-002 (AODA Accessible Services Toolkit)

AND WHEREAS LAS wishes to retain LTRT to perform certain AODA Toolkit Services as set forth herein;

NOW THEREFORE, this Agreement witnesses that, in consideration of the premises and the mutual covenants herein contained and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, the Parties agree as follows:

ARTICLE 1
INTERPRETATION

1.1 In this Agreement:

"Administration Fees" means the administration fees payable by LTRT to LAS as set out in Schedule 2;

"Agreement" means this AODA Toolkit Service Provider Master Agreement together with all Schedules attached hereto and as it may be amended, restated or replaced from time to time;

"AMO" means the Association of Municipalities of Ontario;

"Contract" means a written Agreement between a Member and LTRT pursuant to which LTRT, directly, or through a Third-Party Service Provider, agrees to provide Deliverables to the Member;

"Deliverables" means the solution(s), product(s) and/or associated technology provided by LTRT under the AODA Toolkit and as outlined in Schedule 1.

"includes" or "including" means includes or including without limitation;

"LTRT Services" means the Responsibilities of LTRT as set out on Schedule 1; "LAS Services" means the Responsibilities of LAS as set out in Schedule 1;

"Member" or "Members" means every municipality, local government professional body, public sector organization, school board, colleges, universities, hospitals, not-for-profit organization, or indigenous self-governing body that is active in the local government sector in Ontario as defined under the *Municipal Act*, 2001 S.O. 2001 c.25, or an association, board, or community that is a member of LAS, or any potential member of LAS;

''Party" means each of LAS and LTRT, and LAS and LTRT are collectively referred to as the "Parties";

"Project" means any individual project or transaction with a Member related to AODA Toolkit or its Deliverables.

''Third Party Service Providers" means any unaffiliated person, company, or entity that (a) performs contracted services on behalf of LTRT in connection with this Agreement or (b) is

otherwise engaged by or on behalf of LTRT in an agreement related to AODA Toolkit with LAS, its affiliates or Ontario's municipal sector, and as outlined in Schedule 1.

1.2 In this Agreement:

(a) words denoting the singular include the plural and vice versa and words denoting any gender include all genders;

(b) any reference to a statute shall mean the statute in force in the Province of Ontario as at the date hereof, together with all regulations promulgated thereunder, as the same may be amended, re-enacted, consolidated and/or replaced, from time to time, and any successor statute thereto, unless otherwise expressly provided;

(c) all dollar amounts are expressed in Canadian dollars;

(d) the division of this Agreement into separate Articles, Sections, Subsections, Schedule(s) and Appendices and the insertion of headings is for convenience of reference only and shall not affect the construction or interpretation of this Agreement; and

(e) words or abbreviations which have well known or trade meanings are used herein in accordance with their recognized meanings;

1.3 The Schedule(s) set out below are attached to and form part of this Agreement:

Schedule 1 – AODA Toolkit Roles & Responsibilities

Schedule 2 – Administrative Fees & Pricing

Schedule 3 – AODA Toolkit Scope of Work

Schedule 4 - Exclusions

Schedule 5 – RFP Submission Package

ARTICLE 2
TERM

2.1 The term of this Agreement shall commence upon signing and shall remain in full force and effect for a period of four (4) years from the date of this agreement subject to extension or earlier termination as set forth in this Agreement.

2.2 The term of this Agreement may be extended by the Parties for a further period of up to two (2) one (1) year renewal periods, commencing on the day immediately following the last day of the then-current term or the renewal term, as applicable, provided that the Parties mutually agree to such extension on or before that date which is sixty (60) days prior to expiry of the then-current term or renewal term, as applicable. If such mutual agreement is not made by the required date, this Agreement shall expire on the last day of the then-current term or renewal term, and shall be of no further force and effect. If this Agreement is extended, all terms and conditions, with the exception of this extension clause, contained herein shall remain in full force and effect.

2.3 This Agreement may be terminated at any time by either one of the Parties by giving sixty (60) days written notice to the other party. The Parties specifically agree that the notice and consideration provisions set forth in this Agreement constitutes reasonable, fair and equitable notice and compensation for damages, if any, which may be suffered by the Parties as a result of the termination of this Agreement. In no event shall either Party be liable to the other for any special, incidental, indirect, punitive or consequential loss or damage however caused and regardless of legal theory or foreseeability, including without limitation, loss of profits or revenue.

ARTICLE 3
FEES AND DISBURSEMENTS

3.1 In consideration of LAS providing the LAS Services, LTRT shall pay to LAS the Administration Fees set out in Schedule 2 as provided herein. Notwithstanding the terms of this Agreement, LTRT may, in its sole and absolute discretion, decide on what terms and conditions it shall enter into a Contract with each Member and shall not be obliged to enter into any Contract on terms and conditions not acceptable to it.

3.2 LTRT will submit every quarter, in the one-week period after the quarter ends, a report to LAS containing the following information:

3.2.2 Refer to Schedule 2 for required data and metrics.

3.3 Following receipt of the quarterly report, LAS shall provide to LTRT, an invoice setting forth the Administration Fees, and taxes due in connection therewith by LTRT to LAS with respect to the reported quarter.

3.3 , LTRT shall by pay the Administration Fees and taxes due in connection therewith to LAS within thirty (30) days after the later of:

a) receipt of the invoice from LAS

b) receipt of payment from client for completed Projects from the previous quarter.

3.4 If either Party fails to pay any amounts payable hereunder when due, such unpaid amounts shall bear interest from the due date thereof to the date of payment at the prime rate plus two percent (2%) per annum.

ARTICLE 4
STANDARD OF SERVICE AND PRODUCT SELECTION

4.1 LTRT shall perform the LTRT Services using suitably qualified and experienced personnel in a professional, diligent and timely manner.

4.2 LTRT shall, at its sole expense obtain and maintain during the Term of this Agreement, all permits, licenses and approvals required by applicable law in the Province of Ontario to perform its

duties and obligations under this Agreement and upon request by LAS shall provide it with proof thereof.

4.3 LTRT and LAS agree that LAS has the exclusive right to define the Deliverables under this Agreement.

4.4 LTRT agrees to work with LAS and cause LTRT's Third-Party Service Provider(s) to work as the service provider for this term of this Agreement, unless otherwise agreed to in writing. This includes honouring LAS-negotiated pricing, payment terms, and contractual obligations to be outlined in a joint letter of understanding between program partners, LTRT and LAS.

4.5 During the Term of this Agreement, LTRT hereby agrees that LTRT will not compete against LAS in sales of other Deliverables not listed but similar to those provided hereunder to Members in Ontario.

4.6 During the term of this Agreement, LAS hereby agrees to use reasonable commercial efforts to promote and negotiate the sale of the AODA Toolkit to Members and to promote the LTRT Services (set out in Schedule 1) in connection with any applicable Project awarded to LAS by Members.

4.7 Data Hosting & Software (if applicable)

a. Data shall be hosted in servers as permitted by LTRT;

b. Data must reside in Canada;

c. Provide Members the option to host data on own servers or through LTRT;

d. Host servers shall be kept up to date to ensure speed, security, backups, etc;

e. Develop and implement performance standards for data hosting process;

f. Software must be kept updated in accordance with current Canadian and Provincial standards and technology;

g. Work with customers through all steps of the process to ensure customer satisfaction.

ARTICLE 5
MODIFICATION OF SERVICES AND FEES

5.1 If there is any material change to the applicable law in the Province of Ontario governing this Agreement or the LTRT Services or LAS Services, or if there is a material change to the level of Service required under this Agreement due to changes in Third Party Service Provider operating procedures or requirements which adversely affects the Services to be provided by a Party hereto, such Party has the right to request modifications to this Agreement. The Party requesting modifications shall send the other Party written notice identifying the material change, its position on why modifications are required and the modifications sought. The other Party agrees to consider such requests acting reasonably.

5.2 In the event that the Party requesting modifications is unable to reach Agreement with the other Party on such modifications, including through the Dispute Resolution in Article 17, the requesting

Party shall have the right to terminate the Agreement in accordance with Article 14 – Orderly Termination.

ARTICLE 6
INDEMNIFICATION AND LIMITATIONS OF LIABILITY

6.1 LTRT shall indemnify and hold LAS, its affiliated companies (including for certainty, AMO), directors, officers, employees, agents and contractors harmless from and against any and all claims, demands, suits, losses, damages, liabilities, penalties, obligations, payments, costs and expenses and accrued interest thereon (including the costs and expenses of, and accrued interest on, any and all actions, suits, proceedings for personal injury (including death) or property damage, assessments, judgments, settlements and compromises relating thereto and reasonable lawyers' fees and reasonable disbursements in connection therewith) asserted against or suffered by LAS relating to, in connection with, resulting from, or arising out of (a) breaches of LTRT's obligations herein; (b) any misrepresentation, inaccuracy, incorrectness or breach of any representation or warranty made by LTRT contained in this Agreement; and/or (c) any LTRT negligent acts or omissions.

6.2 LAS shall indemnify and hold LTRT, its directors, officers, employees, agents and contractors harmless from and against any and all claims, demands, suits, losses, damages, liabilities, penalties, obligations, payments, costs and expenses and accrued interest thereon (including the costs and expenses of, and accrued interest on, any and all actions, suits, proceedings for personal injury (including death) or property damage, assessments, judgments, settlements and compromises relating thereto and reasonable lawyers' fees and reasonable disbursements in connection therewith) asserted against or suffered by LTRT relating to, in connection with, resulting from, or arising out of (a) breaches of LAS's obligations herein; (b) any misrepresentation, inaccuracy, incorrectness or breach of any representation or warranty made by LAS contained in this Agreement; and/or (c) any of LAS's negligent acts or omissions.

6.3 Each Party's liability in connection with this Agreement will be limited to direct damages and neither Party will be liable to the other for any special, incidental, indirect or consequential damages, lost business revenue, loss of profits, failure to realize expected profits or savings, or any damages or losses, whether based on breach of contract or tort (including negligence) or otherwise, even if the Party causing such loss or damages has been advised of the possibility of same.

ARTICLE 7
INSURANCE

7.1 LTRT shall, during the Term, and at its own expense, maintain and keep in full force and effect general liability insurance on an occurrence basis having a minimum inclusive coverage limit, including person injury and property damage of not less than five million dollars ($5,000,000.00) per occurrence. LAS shall be named as additional insured. A Member may request additional insurance to be negotiated with LTRT at time of contract.

7.2 If applicable, LTRT shall, during the Term, and at its own expense, maintain and keep in full force and effect errors and omissions professional liability covering the work and services described in this agreement, such policy to provide coverage for an amount not less than two million ($2,000,000.00) dollars with a minimum two million ($2,000,000) aggregate and shall continue for twelve (12) months following completion of work. LAS shall be named as additional insured.

7.3 If applicable, LTRT shall, during the Term, and at its own expense, maintain and keep in full force Network/Cyber Security and Privacy Liability insurance which shall cover liability for financial loss, imposed by law or assumed under contract for the failure or breach of network security, failure to safeguard against breach caused by hacking or viruses, unauthorized release of and/or failure to protect private personal or corporation information, theft of hardware on which data is stored, and costs to restore and/or recreate lost data.

7.4 If applicable, all Third-Party contractors utilized by LTRT for the provision of Deliverables under this Agreement shall also provide proof of insurance to LAS. All such third parties shall maintain and keep in full force and effect general liability insurance on an occurrence basis having a minimum inclusive coverage limit, including person injury and property damage of not less than two million dollars ($2,000,000.00) per occurrence.

7.5 LTRT shall provide a certificate of insurance confirming the above minimum coverage to LAS when requested. The Insurance Policy will not be altered, cancelled, or allowed to expire or lapse, without thirty (30) days written notice to LAS, and any renewal, or change in coverage or limit shall immediately be communicated to LAS.

ARTICLE 8
NOTICE OF PROCEEDINGS

8.1 Each Party shall promptly give notice to the other Party of all actual or potential claims, proceedings, notice of regulatory non-compliance from any governmental authority, disputes (including labour disputes) or litigation which it reasonably believes could have an adverse effect on the fulfillment of any of the terms hereof by that Party (whether or not any such claim, proceeding, dispute or litigation is covered by insurance) in respect of its own operations of which any of them is aware. Each Party shall also provide the other Party with all information reasonably requested from time to time concerning the status of such claims, proceedings, notices, disputes, or litigation, and any developments relating thereto.

ARTICLE 9
UNCONTROLLABLE CIRCUMSTANCES

9.1 If the performance of any part of this Agreement by LTRT (other than the payment of any amounts payable under this Agreement) is prevented, hindered, delayed or otherwise made impractical by reason of any flood, riot, fire, strike, explosion, war, pandemic or any other cause beyond the reasonable control of LTRT, LTRT shall be excused from such performance to the extent that it is prevented, hindered or delayed by such causes. Upon the occurrence of any such event, LTRT shall

promptly notify LAS of the nature and extent of any such condition and shall use commercially reasonable efforts to remedy the condition. LTRT shall promptly resume its obligations as soon as the condition has been overcome.

9.2 If the performance of any part of this Agreement by LAS is prevented, hindered, delayed or otherwise made impractical by reason of any flood, riot, fire, strike, explosion, war, pandemic or any other cause beyond the reasonable control of LAS, LAS shall be excused from such performance to the extent that it is prevented, hindered or delayed by such causes. Upon the occurrence of any such event, LAS shall promptly notify LTRT of the nature and extent of any such condition and shall use commercially reasonable efforts to remedy the condition. LAS shall promptly resume its obligations as soon as the condition has been overcome.

ARTICLE 10
CONFIDENTIALITY

10.1 "Confidential Information" comprises all information, in any form and medium directly or indirectly disclosed by a Party or its affiliates (collectively, the “Disclosing Party”) to the other (the “Receiving Party”) in connection with this Agreement, whether provided before or after the date hereof and shall include: (a) any information relating to the Disclosing Party, including any trade secret, technical, financial or business information, data, idea, concept or know-how, that is considered and treated as being confidential by the Disclosing Party, including any of the foregoing information that is identified by the Disclosing Party as being provided on a privileged or without prejudice basis; and (b) the terms and conditions of this Agreement (including, without limitation, the price structure of this Agreement). Confidential Information does not include information that (i) is generally available in the public domain through no breach or default of the Receiving Party, (ii) was in the Receiving Party’s possession on a non-confidential basis prior to receipt or access as contemplated in this Section, (iii) was disclosed by a third-party to the Receiving Party through no breach of any obligation of confidentiality to the Disclosing Party, or (iv) is independently developed by the Receiving Party as evidenced by records kept in the ordinary course of the Receiving Party’s business.

10.2 Neither Party or their respective employees or representatives shall disclose Confidential Information to third Parties, other than required for the purposes of this Agreement or on a confidential basis to legal counsel, financial advisors or other contractors and institutions, or as required by law or by any court with jurisdiction. The Parties shall inform their respective employees and agents of these obligations and take reasonable steps to ensure their compliance with this Agreement.

10.3 LTRT acknowledges that it will be exposed to and acquire Confidential Information of LAS, its affiliates and its or their Members while performing this Service. LTRT shall not use any Confidential Information of LAS, its affiliates and its or their Members either during the Term of this Agreement or thereafter in a manner detrimental or adverse to LAS, its affiliates and its or their Members.

10.4 Information shared by LTRT with LAS will comply with any privacy and confidentiality agreements in place between LTRT and the Member.

10.5 Confidential Information is and shall at all times remain the property of the disclosing Party, and no grant of any proprietary rights in the Confidential Information is hereby given or intended, including any expressed or implied license, other than the limited right of the receiving Party to use the Confidential Information in the manner and to the extent permitted by this Agreement.

10.6 Upon termination of this Agreement either Party may request the return or destruction of any or all Confidential Information held by the other Party. The other Party shall forthwith destroy or return to the requesting Party, as applicable, the Confidential Information without retaining any copies thereof.

ARTICLE 11
OWNERSHIP OF DOCUMENTS

11.1 Subject to Section 11.2, nothing in this Agreement shall be deemed to transfer, license, assign, permit the use of or otherwise convey an interest to a Party in whole or in part in any of the other Party's trademarks, logos, designs, copyright, patents, or any other intellectual property (collectively, the "Intellectual Property"). Each Party shall not have the right to use the name of the other Party or any of the other Party's Intellectual Property in any manner whatsoever, including in any advertising, press releases, or promotions, or in reference to the Deliverables, without the express prior written consent of the other Party and without approval of content prior to its submission for release.

11.2 The Deliverables and all worldwide copyrights, trade secrets, and other intellectual property rights therein are the exclusive property of LTRT and its licensors. LTRT and its licensors reserve all rights in and to the Deliverables not expressly granted to LAS in this Agreement. All suggestions or feedback provided by LAS or a Member to LTRT with respect to the Deliverables and any associated development shall be LTRT’s property and deemed Confidential Information of LTRT.

11.3 Notwithstanding the foregoing, all reports created exclusively for LAS and that would not be covered in Section 11.2, and that are prepared in whole or in part by LTRT during the Term that arise from or are incidental to the LTRT Services and any related work, shall be the exclusive property of LAS, and LTRT hereby waives any moral rights and assigns to LAS any such rights, and agrees to give LAS all assistance as may be reasonably required to perfect such rights. Any information shared in these reports related to sales, customers, commissions, or any LAS customer activities shall be deemed Confidential Information of LAS and shall not be utilized in any form without prior written authorization from LAS. To facilitate LAS's requirements for aggregated statistics and other needs, LAS commits to collaborating with LTRT on co-marketing materials that spotlight LAS's specific needs on a case-by-case basis, which may include, without limitation, the sharing of aggregate, anonymized data collected in connection with LTRT’s Deliverables or the AODA Toolkit.

11.4 Notwithstanding anything to the contrary herein, and without limiting the generality of the foregoing, upon the termination or expiration of this Agreement for any reason, any license, consent, or right to use a Party’s Intellectual Property that was previously granted to the other Party shall automatically terminate and be deemed revoked as of the effective date of termination or expiration. Upon (a) termination or expiration of this Agreement, or (b) at the request of the other Party, each Party shall immediately cease to make any use of the other Party’s Intellectual Property, and shall cease to

hold itself out as having and remove any public references to any ongoing association or authorization in relation to the other Party or to such Intellectual Property, in each case except as otherwise expressly agreed in writing between the Parties.

ARTICLE 12
REPRESENTATIONS AND WARRANTIES

12.1 Each Party represents and warrants to the other on an ongoing basis that:

(a) it has the capacity and authority to execute this Agreement and perform its obligations and has taken the necessary action to authorize the execution and performance of this Agreement and the person signing this Agreement is authorized and empowered to do so;

(b) it has obtained or submitted any authorization or approval or notice to with any governmental authority or regulatory body that is required for the due execution, delivery and performance of this Agreement;

(c) the execution, delivery and performance of this Agreement does not violate or conflict with any law applicable to it;

(d) this Agreement constitutes a valid and legal binding obligations enforceable against it in accordance with its terms;

(e) there are no bankruptcy, insolvency, receivership, interim-receivership, seizure, realization, liquidation or other similar proceedings pending against it or being contemplated by it or to its knowledge being threatened against it.

ARTICLE 13
DEFAULT AND TERMINATION

13.1 The occurrence of any one or more of the following shall constitute an event of default on the part of a Party ("Event of Default"):

(a) if a Party defaults in the payment of any amount due and owing to the other Party under this Agreement and such default shall continue un-remedied for fifteen (15) days following notice thereof to the defaulting Party by the non-defaulting Party;

(b) if a Party fails to perform or observe any covenant or obligation under this Agreement and such failure is not corrected within fifteen (15) days following notice thereof to the defaulting Party by the non-defaulting Party;

(c) any representation and warranty made by either Party contained in this Agreement is or becomes untrue or incorrect at any time during the term of this Agreement and the representation and warranty is not made true and correct in all material respects by the Party providing the representation or warranty within fifteen (15) days following notice thereof;

(d) if proceedings in bankruptcy or receivership or insolvency or a voluntary or involuntary nature are instituted by or against either Party, or if a Party becomes insolvent, or if a receiver is appointed for a significant amount of the assets of either Party, then in such event the other Party may terminate this Agreement upon notice.

13.2 Upon the occurrence of an Event of Default under this Agreement which is not cured within any applicable time period that may be specified herein, the non-defaulting Party shall have the right to terminate this Agreement by giving notice of termination to the defaulting Party whereupon this Agreement shall terminate as at the effective date of termination specified in the notice.

13.3 Upon termination of this Agreement for any reason:

(a) the relevant provisions of this Agreement shall continue in effect after termination to the extent necessary to provide for any billings, adjustments and payments related to any Deliverables completed in the period prior to termination, including, for certainty, the provisions of Article 14 (where applicable); and

(b) the termination shall not affect any rights or obligations which may have accrued for the benefit of the terminating Party prior to such termination or any other rights which the terminating Party may have arising out of the termination or the event giving rise to the termination and shall not effect the continuing obligations of either Party under this Agreement which are expressed to continue after termination of this Agreement; and

(c) except as provided in (a) or (b) above and Article 14, the terminating Party shall have no liability whatsoever to the other Party arising from such termination. For greater certainty, the terminating Party shall have no liability whosoever to the other Party for any special, incidental, indirect or consequential damages, lost business revenue, loss of profits, failure to realize expected profits or savings, or any damages or losses, whether based on breach of contract or tort (including negligence) or otherwise, even if the Party causing such loss or damages has been advised of the possibility of same, which the other Party may incur as a result of the termination.

ARTICLE 14
ORDERLY TERMINATION

14.1 If this Agreement is terminated in accordance with Article 2 and 13, LTRT shall, within the remaining term of this Agreement, without additional payment by or charge to LAS, assist LAS or any third Party designated by LAS to:

(a) Fulfill its obligations to the Members contracted in connection with this Agreement, and pay LAS any Administration Fees it is entitled to as set out in Schedule 2.

(b) Provide any LAS or Member information in the possession of LTRT related to an ongoing Deliverable under AODA Toolkit;

(c) Reconcile any outstanding accounts relating to agreements as between the Parties; or take any other steps which may be necessary to ensure an orderly transition between LTRT and LAS or any third Party designated by LAS.

ARTICLE 15
AUDIT

15.1 Subject to Article 10, each Party shall keep complete and accurate books and records and all other data required by such Party for the proper administration of this Agreement. All such books, records and data shall be maintained for a period of seven (7) years from date of Project or for such longer period as required by applicable law.

15.2 Subject to any specific agreement with a Member, LTRT shall provide to LAS and its auditors and professional advisers, upon prior reasonable notice, access to any systems, books, records or other information of LTRT as may be reasonably required to audit:

(a) the accuracy of an invoice or any charge or computation made thereunder;

(b) the overall fairness, accuracy and reliability of the financial data provided by LTRT;

(c) the adequacy and effectiveness of existing controls for the management of risk;

(d) to audit the basis for any claim by LTRT under AODA Toolkit;

(e) to otherwise confirm and verify compliance by LTRT with the terms of this Agreement and applicable law;

(f) effectiveness, efficiency and economy of the Services provided by LTRT;

and shall provide to LAS and such auditors and advisors any assistance they may reasonably require in connection with such audits. For clarity, this section relates exclusively to information related to agreements and services directly related to this Agreement and does not include rights of access to any other LTRT information.

ARTICLE 16
NOTICES

16.1 Any notice, information or document provided for under this Agreement will be effectively given if in writing and if delivered by email to the addresses set out in this Section. Any notice sent by email shall be deemed to have been received on the sender's receipt of an acknowledgment from the intended recipient (such as by the "return receipt requested" function, as available, return email or other written acknowledgment), provided that in the case of a notice sent by facsimile or email, if it is not given on a business day before 4:30 p.m. Eastern Standard Time, it shall be deemed to have been given at 8:30 a.m. on the next business day for the recipient.

In the case of a notice to LTRT to:

Left Turn Right Turn Ltd.
2205 Danforth Ave., Toronto, Ontario M4C 1K4
Attention: Cara Wilkie
Title: CFO and Principal
Email: cara@ltrt.ca

and in the case of a notice to LAS to:

Association of Municipalities of Ontario
155 University Ave., Suite 800, Toronto, Ontario M5H 2B7
Attention: Christina Pavone
Title: Director, Business Services
Email: cpavone@amo.on.ca

ARTICLE 17
DISPUTE RESOLUTION

17.1 Any controversy, dispute, difference, question or claim arising between the Parties in connection with this Agreement that cannot be resolved by a project manager from each Party (collectively, the "Dispute") within thirty (30) days of the occurrence of such Dispute shall be settled in accordance with this Article.

17.2 The aggrieved Party shall send the other Party written notice identifying the Dispute, its position on the Dispute and the remedy sought. Upon receipt of such written notice, a senior officer of the other Party shall enter into good faith negotiations with a senior officer of the aggrieved Party to resolve the Dispute.

17.3 If the Dispute has not been resolved within thirty (30) days after such written notice has been given, either Party may avail itself of any process or means legally available to resolve the dispute.

ARTICLE 18
GENERAL PROVISIONS

18.1 Each Party shall comply with all applicable laws in performing their duties and obligations under this Agreement and upon request, shall provide the other Party with proof thereof.

18.2 This Agreement supersedes and replaces all existing Agreements between LTRT and LAS relating generally to the same subject matter.

18.3 Each Party shall cooperate with the other Party to the extent reasonably necessary to permit and facilitate the provision of the Services and the performance of that Party's obligations hereunder.

18.4 No Party may assign this Agreement or any rights under this Agreement without the prior written consent of the other Party which consent may not be unreasonably withheld or delayed. Notwithstanding the foregoing, either Party shall be entitled to assign this Agreement in its entirety without the prior written consent, only, to a "subsidiary", "holding corporation" or "affiliate", as such terms are defined in the Business Corporations Act (Ontario), but the assigning Party shall remain liable for the performance of all its obligations in this Agreement.

18.5 LTRT may, with LAS's prior written consent, subcontract the performance of part or all of the Services to one or more third Parties. LTRT shall remain liable to LAS for the fulfillment of all of its obligations under this Agreement.

18.6 This Agreement may not be amended or modified, except by amendment in writing duly executed by the original and duly authorized signatories of the Parties hereto.

18.7 No waiver of any term of this Agreement is binding unless it is in writing and signed by the Party entitled to grant the waiver. No failure to exercise, and no delay in exercising, any right or remedy under this Agreement will be deemed to be a waiver of that right or remedy. No waiver of any breach of any term of this Agreement will be deemed to be a waiver of any subsequent breach of that term.

18.8 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario. Each of the Parties irrevocably submits to the exclusive jurisdiction of the courts of Ontario.

18.9 The terms and provisions of this Agreement shall be deemed severable, and if any term or provision hereof or portion thereof is deemed or held to be invalid, illegal or unenforceable, the remaining terms and conditions shall nevertheless be deemed to be in full force and effect. The Parties shall engage in good faith negotiations to replace any term or provision which is deemed or held to be invalid, illegal or unenforceable with a valid and enforceable term or provision, the economic effect of which comes as close as possible to that of the invalid or illegal or unenforceable provision which it replaces.

18.10 Nothing in this Agreement shall be deemed to constitute a partnership or a joint venture between the Parties.

18.11 This Agreement may be executed in counterparts, each of which is deemed an original, but all of which together are deemed to be one and the same agreement. This Agreement may be executed by the Parties electronically in accordance with the Electronic Commerce Act, 2000, S.O., c. 17.

In Witness Whereof, the Parties hereto have executed and delivered this Agreement by their duly authorized signatories thereto with full force and effect as of the date of execution by both Parties.

Local Authority Services
155 University Avenue, Suite 800
Toronto, ON M5H 2B7

Christina Pavone
Signed with ConsignO Cloud (2026/11/17)
Verify with verifio.com or Adobe Reader.
notarius

_____

Signature

Christina Pavone

_____

Print Name

Director, Business Services

_____

Title

Left Turn Right Turn Ltd.
2205 Danforth Avenue
Toronto, ON M4C 1K4

Cara Wilkie
Signed with ConsignO Cloud (2026/11/16)
Verify with verifio.com or Adobe Reader.
notarius

_____

Signature

Cara Wilkie

_____

Print Name

Principal Accessibility Consultant

_____

Title

Schedule 1

AODA Toolkit – Roles & Responsibilities

A. LTRT shall:

- Provide Deliverables to Members in accordance with the LTRT RFP submission as described in Schedule 5.
- Provide preferred pricing for Members on LTRT AODA Toolkit as highlighted in Schedule 3.
- Prioritize AODA Toolkit Projects and ensure they are delivered on time and budget.
- Develop standardized marketing materials and outreach including but not limited to digital program brochures, product photos, webinars, social media, and web content, and assist LAS with same as required.
- Market the AODA Toolkit to Members
- Provide online webinars to Members on AODA Toolkit and directly related LTRT Deliverables for promotion and education purposes.
- Meet with any interested Members either individually or jointly with LAS as requested to promote various options available and aid in the selection of the best option for each.
- Present, along with LAS, at municipal Council and Committee meetings, as required and where appropriate.
- Administer separate contracts between individual Members and LTRT to deliver AODA Toolkit.
- Jointly with LAS, assist Members seeking outside financial support from various government agencies by providing advice, costing, proposals to support the application process if relevant to the provision of LTRT's services or AODA Toolkit.
- Undertake and administer LTRT accounting and reporting for the Deliverables;
- Directly invoice Members for all LTRT Deliverables and provide copies to LAS on a quarterly basis as part of quarterly reporting.
- Develop with LAS the form of quarterly reporting for tracking the progress of Projects and supporting the development of invoices.
- Have a presence at any relevant municipal conferences e.g. AMO, Rural Ontario Municipal Association (ROMA), Ontario Small Urban Municipalities (OSUM), Federation of Northern Ontario Municipalities (FONOM), Northwestern Ontario Municipal Association (NOMA) Conferences, symposiums, and events, where it may be beneficial to LTRT and AODA Toolkit.
- Provide support and training to LAS staff if LAS, as an organization, purchases and implements a LTRT offering for its internal use.
- Comply with Canadian Anti-Spam Legislation (CASL) during the course of business.
- Inform LAS of important developments affecting Members in Ontario related to the Deliverables.

B. LAS shall:

- Acknowledge and recognize LTRT as a preferred partner under the AODA Toolkit to help Members improve accessibility during the term of this Agreement.
- Cooperate and coordinate with LTRT during the service offering set-up, implementation, marketing, and review process.
- Assist LTRT in their development of a full range of marketing materials (presentations, Webpage, FAQs, etc.).
- offer opportunities for LTRT to participate (including, where applicable, as a LAS affiliate) in tradeshows, conventions, and other LAS or Association Municipalities Ontario ("AMO") events;
- Promote the AODA Toolkit through LAS communications and marketing, including:
    - AMO Watch File spotlights [2/year];
    - eBlasts [minimum 2/year + additional at launch];
    - social media post [minimum 2/year (LinkedIn and Instagram)];
    - Distribution of marketing materials at Trade Shows/ Conferences; and
    - posting information regarding the LTRT offering on the LAS website with link to LTRT landing page;
    - online webinar to Members on the AODA Toolkit. (LAS will produce all promotional material, manage registration; host the webinar and provide LTRT with the detailed list of attendees (where permitted). Webinars will be live on dates chosen to allow for questions and will be recorded to be provided through LAS's Partners' webpage if permitted by LTRT.)
- Work with LTRT to develop surveys for Members at periodic intervals on feedback on LTRT AODA Toolkit.
- Support LTRT and municipal staff on funding applications where available.
- Incorporate offering into existing AMO/LAS outreach across the entire province.
- Act as the initial point of contact for any Member that expresses an interest in AODA Toolkit and provide qualified leads to LTRT. Assist in shepherding Project through the municipal approvals process where necessary.
- Coordinate monthly meetings with LTRT staff to review the management of the program including any areas of concern or issues that would improve the operation and communication of the program.
- Permit LTRT to advertise, with LAS approval, their partnership with LAS on the LTRT website and LTRT marketing materials.
- Inform LTRT of important developments within the sector as they may relate to the Deliverables as appropriate.

Schedule 2

Fees and Pricing

1. Fees Payable to LAS

    a) On a quarterly basis, LTRT will provide an Administration Fee to LAS in accordance with the pricing document provided as part of the RFP. The fee shall be payable on all pre-tax income including subscription renewals for all clients under AODA Toolkit.

    b) On or before the 3rd day following the end of each calendar quarter, LTRT will submit to LAS a spreadsheet identifying completed Projects from the previous quarter, their total cost (less HST), and Administration Fee to be billed by LAS.

    c) LTRT will submit all fees to LAS within thirty (30) days after the later of:

        - receipt of commission invoice as set out in Article 3 of this Agreement; or
        - receipt of payment from client for completed Projects from the previous quarter.

2. Fees to Members

    a) The Deliverable costs shall be according to the Pricing submitted by LTRT as part of the RFP process.

    b) It is understood that additional requirements for unique Project requirements may present themselves. LTRT agrees to maintain reasonable pricing in line with the submitted Pricing form.

    c) Pricing for the Deliverables is subject to adjustment as mutually agreed to by the Parties in writing with 60 days' notice to ensure the program remains competitive in the marketplace.

    d) LTRT may provide lower pricing for Projects under the AODA Toolkit at their sole discretion. However, LTRT agrees to not discount below the AODA Toolkit Pricing when responding to RFx outside of the AODA Toolkit.

    e) Where applicable, LTRT will attempt to keep travel costs to a minimum and will schedule travel accordingly.

    f) LTRT will provide a copy of all invoices submitted to municipal clients to LAS.

3. Key Performance Indicators ("KPIs") and Vendor Reporting Requirements

    LAS will use the following KPIs to assess the AODA Toolkit's growth, performance, service quality and overall program health. LTRT shall submit complete and accurate reports with supporting data and details as outlined. LAS will use the results for Administrative Fee

invoicing, program oversight and reporting to management and the Board.

Refer to table below:

KPI	Vendor Data Required	Purpose	Cadence
Program/Service Growth Rate	Active participants; new joins and contract start date.	To illustrate growth in the program at various intervals.	Quarterly and/or annually, as appropriate.
Program/Service Retention Rate (Subscription-based Deliverables)	Renewals; cancellations and reasons for non-renewal, where known.	To assess retention and identify changes or trends in program participation.	Quarterly and/or annually, as appropriate.
Total Revenue and Revenue Growth	Pre-tax revenue and deliverable provided (new or renewed projects); applicable Administration Fee.	To monitor quarterly and year-to-date revenue, revenue growth, and Administration Fees payable to LAS.	Quarterly and/or annually, as appropriate.
Vendor Compliance	Contract and Deliverable status; pricing charged; incidents/complaints; insurance and other compliance evidence requested by LAS.	To assess compliance with agreed pricing, reporting, service, timeliness, quality, insurance, and contractual obligations.	Annually and upon request.

Reporting standards:

LAS work with LTRT to create an excel template to support quarterly/annually reporting. LTRT shall submit one row per Member including contract details, satisfaction survey contact, incident or opportunity, as applicable. Each row shall identify the reporting quarter and include the applicable dates and status.

LTRT shall use consistent definitions, flag estimates or missing information, identify corrections to prior reports and provide supporting records upon request. Where required data is not tracked, collected or reasonably available, LTRT shall disclose the omission and the reason the information cannot be provided.

LAS may validate, aggregate and analyze the data to trend analysis, risk management, and performance. LAS and LTRT may amend the reporting approach by mutual written agreement.

Schedule 3

LTRT AODA Toolkit Scope of Work

In accordance with their RFP submission, LTRT agrees to make the following Deliverables available to all Members without prejudice and in compliance with locally expressed preferences: Category (4) Accessibility Training. The solution includes customized accessibility training, implementation resources, advisory services, accessibility planning, public engagement, and equity assessments to help municipalities meet and exceed AODA requirements. Services are supported by accessibility, adult education, and policy experts, with training and resources tailored to municipal needs, aligned with accessibility standards, and designed to build long-term organizational capacity.

Schedule 4

Exclusions

The Parties agree that all Members/organizations identified on the “List of Eligible Ontario Organizations” document that was included with the RFP package shall be permitted to use this contract expect as outlined below.

The following Members/organizations shall not be permitted to use this contract, until such time that their existing contract with LTRT is up for renewal or through written permission acknowledged by both Parties:

- Regional Municipality of Waterloo

Schedule 5

RFP Submission Package

The technical submission package provided by LTRT as part of their RFP submission is included herein and forms part of this Agreement. The Parties agree this information can be made available as part of this document.

2025-002 - AODA Accessible Services Toolkit

Vendor Details

Company Name:	Left Turn Right Turn Ltd.
Does your company conduct business under any other name? If yes, please state:	LTRT
Address:	2205 Danforth Ave Toronto, Ontario M4C 1K4
Contact:	Lila Kane
Email:	lila@ltrt.ca
Phone:	416-573-2109
Fax:	416-573-2109
HST#:	800893778

Submission Details

Created On:	Tuesday November 25, 2025 09:46:02
Submitted On:	Thursday December 18, 2025 09:19:39
Submitted By:	Lila Kane
Email:	lila@ltrt.ca
Transaction #:	7af653c8-32e0-4da1-873b-a9bb32f9c967
Submitter's IP Address:	147.243.197.50

Specifications

1. Corporate Profile

Provide the following mandatory information for the Proponent (and, if the Proponent is representing a consortium, each member of that consortium):

Item	Question	Response *
1.	Proponent Legal Name (and d/b/a if any):	Left Turn Right Turn Ltd.
2.	Proponent Address: (Street Address City/Province/State, Postal/Zip Code)	2205 Danforth Ave. Toronto, ON M4C 1K4
3.	Proponent Website Address:	www.ltrt.ca
4.	Proponent's Authorized Representative: (incl name, title, email address and phone number) (Representative must have authority to sign on behalf of the Proponent)	Cara Wilkie, CFO and Principal cara@ltrt.ca (647) 689-5933 ext. 702
5.	Proponent's Primary Contact for this proposal (incl name, title, email address and phone number):	Carmela Ticzon, Proposal Coordinator and Team Supporter carmela@ltrt.ca (647) 689-5933 ext. 725
6.	Proponent's Other Contact(s)/Dedicated Representatives for this proposal/future contract (if any): (incl name, title, email address and phone number)	Natalie Rose, Accessibility Lead natalie@ltrt.ca (647) 689-5933 ext. 703
7.	Proponent's HST registration number:	80089 3778 RT0001
8.	If the proponent is representing a consortium, list each member of that consortium: (otherwise fill in N/A)	N/A
9.	Provide a brief company history, including core values, business philosophy, longevity in the industry as it relates to this procurement.	LTRT was founded in 2014 to provide transit planning services for municipalities and their transit agencies. Recognizing the synergies between transit and accessibility consulting, LTRT established its accessibility consulting practice in 2020. LTRT's accessibility practice has proven expertise supporting predominantly public sector organizations across Canada to implement best practices for their employees, stakeholders, and communities. Since 2020, we have worked with over 70 clients, ranging from small municipalities to federal public sector agencies to private companies. Our team provides a range of services to support accessibility improvements, including: • Accessibility planning • Diversity and inclusion strategies • Policy, program, and process analysis • Inclusion training • Community engagement • Inclusive human resource assessments • Strategic planning • Change management Core Values and Business Philosophy The following points summarize the philosophy we stand by in our work: 1. Pragmatic and Principled Approach to Solutions Development – We work with clients to offer solutions that will improve accessibility while being conscious of the wide range of priorities and constraints our clients face. We take a collaborative approach with our clients in forming solutions to their accessibility challenges while also rooting our recommendations in the principles of disability rights, intersectionality, and universal design. 2. Diversity, Equity, and Inclusion – Our team includes a majority of people with disabilities, and we centre the experiences of people with disabilities in our work. Everyone is close to someone who has a disability, and we incorporate these varied experiences into all our work. 3. Living Our Values – As a national leader in accessibility planning, community engagements, and the legislative landscape affecting accessibility nationally—we routinely engage in and seek out opportunities to expand and share our knowledge of current best practices in the rapidly evolving field of accessibility. Recognizing that no one perspective encompasses all people with disabilities, we also work to form strong relationships with people with disabilities and disability organizations across Canada. 4. Continuous Learning – LTRT encourages all staff to be constant and lifelong learners through training, certifications, and other forms of professional development. Our staff have certifications and professional designations from the International Association of Accessibility Professionals, the Rick Hansen Foundation and the Canadian School of Public Service.
10.	Provide all "Suspension" or "Debarment" from public entities in Canada that your organization is currently subject to:	None
11.	Disclose any pending or threatened legal action against the Proponent or by the Proponent against any third party that may have an impact on its ability to effectively provide the Deliverables: (If LAS determines that a Proponent (or a member of its consortium) is subject to a legal action that ought to have been disclosed and was not disclosed, LAS may disqualify that Proponent for false declarations.)	None
12.	Provide three years of financial statements. (An attestation in lieu is acceptable for private companies. Refer to included Financial Capabilities Attestation Form in Appendix A, Section A.8. Attestation Form must be signed by a Commissioner of Oaths from the Province of Ontario or another Canadian Province.)	We have included three years of financial statements.
13.	Has your company (or members of your consortium) ever petitioned for bankruptcy? If yes, provide details to determine the degree this may increase the risks or costs to LAS or diminish the effectiveness of the Proponent's performance.	No

2. Bill S-211 Declaration

Information collected as part of this response is for internal use only. The response provided has no bearing on the Proponent's ability to respond to/participate in this RFP.

Item	Bill S-211	Answer *
1.	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211)? As per Bill S-211, and "Entity" means a corporation or trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two (2) of the following conditions for at least one of its two most recent financial years: (i) it has at least $20 Million in assets, (ii) it has generated at least $40 Million in revenue, and (iii) it employs an average of at least 250 employees; OR (c) is prescribed by regulations.	○ Yes ◉ No

3. Geographical Coverage for Deliverables

Indicate which areas of the Province your company is able to serve as part of this RFP.

Item	Territory	Do you currently offer goods/services in this area *	Is this area included in your offering for this RFP? *	Comments
1.	Northwest Ontario	◉ Yes ○ No	◉ Yes ○ No	Past clients have included a confidential regional public organization.
2.	Northeast Ontario	◉ Yes ○ No	◉ Yes ○ No	Past clients have included a confidential regional public organization.
3.	Central Ontario	◉ Yes ○ No	◉ Yes ○ No	Past clients in this region include: the Town of Innisfil, Bracebridge, Town of Bradford West Gwillimbury, Town of Gravenhurst, and the Town of Wasaga Beach.
4.	Southwest Ontario	◉ Yes ○ No	◉ Yes ○ No	Past clients in this region include: Norfolk County, the Municipality of Chatham-Kent, and the County of Middlesex.
5.	Greater Toronto Area and Golden Horseshoe	◉ Yes ○ No	◉ Yes ○ No	Past clients in this region include: Town of Halton Hills, Durham Region, York Region, City of Vaughan, City of Burlington, Prince Edward County, and the City of Pembroke
6.	Southeast Ontario	◉ Yes ○ No	◉ Yes ○ No	Past clients in this region include: Municipality of North Grenville and Ottawa Tourism.

4. Deliverables Description

Provide details to explain how the requirement will be met and explain any situations where the requirement may not be met:

Item	Criteria	Response *
1.	Provide a description of the Deliverables that you are offering as part of your proposal. Include information on how this achieves AODA compliance, applicable related quality standards and certifications, technical specifications, and/or relevant information to the Scope of Work outlined in Appendix A, Section A.2. If applicable, provide information on how the Deliverable(s) exceeds legislative requirements and how it remains current with Accessibility Standards/best practices.	The deliverables offered are within category 4. Accessibility training and support services, as outlined in the core functionality categories section of the request for proposals. LTRT has extensive experience in providing training and advisory services to clients at the municipal, provincial, and federal levels and past clients include Niagara Region Transit, the Town of Bracebridge, the Town of Innisfil, York Region Transit, the Regional Municipality of Durham, the Ontario Council of Agencies Serving Immigrants (OCASI), eCampus Ontario, and the Toronto Transit Commission. AODA Compliance and Exceeding Legal Requirements Our training offerings support Municipalities to comply with and exceed the AODA by ensuring that the content aligns with the requirements of the AODA (e.g. accessible customer service), that it provides staff with the skills and knowledge necessary to fulfill the AODA requirements (e.g. accessible documents), and that it aligns with current best practices on accessibility. Ontario training reviews of the purposes of the Act and the relevant requirements of the regulations, such as on how to interact and communicate with persons with disabilities, how to interact with persons with disabilities who use assistive devices, service animals, and/or support persons. Our training offerings also exceed the requirements set out by the AODA as we incorporate current knowledge of best practices in accessibility into these sessions. For example, our team includes leaders in accessible customer service, the built environment, plain language, and accessible communications. We incorporate the principles of Universal Design for Learning in our training design process to ensure that learners have multiple means of engagement, expression, and representation during these sessions. Training materials are constantly refreshed and checked for their accuracy as new information and best practices become available. Our trainings can be adapted to suit both in-person and virtual delivery formats. Our team includes experts in adult education who ensure that delivery addresses their specific learnings needs and best practices. All support materials such as slide presentations, handouts, and one-pagers are designed to meet document and digital accessibility standards such as the Web Content Accessibility Guidelines 2.1 (WCAG) AA. We will also work with the LAS partners to align these training sessions with their existing training policies and will provide the required data for compliance monitoring such as the date the trainings were taken and how many individuals attended. Accessibility and Disability Training LTRT will work with LAS partners to tailor our foundational accessibility training program to their needs and contexts. While LTRT has a variety of off-the-shelf training available, we know that LAS partners have previously been required to deliver accessibility training to their staff and/or councils. It is likely then, that there is already a baseline level of knowledge of accessibility within the partner organizations. For these reasons, we recommend customization of the training to better meet clients where they are, to maximize the time spent on expanding their areas of knowledge, and to specifically align the training with the processes and policies of that municipality. We will work with the LAS partners to determine the schedules, methods (virtual, in-person, webinar, etc.) and content for the training, as well as the number of training sessions offered. Our current library of trainings includes the following. • An introduction to disability, accessibility and barriers to accessibility: Introductory content on the definitions of accessibility, barriers, and the multiple models of disability. Previous clients for this training

include the Royal Canadian Mint and the National Film Board.

- Accessibility and disability in municipal contexts: This training provides learners with better understandings of how people with disabilities interact with municipal services and programs and what considerations need to be made when designing services and programs for diverse audiences.

- Accessibility for Ontarians with Disabilities (AODA) standards and regulations: Overview of the responsibilities and compliance requirements of entities subject to the AODA i.e. the Integrated Accessibility Standards Regulation (IASR) and the Customer Service Standard. Previous clients for this training include ASR Trust and the Ontario Council of Agencies Serving Immigrants.

- Current best practices in accessible communications: Training on best practices in accessible communications such as the use of plain language, universal design, and digital communications accessibility. Previous clients include the City of Regina and Telefilm.

- Disability personas and real-world scenarios: Scenario based-learning helps learners identify barriers to accessibility experienced by people with a variety of disabilities and how to design better outcomes. Previous clients include the National Film Board, the Immigration and Refugee Board, and the Canadian Museum of Nature.

- Accessible customer service requirements and best practices: Overview of the AODA accessible customer service standard and how to design customer experiences and interactions to remove barriers and incorporate current best practices in accessible communications. Previous clients include the Royal Canadian Mint and the Canadian Museum of History.

Implementation Resources

LTRT has developed resources and toolkits to build capacity and incorporate accessibility into various organizations. Past activities and options available to LAS partners include:

- Resources and toolkits for accessible and inclusive employment practices, including template accommodation policies and checklists for assessing job descriptions. For example, LTRT is working with the Transit Cooperative Research Program to develop an accessible employment toolkit for transit employers.

- Self-assessment checklist for accessible parks facilities, parking, and websites; and inclusive educational programming and imager. For example, LTRT developed a self-assessment tool for the Meewasin Valley Authority (Saskatoon) to enable the ongoing self-assessment of its accessibility.

- Accessible and inclusive event and communication job aids and checklists. For example, LTRT drafted a job aid and checklist for planning accessible events for the Canadian Race Relations Foundation. We are currently working on a similar resource on accessible communications.

LTRT will work with interested LAS partners to define the goals and scope of the capacity building resource, draft the resource based on available best practices and refine the draft based on feedback.

Other Support Services

LTRT offers a range of services to support accessibility improvements, including:
- Accessibility planning
- Diversity and inclusion strategy development
- Policy, program, and process analysis
- Community Engagement
- Equity Impact Assessments
- Strategic planning
- Change management

Accessibility Planning

LTRT can provide comprehensive accessibility planning services to LAS partner organizations. We are well versed in developing multi-year, cross functional accessibility plans for clients of all sizes and would draw on our previous experience developing Accessibility Plans compliant with legislation including the AODA, Accessible Canada Act, Accessible British Columbia Act, and the Nova Scotia Accessibility Act in this offering. Accessibility planning activities could include:
- Document and policy review
- Employee interviews
- Site visits and gap analyses
- Public engagement activities including surveys, focus groups, and townhalls
- Accessibility plan drafting
- Council and committee presentations and meeting facilitations, and
- Ongoing implementation support

Public Engagement

Should LAS Partners determine a need for public engagement activities to support accessibility improvements and AODA compliance LTRT will draw on our extensive knowledge of accessible public engagement best practices to support these activities. LTRT has significant experience in designing and delivered public engagements in various formats including:

- Pop-up style engagements at community festivals, recreation centres, libraries, and transit hubs. Past clients include: the Town of Gravenhurst, the Toronto Transit Commission, and Niagara Region Transit

- Materials development including both digital advertising and physical media such as posters and flyers. Past clients include: the Toronto Transit Commission, the Town of Sidney, and the Halifax Regional Municipality.

- Survey Development and analysis. Past Clients include: the Canadian Museum of Nature, the Town of Halton Hills, and the Town of Innisfil.

- Community stakeholder research and outreach. Past clients include the Toronto Transit Commission, the Town of Bracebridge.

Meeting facilitation including presentation development, registration management, and post meeting analysis. Past clients include the Toronto Transit Commission and the Town of Gravenhurst.

Equity Assessments

LTRT will support LAS partners in conducting equity impact assessments for existing policies, employment practices, and/or bylaws and to support the development of equitable policies. The purpose of an equity impact assessment is to understand both the intended and unintended consequences of a particular policy on marginalized communities. For example: land use planning and zoning bylaws have historically excluded certain marginalized groups from physical spaces in our communities. Similarly, hiring and accommodation practices can act to exclude some people with disabilities or racialized applicants. These same policies can be used to promote inclusivity and accessibility when developed through an equity lens. LTRT will work with LAS partners to determine what policies to select for these

		assessments. Advisory Services LTRT will provide LAS partners with ongoing support depending on the Partners' wishes. These ongoing services may include: • Proactively Advising on Changing Trends and Accessibility Legislation: LTRT maintains a pulse on trends in accessibility and stays up to date on news and information related to accessibility legislation in Canada. When important changes, trends, or updates to legislation occur, we will notify the Partners via e-mail, and where appropriate suggest a meeting to discuss the relevant information (for example, when a new standard is published). Through this approach LTRT will facilitate the Partners to stay on top of trends and ahead of legislative requirements. • Guidance and Change Management: LTRT will be available to guide LAS Partners as they integrate accessibility principles into municipal operations, communications and policy development processes. We will draw on our professional expertise, knowledge of current best practices, knowledge translation experience and will leverage existing resources, such as those available through the Association of Municipalities of Ontario to support the guidance we will provide. • Recommendations for Continuous Improvement of Accessibility: The Partners may contact LTRT for recommendations or support to continuously improve their accessibility initiatives. We will schedule a meeting with interested parties to discuss the requests, how LTRT may be able to support, brainstorm a plan of action, and discuss timelines to address the requests. This will be an ad hoc hourly service billed according to our cost sheet included in this proposal.
2.	What is your Canadian public sector market share for the proposed Deliverables? Describe your ability to scale across Ontario.	Since our founding, LTRT has been a leader in helping organizations across Canada improve accessibility for people with disabilities. We are well known in this space due to our expertise on accessibility best practices, legislative knowledge, our focus on meeting clients where they are at, and because we are a firm staffed by people who have disabilities. We have worked with 100+ organizations and municipalities across the country to help them meet their legislative requirements, train their staff, and advance their understanding of the importance of accessibility for all Ontarians and Canadians. Our services are easily scalable across Ontario. Our proposed deliverables are customized for each client we work with to meet their unique circumstances. For the most part, we anticipate utilizing our core team of full-time accessibility consultants and educators to deliver the proposed services. In the event that demands for our services outpace the capacity of our current team, or if scheduling conflicts arise, we have a network of affiliated accessibility experts and trainers who can be brought in to help support the deliverables which we have been contracted to provide. All these affiliates have expertise in accessibility and experience providing training about accessibility. The affiliates would work closely with our core team to ensure that their work is consistent with LTRT's high standards and that they are in alignment with project goals and anticipated outcomes.
3.	What are the top 3 differentiators of your Deliverables relative to this solicitation?	LTRT has proven expertise in supporting both public and private sector organizations across Canada to implement best practices in accessibility for their employees, stakeholders, and communities. What differentiates our deliverables includes the following: 1. Extensive experience in the public sector and with municipalities 2. Offering pragmatic and principled solutions to accessibility challenges 3. Values and experience driven work 1. Extensive experience in the public sector: LTRT is a boutique consulting firm incorporated in 2014. We are passionate about improving communities through the collaborative exploration of solutions in transit and accessibility. We have successfully completed projects for agencies cross Canada and across Ontario, nearly all of which include legislative compliance for public sector organizations. We have also supported over 70 clients on accessibility assessment, training, and implementation alone. Most of our customers are subject to accessibility legislation such as the Accessible British Columbia Act, the Accessible Canada Act, and the Accessibility for Ontarians with Disabilities Act. This supports our ability to tailor our service offerings to the public service context and needs. Past Ontario municipal clients include: • City of Burlington • City of Pembroke • City of Vaughn • County of Middlesex • Norfolk County • Prince Edward County • Municipality of Chatham-Kent • Municipality of North Grenville • Town of Bracebridge • Town of Bradford West Gwillimbury • Town of Gravenhurst • Town of Halton Hills • Town of Innisfil • Town of Wasaga Beach • Durham Region • York Region We have included a list of selected projects to illustrate this experience below: Meewasin Valley Authority Accessibility and Inclusion Assessment Tool LTRT worked with Meewasin Valley Authority to develop an assessment tool to evaluate the accessibility and inclusiveness of sites, facilities, programs, bylaws, policies and websites of a large urban park system. This tool helps the Meewasin Valley Authority assess how inclusive and accessible the parks features are to all individuals, including those with disabilities, from diverse racial and ethnic background, older adults, members of the LGBTQ+ community and indigenous communities. We conducted literature reviews and community consultations in preparation of this tool. Meewasin Valley Authority uses the tool as part of ongoing accessibility and inclusiveness initiatives as they explore the possibility of becoming a National Urban Park. Engagement to Develop an AODA Multi-Year Accessibility Plan- Toronto Transit Commission LTRT worked with the Toronto Transit Commission to develop a comprehensive engagement strategy to support the development of its 2024-2028 Multi-Year Accessibility Plan (MYAP). The MYAP was a legislative requirement of the Act and the TTC desired to conduct more robust public engagement for the plan than it had previously. LTRT researched previous MYAP's, liaised with key stakeholder groups such as the Advisory Committee on Accessible Transportation (ACAT) and the Canadian National Institute for the Blind (CNIB), developed an engagement website and two surveys, convened a frontline employee roundtable of TTC employees from every division of the Commission, and led multiple pop-up style engagements at subway stations and transit stops throughout the city of Toronto. LTRT analysed the results of these engagements and delivered a comprehensive report to the executive leadership team at the Commission. Niagara Transit Multi-Year Accessibility Plan Development

		LTRT supported Niagara Transit with a variety of activities to meet and exceed its AODA compliance requirements. LTRT conducted a review of the AODA Integrated Accessibility Standard Regulations requirements and developed an MYAP that was compliant with the legislation. LTRT also conducted discovery meetings with NRT staff to understand the current state of accessibility within the newly formed agency, what current capacity levels were available to implement an MYAP and what barriers were known to the organization. LTRT also conducted several site visits and pop-up community consultations with people with disabilities and employees with disabilities throughout the Niagara Region. 2. A pragmatic and principled approach to solutions development Accessibility is not an end state, it is an iterative and evolving process, because of this it can be difficult to determine where to start in implementing solutions to accessibility challenges. This can be a significant demotivator for both individuals and organizations: perfection can be the enemy of the progress. As a result, LTRT works with our clients to develop prioritization frameworks that set short, medium, and long-term successes and integrate a culture of openness and possibility in relation to accessibility improvements. We do this by approaching our client with an open communication style, sharing a bit about ourselves as human beings, and building rapport with all those involved in the work that we do. We have found that this approach has worked the best in ensuring accessibility is not considered a one-time action and is instead viewed as a long-term investment for the health and success of our communities. At LTRT, we pride ourselves on working collaboratively with our clients to develop pragmatic solutions to accessibility challenges. At the same time, we consistently root our advisory services and recommendations in the principles of disability rights, intersectionality, and universal design. We work with clients to offer solutions that will improve accessibility while being conscious of the wide range of priorities and constraints our clients face. 3. Living Our Values LTRT is a national leader in accessibility planning, community engagements, and the legislative landscape affecting accessibility nationally. We routinely engage in and seek out opportunities to expand and share our knowledge of current best practices in the rapidly evolving field of accessibility. We prioritize the perspectives of people with disabilities in our work and ensure that our work supports and intersectional, nuanced, and inclusive vision of accessibility. We know that no one perspective encompasses all people with disabilities. This is why we also work to form strong relationships with people with disabilities and disability organizations across Canada, while also working to understand their distinct geographic perspectives. Our mission is to remove barriers that exist in all aspects of our communities. Our team includes a majority of people with disabilities, and we centre the experiences of people with disabilities in our work. 91% of our staff are women and over 35% are visible minorities and Indigenous people. 64% of our accessibility team are people with disabilities. Everyone is close to someone who has a disability and we incorporate these varied experiences into all our work. LTRT encourages all staff to be constant and lifelong learners through training, certifications, and other forms of professional development. This approach ensures that our staff maintain the most up-to-date knowledge and expertise of best practices in accessibility. Our staff have certifications and professional designations from the International Association of Accessibility Professionals, the Rick Hansen Foundation and the Canadian School of Public Service.
4.	Describe your experience with group purchasing including a list of current cooperative purchasing contracts in Ontario and/or across Canada. How will your Deliverable(s) integrate within a cooperative purchasing model managed by LAS?	Our Experience with Group Purchasing We have a variety of experience working under a group purchasing agreements or roster models. We are currently pre-qualified for the federal government's Public Services and Procurement Canada's ProServices. Under this purchasing model, government departments can search for pre-qualified suppliers that meet their requirements and invite them to bid on projects based on a statement of work. We respond to these requests by providing information on our approach, our specific qualifications, and a proposed budget for the work based on that statement. Another example of a group purchasing agreement is our participation in a roster for Parks Canada. To be enrolled in this roster, LTRT was first pre-qualified, and then added to a list of organizations that provide accessibility consultation services. Through participation in this roster, various Park entities, or teams with Parks Canada can identify us as a potential supplier who may meet the requirements for a particular assignment. Once identified, those Parks or Departments will contact us with a Statement of Work, and then we will respond with a proposed team, budget, and work plan. Additionally, LTRT is a part of multiple rosters for individual entities, each of which consisted of a preliminary round of pre-qualification. For example, we are currently a part of a roster for the Canada Mortgage and Housing Corporation related to the provision of employee training. Other similar rosters that we are part of include rosters for Destination British Columbia, Nova Scotia Business Incorporated, Toronto Transit Commission Innovation and Sustainability, and VIA Rail Universal Accessibility. Integration of our Deliverables and the Group Purchasing Model The centralized administration of the contracts under this group purchasing model will simplify the procurement process for both members and for LTRT, allowing more time to be spent on producing high quality deliverables and less on administration and contracting; and provide efficiencies of scale. The group purchasing model will allow for shared learning and advancement of accessibility progress among municipalities in Ontario. Entities who learn about various deliverable or advancements that their peers have engaged in can access similar services through the shared contract model, thus making it easy for them to learn from their peers and engage in similar work. Similarly, our services will leverage our past experiences with Ontario municipalities and other public sector organizations; and peer findings from training provided through the group purchasing model. At the same time, our approach of tailoring our work for the circumstances of individual clients will ensure that the deliverables we produce are specifically useful and relevant for them. We believe this is the best approach for providing top quality services for Ontario municipalities. They will be able to leverage the learning and knowledge of their peers while also receiving a product that is customized for them, their operations, their policies, and their specific learning needs. Our deliverables will integrate with the cooperative purchasing model by ensuring that they meet the standards, specifications, quality and price that are outlined through the cooperative purchasing contract. This will allow LAS Members to feel confident that they will receive the services they require, at high quality, and at the best price.

5.	Describe your company's ability to meet the varying needs and sizes of organizations for each geographical area in which you wish to do business. Your response should address at least the following: a. Sales force b. Service personnel/teams Include details such as location of team(s)/staff, and any overlap between sales/service functions.	LTRT has experience working with clients and municipalities of various sizes and in many geographic locations across Canada: from a population of 5,076 to 3.27 million. We have worked with large urban centers (for example the Toronto Transit Commission (ON) and the City of Saskatoon (SK)) as well as multiple medium- to small- sized rural municipalities (for example, Town of Innisfil (ON), the district of Oak Bay (BC), the Town of Lac du Bonnet (MB), and Niagara Region (ON). At LTRT we focus on making sure that the services we provide are realistic and responsive to the realities of the clients that we work with. We understand the unique challenges of different municipalities and consider these challenges when we undertake a new partnership. For example, when working with a large municipality we understand that there will be multiple competing needs and interests, as well as large numbers of municipal staff who need to be consulted and involved in the process. When working with a small municipality, we understand that resources and staffing can be limited, and so our work and our recommendations will be reflective of what could be possible for a small team who each wear many hats. The vast majority of the services that we provide are virtual, which means that we can provide these services to clients in any geographical area in Ontario. Where on site work would be required (for example, to run a live training), this work would be minimal and time limited, and we have staff available to travel to any location in Ontario. Travel related costs and expenses would be negotiated with the LAS member. LTRT's sales force and our service teams overlap, and so there is full coordination between the two. Our consultants participate in all aspects of our business, which includes advertising, procurement, contracting and service delivery. Our main office is located in Toronto, and we have multiple consultants living in the Greater Toronto Area and in the southern Ontario region. We also have satellite offices across the country.
6.	Describe in detail your approach to customer service. Include information such as accessible customer service, ongoing support model, response times, dedicated staff, service levels commitments, and escalation processes:	At LTRT we pride ourselves on meeting our clients where they are at. We recognize that improving accessibility requires institutional and cultural change, which can be challenging. Because of this our approach to customer service revolves around understanding the unique situations and challenges faces by our clients and proposing innovative yet realistic solutions to meet those challenges. Our approach to customer service is always through the lens of accessibility. Our team is made up of people with a variety of disabilities and communication styles, and the diversity within our team helps us to recognize the diversity in our clients. When we first meet with a new client, we discuss work style and communication preferences. We also discuss some of the practices we keep at LTRT to maximize accessibility, for example, ensuring that all documents we provide to our clients are accessible, and we ensure to follow best practices for accessible meetings and communications. When we embark on a new project with a client, we put together a dedicated team that meetings the projects' needs, with one project manager who serves as the main contact for our client. Frequency of communication will depend on the scope of work and schedule, but typically we touch base with our clients at minimum every two weeks. When working with a client we also make ourselves available to answer questions and serve as a trusted advisor. Typically, we respond to all client inquiries within one business day. Our performance management approach focuses on providing open and frank feedback in a positive environment, to enable our team to grow professionally and provide deliverables at the highest quality. All deliverables are reviewed by one or more senior staff members from the team. Major deliverables, such as public documents and final reports, would be reviewed through a workflow consisting of multiple reviewers. Our Project Manager for each assignment will serve as our day-to-day contact with the client. That individual will provide our first line of accountability and will be readily available to address any issues or concerns that clients may have. As LTRT firm Principal, Cara Wilkie understands and accepts the role of having ultimate responsibility for the quality of the project work. Cara will be available for any required escalations and will work closely with the assigned Project Manager to take corrective action along the way. She will ensure the right resources from LTRT are assigned to each task and actively prioritizing the work assigned. In the event that a performance issue arises, Cara would get directly involved and take the following steps: 1. Confirm understanding - she would schedule time with the client to confirm the understanding of the resource performance issue. She would also meet internally with the LTRT project manager, and as appropriate, with team members to understand the situation in a fulsome fashion. 2. Develop Performance Improvement Plan – in consultation with the affected resource, develop a Performance Improvement Plan to correct past errors and ensure they do not repeat. 3. Increase monitoring – schedule time to more closely monitor the resource, as well as participate more closely in project meetings to ensure the situation is resolved. 4. Make further adjustments as necessary.
7.	Explain any delivery details that may apply to your Deliverable(s). Include as applicable: a. timelines b. shipping/travel c. geographical restrictions d. return processes e. minimum orders f. incentives/grants available Do not include pricing in this section.	The following outlines the details of our Deliverable delivery: a) The timelines of our projects are typically between 4 to 6 months, with final delivery of all materials at the end. Depending on the nature of the assignment, timeframes could be longer or shorter. b) Travel will sometimes be required to complete our deliverables, particularly when organizations want us to deliver training in person. Costs associated with travel for our consultants/trainers will differ depending on the location of the organization and the nature of the training (i.e. 1 day vs. multi day training) or consultation activity (e.g. facilitation of an in-person Accessibility Advisory Committee vs. an online Committee meeting). Costs of travel for any assignment will be calculated and discussed with the organization prior to contracting and starting the project. Where a Municipality so chooses, services can be completed virtually, thus eliminating travel expenses. This will be explored as an option during preliminary discussions with potential clients. c) LTRT has no geographical restrictions. We can provide services to any organization in Ontario. d) Return processes are not applicable for our proposed deliverables e) There are no minimum order requirements f) Availability of incentives and grants are not applicable for our proposed deliverables.

8.	Outline if prices may change over the term of the agreement. Indicate how, when, and external factors that may affect the pricing. Do not include pricing in this section.	Given that LTRT's offerings are mostly service based, our pricing is determined by the scope of work defined by the client and a firm quote based on our team's anticipated level of effort. As a result, we have included pricing for standard tasks as well as hourly rates for additional services or tasks. Based on this pricing model, our rates will increase predictably over the term of the agreement based on pre-determined increases in inflation and our staffing costs. Our pricing sheet (submitted separately along with this proposal) outlines these rate increases for the years in which this contract would be in place. We do not anticipate any other external factors that would affect the pricing outlined in this proposal.
9.	List any service terms, contract options, payment terms, etc. that may apply to this Bid. Do not include pricing in this section.	We do not have any specific contract terms or requirements. Most of our contracts require payment within 30 days after service was completed, but this is not a requirement.

5. Engagement, Marketing & Training

Provide a detailed description of your approach to engagement, marketing and training:

Item	Criteria	Response *
1.	Describe the strategy your company will undertake to engage with, and successfully market your Deliverable(s) to the sector, including how accessibility will be incorporated into the strategy. Include details on the sales and internal training structure and how you specifically address sales and marketing in the public sector.	Our engagement and marketing plan for the Deliverables is multifaceted. As our primary strategy, LTRT will leverage our existing relationships and methods of communication with various member organizations, such as the Ontario Network of Accessibility Professionals (comprised of public sector organizations), the Canadian Urban Transit Association (CUTA), and the Canadian Accessibility Network. We have had significant success with this kind of organic outreach and through word-of-mouth sales inquiries. As many of our clients operate in the public sector, their connectivity has facilitated the sharing of resources and opportunities. All inquiries and proposals we receive are directed to a point person who ensures that the team member with the most appropriate expertise responds to the request. We also regularly conduct outreach to prospective clients and participate in accessibility related conferences and events throughout Ontario and elsewhere in Canada. To market the Deliverables, we will send direct emails to municipal accessibility coordinators to introduce LTRT, the group purchasing agreement, and our available offerings. We will also browse the published accessibility plans of municipalities to determine the types of projects they may need help with, allowing us to reach out to advertise the most relevant services. Finally, to build on our organic outreach strategies, we would gladly attend conferences specific to the municipal sector, such as the Association of Municipalities of Ontario Annual Conference in 2026 and beyond, to further expand the reach of our service offerings. We will also explore options for relevant targeted advertisements for the Deliverables in listservs and publications like industry and municipal newsletters.
2.	Describe your commitment/ability to attend and/or sponsor municipally-related conferences and member engagement events (ie. municipal or other industry conferences, trade shows, educational offerings, webinars, other events, etc.):	LTRT team members regularly attend accessibility-related conferences, webinars, and courses related to municipal best practices in accessibility. Representative examples of the accessibility training courses pursued by LTRT team members are described in more detail below, in section 5.10. In addition to these, in recent years LTRT team members have represented the firm at conferences held by organizations like the Canadian Urban Transit Association (CUTA), Parks+ Collective, Rick Hansen Foundation, Axe-Con, and Cannexus. Attendance at relevant conferences and community engagement events is encouraged and supported for all LTRT team members. We would be both willing and able to attend relevant conferences and member engagement events as part of this contract. LTRT also regularly sponsors and supports events and causes related to accessibility. In 2025, we supported events held by the StopGap Foundation, an action-focused non-profit dedicated to improving accessibility in the built environment, Women in Transportation (WTS), the Canadian Accessibility Network, and the Conference of Minorities in Transportation (COMTO). We will consider opportunities to sponsor municipally-related conferences and engagement events connected to the participating Members and the Deliverables in this project.
3.	Provide details on any industry and/or association partnerships your company has fostered over time which may be available and beneficial to promoting the Deliverable(s) in Ontario:	LTRT has fostered many formal and informal relationships with industries and associations in Ontario and across Canada. As a corporation we are members of the Canadian Accessibility Network, The Canadian Transit Heritage Foundation and the Canadian Federation of Independent Business. Our staff members are active participants in a variety of associations including the International Association of Accessibility Professionals, the Rick Hansen Foundation Accessibility Certification program, The Canadian Urban Transit Association's Accessible Transit Subcommittee, the Disability Screen Office committee, and The Ontario Urban Transit Association. In additional to the formal associations and partnerships that we maintain, LTRT is an active participant in our communities. We participate actively in accessibility related conferences, roundtables, and discussions related to accessibility in Ontario and In Canada. As leaders in the field of accessibility, we have fostered relationships with the accessibility or diversity departments at various municipalities in Ontario. We would foster these relationships to help promote our deliverables in Ontario and leverage the reputation we have as one of Canada's top accessibility consulting firms.
4.	Describe how you will assist participating Members to enable them to move forward with the Deliverable(s). Include information such as support at Council/Committee meetings, communication to residents if applicable, information resources, etc.:	A significant part of the long-term success of any accessibility initiative rests on the strength of the communications surrounding it. LTRT would be happy to provide support to LAS partners in developing communications materials for accessibility related activities. LTRT has extensive experience providing various levels of support to clients as they plan and implement accessibility initiatives. Our team members are frequently asked to attend municipal council and committee meetings, both as subject matter experts and as presenters and facilitators. On past projects, LTRT has also created informational resources for council members, facilitated meetings for clients' Accessibility Advisory Committees, and led strategic planning sessions with key decision makers. To support participating Members in making use of the Deliverables, we would be pleased to attend or present at these kinds of meetings. LTRT also has extensive experience leading engagement activities with community members. Our firm's ethos embodies the disability rights slogan, "Nothing about us, without us." We believe strongly in supporting effective communication and consultation with community members in order to achieve authentic engagement and buy-in on accessibility initiatives. Our projects routinely involve elements such as drafting communication materials explaining proposed accessibility improvements, facilitating virtual or in-person engagement sessions with community members, and meeting with representatives of key external stakeholder groups. In all such activities, we work with our clients to make our activities as accessible as possible, emphasizing things like securing accessible venues and platforms, using plain language principles, and allowing for multiple modes of communication. We anticipate that any and all of these kinds of activities may be helpful for participating Members in advancing their adoption and use of the Deliverables.

5.	List the necessary steps for an organization to access your goods and/or services under this contract.	The following is a description of the process which will occur when an organization wants to access our services. We are flexible with this process and try to accommodate each organization's needs and preferred communication practices wherever possible. An organization who has identified a need for one of our services may contact us via e-mail, phone, or using an online form to express interest in the service. They are welcome to include any and all details that they may have describing the services that they seek (e.g. a statement of work). If the potential client is amenable, one of our senior consultants will then schedule a meeting with the organization's representative to discuss the request and the organization's goals. At this meeting we will discuss the nature and scope of the service that is being requested, required or preferred timelines for the service, any budgetary, contracting or procurement requirements and limitations, and next steps. After this meeting, the senior consultant will prepare a proposed work plan, schedule and budget for the assignment based on what was discussed at the initial meeting and the pricing sheet that we have included along with this proposal. The client will then review our proposed work plan, schedule and budget to confirm alignment with their requirements and what was discussed at the initial meeting. Small changes are sometimes made to the workplan or schedule based on this review. Once LTRT and the client agrees to the scope of work, schedule and budget we will create a contract for the assignment. LTRT can create this contract, or we will review a contract that is prepared by the client, whichever the client prefers. Once the contract is signed by both parties, LTRT will organize and schedule a kick-off meeting, which signals the start of the workplan that has been agreed to.
6.	In the case where your company has an existing public sector client who wishes to take advantage of the LAS offering through this procurement, how would you address the situation?	Our services and deliverables are typically time limited and related to a specific task or scope of work. Therefore, we want distinguish between ongoing contracts and past clients who are not currently on contract with us. If the municipal partner has a current contract with us, we would default to retaining the existing contract as is. If the client would like amend the contract to add additional services based on the LAS offering, we would contract the additional service separately through the LAS offering, while leaving the original contract in place. In the case where a client wants to take advantage of an LAS offering for the same scope of work that we have an existing contract for (for example, if there is a budgetary or contractual reason for requesting the change), we would facilitate this change. We would either amend or cancel the existing contract and enter into a new agreement based on the LAS offering. In the case of a client who has an existing relationship with LTRT, but is not currently on contract with us, that client would take advantage of the LAS offering or to contract with us directly, whichever is more advantageous or preferable to the client.
7.	What metrics, dashboards, or reporting tools are available to track accessibility progress or compliance, both for an individual municipality and aggregated for LAS?	For some of our services, such as our advisory services, a dashboard is not entirely relevant, and we often will work with clients to tailor tracking tools and metrics to their specific needs. We have delivered barrier logs to client organizations to enable streamlined tracking across multiple priority areas. These logs consist of an overview of the barrier to accessibility, the severity of the barrier, the removal priority of the barrier, and any relevant information or context that a user of the tracker should know. We have also developed quantitative metrics for previous clients to aid in tracking their progress towards improving accessibility. These included metrics such as annual reporting on the number of employees who have undergone accessibility related training, tracking the percentage of active procurements that have included accessibility considerations in scoring frameworks, and tracking the percentage of approved accommodations requests for employees. While the above examples are specific, the underlying framework that developed them can be adapted to suit whatever monitoring needs may arise from this engagement with LAS and its partner organizations.
8.	How do you ensure that all materials, documentation, reports, and communications are provided in accessible formats and/or with communication supports? Describe your accommodation for linguistic and cultural accessibility.	As an accessibility focused consulting firm, a foundational principle is to lead by example. It is an extremely high priority for us to ensure that our documents, materials, reports and methods of communication are accessible for people with a wide range of lived experiences. We do this to ensure equitable access for all people who may interact with us or our deliverables, but also as an example of the types of recommendations we may be providing to our clients. In short, we don't believe we can ask our clients to create accessible documents and communication methods unless we are doing so ourselves. As standard practice, we ensure that all of the written documents we create are accessible to people who use screen readers and can fully pass the standard "accessibility checker" that is built into the authoring tool. These standard practices include (but are not limited to): • Logical use of headings and subheadings • Ensuring a contrast ratio of at least 4.5:1 • Inclusion of alternative text for all images and graphics We also try to ensure that all of our documents, reports, materials, and deliverables are written in plain language. Using the principles inherent in plain language writing helps to ensure that our deliverables are accessible to people with a wide range of linguistic, and cultural diversity. For example, we avoid the use of acronyms or technical jargon where possible. We also ensure that we are considering the audience for each specific document and will make sure that our language and word use is appropriate for that audience. As much as possible we try to follow the principle that are outlined in the newly published Canadian Standard for Plain Language. Accessible meeting and communications practices are an important consideration of how we operate at LTRT. Not only do we want to serve as a model for our clients, but our team is also made up of people with a variety of disabilities who require accessible communication practices themselves. Some of these accessible communication practices include: • Inclusion of transcripts or captions during virtual meetings • Providing advanced warning of meetings or other expectations • Ensuring that decisions and directions are documented in writing rather than only verbally • Providing meeting materials and documents in advance of meetings. All the standard practices described above are outlined as expectations for every member of the LTRT team. We provide training about accessible documents and communication practices to all staff, and many members of our team joined us having previous experience and expertise in using and teaching accessible communication practices. Additionally, our quality control process includes a review to ensure documents are accessible and following all the standard practices outlined above.
9.	End-user training may be required for any program specific software or as part of your offering. How do you intend to train participating organizations, municipal staff, Accessibility Committees, etc.? Include scope of training, time frames, method of delivery and any other relevant details.	We do not offer software or other offerings that require end-user training. Training for LAS partners is a core part of our offering and the scope, timing, and delivery and other relevant details would be confirmed during the contracting and launch phases for each project.

10.	Describe the accessibility training your organization provides to its staff, as required for businesses in Ontario with one or more employees under the AODA. If your organization is outside Ontario, please describe the applicable accessibility training your staff receives.	Our accessibility team engages in regular and ongoing advanced training and learning related to accessibility as part of our professional development activities. As a first and introductory step, all employees at LTRT are required to complete a standard training course about accessible customer service as part of their onboarding. Most employees (including all employees based on Ontario) will complete the Government of Ontario's AccessForward Customer Service Standard Module (or another provincial equivalent based on their location). However, given that our expertise is in the field of accessibility, our team's training and professional development goes much deeper than these introductory modules. As part of regular and ongoing professional development, our team members have participated in training on a wide variety of topics including: • Assessment and evaluation of built environment accessibility • Accessible infrastructure in urban spaces • Co-creating accessibility strategies with youth with disabilities • The experiences of people with episodic disabilities in employment • Inclusion of autistic people in employment • Race and disability • Indigenous approaches to disability and accessibility • Digital and web accessibility • Understanding and using plain language • Principals of adult learning • Accessible human resources approaches • Public engagement • The Rick Hansen Foundation Accessibility Certification program • The International Association of Accessibility Professionals Accessibility Core Competencies course. Additionally, most members of our accessibility team have engaged in significant training and educational offerings related to disability and accessibility prior to starting with our team. This includes degrees and certificate programs in disciplines such as occupational therapy, human resources, disability law, special education, adult education, and universal design. Our team is frequently contracted to provide training and education on accessibility for our clients. Our process for putting together training offerings involves frequent research on best practices and keeping current with advances or changes in laws and best practices. We have developed and delivered training on a variety of topics related to disability and accessibility including: • Introduction to accessibility and disability • Accessible documents and communication practices • Accommodating employees with disabilities • Understanding invisible disabilities and neurodiversity • Disability confident leadership practices • Accessible procurement
11.	After service services may be required in the event an organization wishes to no longer participate in the program/service. Provide details on services provided and costs should an organization wish to break away from your offering.	The deliverables that we are proposing will be time bound, rather than ongoing offerings or services. As such, we do not anticipate that there would be any after service services required in the event that an organization wishes to no longer participate in the program/service. In the event that an organization wants withdraw participation in our service, but requests alternative or after service services, we would discuss the organizations needs at that time to determine if LTRT can provide the alternative service that is being requested.

6. Online Data and Security

For any proprietary software or personal data that will be collected/used during the course of providing the Deliverables, provide the following information. If your Deliverable(s) does not use software or collect personal data, type N/A in each blank of the form.

Item	Criteria	Response *
1.	List and briefly describe any software systems used/provided by the Proponent as part of the Deliverable(s) that may access personal data:	To communicate with our clients and provide the services we describe in our response to question 4.1, we predominantly use Microsoft 365's suite of tools.
2.	Specify the location(s) or jurisdiction(s) of all data centers where Corporate Data may be stored, processed, accessed, backed up, replicated, and/or recovered (the "Data Residency"). All locations associated with this RFP must be in Canada.	We maintain data residency in Canada.

3.	Describe the process for ensuring data security when collecting and storing personal data:	Our data collection and management processes are governed by LTRT's established Privacy Policy. The following points summarize how our policy ensures the security of personal data we collect: a. Data Minimization To reduce privacy risks, we only collect the information that we need for our stated purposes. We do not collect additional information. b. Access Control We have technical measures and policies in place to ensure that the data is secure from unauthorized access. Such measures include data protection (e.g. Encryption), user authentication (e.g. use of passwords and password management). Please refer to the first part of our response to question 6.4 for a more detailed description of how we prevent unauthorized access to our data systems. c. Consent and Transparency When we collect information from individuals, we only collect them with their consent. We communicate the purpose and use of that information so that individuals can make a decision about whether to share that information. d. Storage, De-identification, and Aggregation of Personal Data We take care to ensure that the personal data we collect is protected. All information that is provided to us is kept confidential. We store this data in Canada, and we do not share any identifying information (e.g. name, location, e-mail address, occupation etc.) with our clients. The information that is shared with LTRT is also aggregated and anonymized before we share it with our clients. e. Retention of Personal Data We retain raw data for a period of 6 months after the conclusion of the project (6 months starting from the end date of the 6 contract). This includes personally identifying information (such as name and e-mail address). Documents that include aggregated and anonymized data (such as reports and memos) are kept for a period of 7 years, in accordance with document retention requirements set in the Accessible Canada Act. Some exceptions to the above timelines may apply. f. Transfer of Personal Data The information we collect from individuals, including Personal Data, is processed at LTRT's operating offices and in any other places where the parties involved in the processing are located. It means that this information may be transferred to — and maintained on — computers located outside of the person's state, province, country or other governmental jurisdiction where the data protection laws may differ than those from person's jurisdiction. When a person consents to our Privacy Policy followed by their submission of such information represents their agreement to that transfer. LTRT will take all steps reasonably necessary to ensure that the person's data is treated securely and in accordance with our Privacy Policy and no transfer of their Personal Data will take place to an organization or a country unless there are adequate controls in place including the security of their data and other personal information. g. Deleting Your Personal Data Individuals have the right to delete or request that we assist in deleting the Personal Data that we have collected about them. We can delete raw data, such as their name and the feedback they have provided. We cannot delete information that has been aggregated.

4,	Describe how unauthorized access to data systems is prevented. Identify any subcontractors or non-company staff that will have access to collected personal data.	How We Prevent Unauthorized Access to Data Systems The processes and controls we have in place to prevent unauthorized access to our data systems are governed by LTRT's IT Security Policy. Following is a summary of the most salient points outlined in our policy about preventing unauthorized access: • Data Protection – Confidential information at rest on computer systems owned by and located within LTRT controlled spaces, devices and networks should be protected by one or more of the following mechanisms: o Disk/File System Encryption; o Use of Virtual Private Networks and Firewalls; o Sanitizing, redacting, and/or de-identifying protected data during storage; o Supplemental compensating or complimentary security controls including complex passwords, and physical isolation/access to the data. • Password Management – Users must choose difficult-to-guess passwords, and user-chosen fixed passwords must not be reused or recycled. Users must not use a fixed password with anyone, including managers, support technicians, and co-staffs. • Background Checks - Our staff background check policy refers to our guidelines for investigating candidates' backgrounds when required for specific client contracts or for specific roles. Background checks will be conducted with full transparency and awareness to the target staff. Our accessibility team all have reliability security clearance with the Government of Canada. • General Use and Ownership – System level and user level passwords must comply with LTRT's password safety guidelines. All computing devices that connect with LTRT's internal network must comply with the digital safety guidelines training that all staff are required to complete during onboarding. • Unacceptable Use – Under no circumstances is any LTRT staff authorized to engage in any activity that is illegal under local, provincial, federal, or internal law while using LTRT-owned resources. Use of Subcontractors LTRT will not use any subcontractors to process any personal data. However, our IT services provider and security operator, Maverick Gardner Information Technologies and Solutions (MGITS), may have access to the data we collect but only in a tightly controlled, conditional, and audited capacity. As part of these responsibilities, MGITS maintains administrative-level access to LTRT systems solely for the purposes of: • System administration and maintenance • Security monitoring and incident response • Backup, recovery, and business continuity support • Troubleshooting or remediation at LTRT's request MGITS does not access, process, analyze, or use LTRT project data as part of its normal business operations. Access to customer data is non-routine, role-restricted, time-bound, and performed only when technically required to deliver contracted IT or security services. No subcontractors or non-company personnel are permitted access to LTRT personal or project data unless: • Explicitly authorized in writing by LTRT; and • Governed by contractual confidentiality and security obligations; and • Approved by LTRT Principals.
5,	Describe which control framework(s) is/are in use and how compliance is monitored related to implementing, maintaining, monitoring, and improving information security that is consistent with an industry accepted best practice (ie. ISO/IEC 27001/27002, SOC2, PCI Audits, etc.):	Alignment with Information Security Control Frameworks LTRT does not currently hold ISO 27001 or SOC 2 certification. However, LTRT's IT environment is designed, operated, and monitored by our IT services provider and security operator, Maverick Gardner Information Technologies and Solutions (MGITS), using security controls aligned to recognized international frameworks. As a result, LTRT benefits directly from MGITS's framework-aligned operating model. Primary Alignment with control frameworks include: • ISO/IEC 27001:2022 - Information Security Management System • ISO/IEC 27002:2022 - Information Security Controls • ISO/IEC 27701 (partial) - Privacy Information Management concepts Secondary / Complimentary Alignment with other control frameworks include: • NIST Cybersecurity Framework (CSF): Identify, Protect, Detect, Respond, Recover • NIST SP 800-30 and 800-37: Risk assessment and risk management lifecycle • NIST SP 800-53 (selected controls): Access control, logging, monitoring, incident response This alignment is intentional and documented. MGITS's risk management methodology explicitly references ISO 27005 and NIST SP 800-30/37, and these methodologies are applied to managed client environments, including LTRT. Compliance Monitoring and Governance Compliance with these frameworks is maintained through MGITS's centralized governance model, which applies to LTRT's environment and includes: • A defined ISMS governance structure with assigned control ownership • Documented policies covering access control, asset management, cryptography, incident response, operations security, physical security, and risk management • Regular internal audits and management reviews • Continuous monitoring of vulnerabilities, access reviews, and security metrics • Annual policy reviews and updates. The security controls in place are designed to be auditable and certifiable and reflect enterprise-grade security best practices.

6.	Describe the incident management and reporting process for any breach of data or security affecting any organization participating in this program.	Any breach would be managed through the process documented in LTRT's policy, "Procedure for Managing a Privacy Breach." This process follows the steps outlined below: Step 1: Reporting the Breach If any LTRT employee suspects a possible breach of privacy, they will immediately inform LTRT's Principals. Our Principals will then verify the circumstances of the possible breach. Once the Principals confirm whether a breach has or has not occurred, they will inform the Project Manager assigned to the respective engagement. This confirmation will occur within 24 hours of the initial report. Step 2: Containing the Breach If a breach has been confirmed in Step 1, the Principals will act to limit the scope and effect of the breach and notify the police if the breach may involve any criminal activity. Examples of actions that Principals may take to limit the scope of the breach include: stopping the unauthorized practice that caused the breach; recovering the records; shutting down the system that was breached; or correcting weaknesses in security. Step 3: Evaluating the Risks Associated with the Breach The Principals will evaluate the risks associated with the breach by investigating the following: • Any personal information involved in the breach, and possible uses of this information. • Cause and extent of the breach, including any risk of ongoing or further exposure of the information. • Individuals and/or corporations affected by the breach. • Foreseeable harm to individuals and/or corporations affected by the breach. Step 4: Notification The Principals will determine the best approach for notification of affected parties. Notification will include the following information: • Date of the breach • Description of the breach • Description of the information inappropriately accessed, collected, used or disclosed. • The steps taken to mitigate the harm. • Next steps planned and any long-term plans to prevent future breaches. • Steps the individual/corporation can take to further mitigate the risk of harm. • Contact information for the appropriate individual at LTRT. Step 5: Investigate the Breach Once immediate steps are taken to mitigate the risks associated with the breach, the Principals will investigate the cause of the breach. If necessary, this will include a security audit of physical, organizational, and technological measures.

7. Disclosure of Artificial Intelligence (AI) in drafting response

Information is being collected as data collation for internal use only. The response provided has no bearing on the Proponent's ability to respond to/participate in this RFP.

Item	Question	Response *
1.	Did you use any Artificial Intelligence (AI) tools or systems in the preparation of this RFP response? (Yes/No)	No, we did not.
2.	If Yes, please specify which AI tools were used and describe their roles in the response process. If No, put N/A.	N/A
3.	How did the AI tools or systems influence the content presented in your RFP Response? (Provide specific examples of contributions made by AI to your proposal.) If not used, put N/A.	N/A

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

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

8. Reference Verification

Provide a minimum of three (3) references of clients in Canada (preferred) within the previous five (5) years for Projects related/similar to your proposed Deliverables.

Company Name *	Contact Name, Title *	Contact Phone *	Contact Email *	Project Name & Details *	Location *	Date Completed *	Approx. Value *
Canadian Mortgage Housing Corporation (CMHC)	Luciana Fernandez	403-515-3063	lfernand@cmhc-schl.gc.ca	Accessibility E-Learning CMHC has retained LTRT to develop a mandatory accessibility awareness e-learning course for current and future employees. Topics for this training include: • Introduction to disability and accessibility awareness; • Disability identity; • Being a respectful colleague and reliable ally; • Accessibility and the law; and • Accommodations, adaptive strategies and accessibility. This project began with the development of an e-learning storyboard and ensuring that the module conforms to CMHC guidelines and is accessible both technically and stylistically. Following feedback from CMHC's evaluation committee, LTRT authored the e-learning module using Articulate 360, and drafting versions in both English and French. Following a quality assurance check and a final review, LTRT published the two packages for testing and final configuration.	National	Ongoing	$89,745
Niagara Region Transit	Edward Zahra	905-658-8660	edward.zahra@nrtransit.ca	Multi-Year Accessibility Plan The Regional Municipality of Niagara is in Southern Ontario, east of Hamilton and near the U.S. border with a population of 496,059. In January 2023 the Niagara Transit Commission (NTC) launched a new consolidated transit system called Niagara Region Transit. The Commission is a combination of the existing Niagara Region Transit, Niagara Falls Transit, St. Catharines Transit, Welland Transit and Fort Erie Transit systems which have been consolidated into one transit operator. LTRT worked with the NTC to develop their first-ever Multi-Year Accessibility Plan (MYAP), as well as developing the agency's eligibility process. Development of the MYAP includes substantial community and public engagement and working with staff to evaluate and prioritize recommendations to improve accessibility. In parallel, LTRT evaluated the eligibility process and application form, focusing on how the eligibility from the previous entities needs to come together to meet the diverse needs of the region.	St. Catharines, ON	October 2025	$99,325
City of Regina	Shayna Stock	306-519-7125	sstock@regina.ca	Accessible Communications Training LTRT was retained by the City of Regina to develop and deliver training about accessible methods of communication. We worked with the City of Regina to develop objectives and an outline for a workshop to be delivered to employees at the City of Regina who regularly develop both internal and external communications. LTRT used their expertise and established best practices to develop an online workshop that speaks to: why accessible communications is important, what types of barriers to people with disability regularly encounter, and practical tips for how to improve accessibility in communications. The online workshop was delivered by LTRT and will include interactive elements such as exercises and group discussion. LTRT also developed supplemental material and handouts to share with participants.	Regina, SK	March 2023	$3,750

Documents

It is your responsibility to make sure the uploaded file(s) is/are not defective or corrupted and are able to be opened and viewed by the Owner. If the attached file(s) cannot be opened or viewed, your Bid Call Document may be rejected.

Proponents should upload any requested supporting documents here.

Proponents are responsible to ensure any uploaded files are not defective or corrupt and are able to be opened and viewed by AMO/LAS. In the event files cannot be opened or viewed, the submitted document may be rejected.

You may only upload one PDF file per item requested. Maximum file size is 10MB.

Do NOT upload a proposal response. If uploaded, this will not be evaluated. All proposal responses must be entered into the online forms provided.

Do not include generic promotional/marketing material, resumes/brochures, unless specifically requested as part of the RFP. Evaluators will not review any materials not explicitly requested.

- Financial Capabilities Attestation Form - Executed - LTRT Financial Statements 2022-2024.pdf - Wednesday December 17, 2025 18:53:50
- Optional Supporting Documents (optional)
- Price List (if required) - Price List 2025-002 AODA Accessible Services Toolkit.pdf - Wednesday December 17, 2025 18:54:07
- Additional Document (optional)

Addenda, Terms and Conditions

I/WE, the undersigned authorized signing officer(s) for the Bidder, hereby represents, agrees, declares and/or acknowledges that:

(a) That all statements, schedules and other information provided in this Bid are true, complete, accurate, and up-to-date in all respects to the best knowledge of the Bidder;

(b) That no person, firm or corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in this Bid;

(c) Consent to the disclosure of its information, including any information identified as confidential by the Bidder, by the Owner to any of their consultants or advisors who may be retained for the purposes of evaluating the information, as well as their employees or officers, who need to know in relation to the Bid and the procurement of services;

(d) That any information contained in the Bid for which confidentiality is to be maintained by the Owner has been specifically identified (rather than the Bid as a whole);

(e) That this Bid does not create any legal obligation on the part of the Owner or restrict their rights regarding the procurement of any good or service;

(f) That the Bidder consents to the Owner performing checks with any customer references provided, and with any other relevant references;

(g) The Bidder acknowledges and agrees that the Owner shall have no liability to the Bidder or its sub-contractors in respect of the conduct of the procurement process relating to this Bid by the Owner, whether in contract or tort or otherwise, and including, without limitation, for costs that the Bidder or its subcontractors incur with respect to the procurement process or for any loss of profit the Bidder or its subcontractors incur as a result of not being awarded a contract under this procurement process. The limitation of liability shall apply whether or not based on an allegation, whether in whole or in part, true or not, that the Owner has conducted an unfair procurement process, or in the event the Bidder experiences any technical issues either accessing the Bid on the Bids & Tenders website or submitting a Bid.

(h) That this submission is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm or person making a Bid and is in all respects fair and without collusion for fraud;

(i) That the agent listed below is hereby authorized by the Bidder to submit this Bid and is authorized to negotiate matters related to this Bid on behalf of the Bidder;

(j) That the Bidder shall be wholly responsible for the Bid and for all obligations and liabilities that flow from the Bid, including through any agreement or agreements that may ultimately result from this procurement process;

(k) That we have received, examined and carefully incorporated all Addenda.

☑

I/WE agree to be bound by the terms and conditions and have authority to represent and bind the Bidder.

- Cara Wilkie, CFO and Principal, Left Turn Right Turn Ltd.

The Bidder shall declare and potential conflict of interest that could arise from bidding on this Bid. Subject to any disclosures provided below:

• The Bidder(s) is/are not in a position of a conflict of interest in respect to responding to this opportunity and providing a Bid or, if awarded all or a portion of the Bid, entering into an agreement with the Owner or providing the deliverables.

• The Bidder(s) has/have no unfair advantage, including access to confidential information (other than confidential information that may be disclosed to all Bidders as part of the procurement process), in submitting a bid.

Do you have a potential conflict of interest?

○ **Yes** ◉ **No**

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

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

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum #4 Wed December 10 2025 08:45 PM	☑	3
Addendum #3 Mon December 8 2025 08:44 AM	☑	3
Addendum #2 Thu December 4 2025 08:23 AM	☑	2
Addendum #1 Fri November 28 2025 10:49 AM	☑	2