



OLRT Constructors

City of Ottawa
 Rail Implementation Office
 160 Elgin Street, Suite 21200
 Ottawa, ON K2P 2M3

1600 Carling Avenue,
 Suite 450.
 Ottawa, Ontario
 K1Z 1G3

March 5th, 2014

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|------------------------|-----------------------|
| Our Ref. | N/A |
| City Ref. | N/A |
| Project Agreement Ref. | OLR-OTT-00-0-LET-0070 |

Attention: Nancy Schepers
 Director

Subject: Key Individual Substitution

Please be advised that we are requesting the replacement of Rainer Ibowski as Vehicle Procurement Officer. Our replacement will be Mr. Jacques Bergeron, P.Eng. Mr. Bergeron has over 30 years of engineering and project management experience in the mass transit industry, particularly for rolling stock design and manufacturing. Mr. Bergeron is a licensed Mechanical Engineer.

Mr. Bergeron has been involved in numerous mass transit projects on an international scale with increasing management responsibilities over his career.

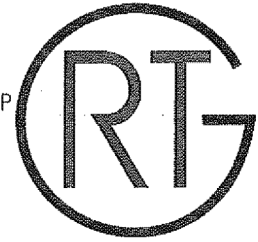
We are enclosing Mr. Bergeron's resume for your review and consideration.

Sincerely,

David Whyte
 Project Director

CC: Humberto Ferrer
 Paul Tetreault
 Tim Stewart
 Patrick Chouinard
 Chris Woodmass

RIDEAU TRANSIT GROUP



JACQUES BERGERON

DIRECTOR, SYSTEMS INTEGRATION

EDUCATION

Bachelor Degree in Mechanical Engineering,
Laval University, Sainte-Foyl, QC, 1982

LANGUAGES

English & French

YEARS IN PRACTICE

32

EXPERIENCE SUMMARY

Jacques Bergeron has over thirty years of progressive management experience in Engineering, Project Management and Operations for contracts in Canada, the US, Malaysia and Europe working for world leading rail and bus equipment manufacturers. Demonstrated ability in delivering multi-million dollar projects on time, within budget in a self-governing environment. Excellent skills in business management, client relationship, cross-cultural communications, team building and leadership.

WORK EXPERIENCE

2009 – 2014 – Nova Bus, Division of Volvo Bus – Vice President, Engineering & Procurement
 1997 - 2009 – Bombardier Transportation – Vice President, Engineering & Quality
 1995 – 1997 – Bombardier Recreation Products – Manager, Research & Development Engineering
 1992 – 1995 – Bombardier Transportation – Manager, Production Engineering
 1990 – 1992 – Les Industries IHT Inc., Co-Founder & Vice President of Operations
 1982 – 1990 – Bombardier Inc.– Manager, Production Engineering

PREVIOUS PROFESSIONAL WORK EXPERIENCE

NOVA BUS, DIVISION OF VOLVO BUS - 2009 - 2014

Vice president, Engineering and Procurement and member of the Management Board committee

- Report to the division president
- Responsible for product development and procurement activities
- Develop new buses and options to meet customer's needs
- Support operations in St-Eustache, St-Francois-du-Lac and Plattsburgh

- Develop strategies to penetrate US market (product and customer approach)
- As part of the Management Board, steer the division toward being chosen preferred partners of our clients, maintaining no. 1 status in Canada and control the US market penetration
- Control our product cost to maximize profitability
- Maximize synergies between all Volvo divisions (Bus, Trucks and Industrial Equipment)
- Manage a budget of over \$14 million and direct a team of 150 people

BOMBARDIER TRANSPORTATION – 1997 TO 2009

Vice president, Engineering and Quality, Bombardier Transportation America 2005 to 2009

- Report to the division president
- Responsibility for management of Engineering and Quality departments in America (Montréal, La Pocatière, Thunder Bay, Plattsburg and Mexico)
- Execute design on existing contracts (New Jersey, Chicago, Kuala Lumpur, Beijing, Mexico, Vancouver, Korea and Toronto)
- Direct Advance engineering to tailor products for potential customers
- Deliver margin for engineering work (engineering is a profit center (annual budget of 23 M\$))
- Re-engineer design methodology to improve efficiency
- Develop a low cost engineering office in India and Mexico with target of 25% of work to be done in LCC
- Responsibility for technological transfer with our partner in China
- Integrate Methods department within the engineering sector
- Reinforce Quality culture
- Control Non Conformity cost
- Establish quality road map for the division
- Direct a workforce of 620 engineers and technicians

Vice president, Program Management, Bombardier Transportation S A France 2002 to 2005

- Report to the division president
- Responsibility for management of the design, procurement, homologation and manufacturing of a 1.65 billion Euros revolutionary passenger transit train developed and built in 7 sites in 6 countries (France, Belgium, Germany, UK, Denmark and Sweden).
- Direct a team of 2 Directors and 5 Managers in 4 countries (France, Germany, Denmark and Sweden).
- Management of customer relations including negotiating change orders.
- Establishing, monitoring and updating detailed contract schedules and key progress indicators.
- Participate with operations to implement implementation of a state of the art production line capable of producing 1 car per day.

Director of Vehicle Engineering, Kingston, Ontario 1997 to 2002.

- Reporting to the Engineering Vice President of BTNA.
- Direct a team of 30 engineers and 20 technicians for the on time realization of three completely new vehicle designs, the JFK Air train, Vancouver ARTII Skytrain and the Las Vegas Monorail
- Define design orientation for the vehicles architecture and more specifically of the following systems:
 1. JFK Air Train and Vancouver Skytrain new structure.
 2. JFK new Air Conditioning and interior air distribution.
 3. JFK and Vancouver new interior modular approach.

4. Las Vegas structural design.
 5. Las Vegas Fire protection.
 6. Las Vegas train monitoring system using multiplexing for safety related functions.
 7. Las Vegas active suspension.
- Reduce vehicle parts quantity by 30% using Six Sigma methodology as Agent level 1
 - Provide leadership in order to keep the team focused during the 2 years from design to homologation and completing tasks shared among 3 locations, one of which was on the West coast.
 - Mentor 8 new engineers.
 - Establish a new design philosophy to cut time during the period from design to production which provided 11% saving in development hours.
 - Optimize a testing schedule resulting in a saving of 30% on testing man-hours.
 - Develop excellent consultant/client relationships based on a teamwork approach.

BOMBARDIER RECREATION PRODUCTS 1995 - 1997– Jet Boats Division

Manager, Research & Development Engineering, St-Antoine-de-Tilly, Québec 1995 to 1997.

Responsible of Jet-Boat development as well as research and testing for recreational market segments.

- Manage a team of 12 professionals
- Define all design orientations for the new 16.5 ft. ultra sport Speedster platform.
- Develop a new innovative hull design that is the perfect merge between precision driving and comfort through a comprehensive 2 months testing program which saved 4 months of R & D.
- Design, test and implement noise reduction systems on the 5 major emitting sources.
- Increase testing effectiveness by 25% using operational research tools.

BOMBARDIER TRANSPORTATION 1992 - 1995

Manager, Production Engineering, Kingston, Ontario 1994 to 1995.

- Responsibility for vehicle interior, exterior and under car design in addition to drafting and technical documentation for transit cars for projects in Vancouver BC and Kuala Lumpur, Malaysia.

Manager, Production Engineering, Thunder Bay, Ontario 1993 - 1994.

Manager, Production Engineering, La Pocatière, Québec 1992 - 1993.

LES INDUSTRIES IHT INC., Saint-Nicolas, Québec – 1990 to 1992

Co- Founder & Vice President of Operations

- Manage a starting business toward growth and profitability.
- Implement new production technology to supply various parts to clients such as Ford, Westinghouse, Doral boats, Canadian National Rail Road, US Army and Clairol to just name a few.
- Operate a 10,000 sq ft facility 24 hrs a day.
- Establish 3 sectors of primary activity:
 - Industrial segment.
 - Custom segment.
 - Custom packaging design and production segment.
- Direct a team of 25 employees.

- Participate in marketing and client base growth.
- Develop alternative solutions for customers needs using state of the art materials.

BOMBARDIER INC., 1982 to 1990

- Manager, Production Engineering, La Pocatière, Québec – 1989 to 1990.
- Manager, Systems Engineering, Boucherville, Québec – 1988 to 1989.
- Supervisor, Technical Services, Barre, Vermont – 1986 to 1988.
- Supervisor of field service, New-York city, New-York – 1985 to 1986.
- Production Engineer, Barre, Vermont – 1984 to 1985.
- Structural Engineer – 1982 to 1984.

PROFESSIONAL ASSOCIATION

Association of Professional Engineers of Ontario since 1996, no 9055005

Ordre des Ingénieurs du Québec since 1985, no 40583