

**REQUEST FOR PROPOSALS
FOR THE OPERATION OF
A VEHICLE RENTAL CONCESSION
AT
NORTHWEST REGIONAL AIRPORT TERRACE-KITIMAT**

Issue Date: August 16, 2022



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1.0 Introduction

In line with its business plan objectives, the Terrace-Kitimat Airport Society (the Society) is pleased to announce the publication of this Request for Proposals (RFP) for the operation of a vehicle rental concession (“Concession” or “Licence”) at Northwest Regional Airport Terrace-Kitimat (“Airport” or “YXT”).

1.1. North-West British Columbia and Terrace - Kitimat

Northwest British Columbia is a favorable location for industry with extensive natural resource endowments, a multimodal transportation network and proximity to important export markets in Asia. The Airport is located in Terrace-Kitimat (“City”) - a regional transportation hub with a population of approximately 13,000 (The Greater Terrace Area population is over 18,000). It is the regional business center, providing many of the business, government, and retail services to the surrounding areas. Current economic prospects are linked to tourism, significant mineral developments to the north and northwest, and energy-related developments in Kitimat.

1.2. The Airport (YXT)

The Airport is the busiest in Northwest British Columbia in terms of aircraft and passenger movements. Traffic growth has and continues to be fueled largely by a diversified regional economy, including investments into various sizeable construction projects. The Airport is the closest and best equipped airport in the region to support industrial expansion and in turn handle the expected increase in aviation demand.

The Airport serves as a crucial component in the regional transportation network and is an economic driver for the City and region. The strategic location of the airport along a major highway and rail route and near the Ports of Prince Rupert and Kitimat make it a key link of an integrated transportation network. Tourism, forestry, mining, oil & gas, and manufacturing industries, among others, all rely on and utilize the airport.

The City and the Society has the following Vision for the Airport:

“The airport and surrounding lands will provide a major employment centre, providing a wide range of types of employment for the region, focusing on the excellent integrated.....transportation network, the developability of the land and the strong partnerships working together to service and develop these areas.”

In line with the vision and associated goals, the Society is pleased to announce an upcoming transportation related business opportunity at the Airport. The business opportunity entails the issuance of four (4) new Licences for the operation of vehicle rental services at the Airport. The Licences will be for a fixed term of five (5) years commencing on November 1, 2022. Further details regarding this exciting business opportunity are provided in this Request for Proposals (RFP) document.

Currently, Air Canada (21 arrivals per week), Central Mountain Air (3), and WestJet (13) serves the airport. Please see Table 5 on page 11 for passenger traffic volumes.

During the pandemic in 2020 and 2021, YXT was the only airport to remain open in Northern B.C.

1.3. Airport Objectives

The Airport’s primary objectives of the RFP for the Vehicle Rental Concession are to:

- Provide quality, competitive, and reliable vehicle rentals, related vehicle rental services and products suited to the market
- Optimize the level of customer service provided to travelers and airport users
- Maintain value for money and competitive pricing
- Maximize sales and optimize revenue.

1.4. RFP Timelines

The following Table 1 - RFP Timelines provides proponents an overview of the timing of this Request for Proposals (RFP) process. These dates may change, and the Society reserves the right to amend these dates upon reasonable notice.

Table 1 - RFP Timelines

Date	Activity
August 16, 2022	Issue RFP Documents
August 23, 2022, 2pm	Proposal Briefing Meeting & Site Tour
August 23, 3pm	Deadline for Submitting Proponent Questions
September 7, 2022, 3pm	Deadline for Society Response to Questions
September 23, 2022, 3pm	RFP Closing Date
September 30, 2022	Award
November 1, 2022	Licences Commence

Successful proponents will be required to execute a standard form of Licence in the form set out in Appendix B below.

2.0 Instruction

The Society invites Proponents to submit proposals for the operation of four (4) Vehicle Rental Concessions at the Airport.

Proponents shall submit all information requested in the Form of Proposal and accompanying Schedules (See Part III hereof).

This Request for Proposals does not constitute an offer. No agreement shall result upon submission of Proposals. The Society shall not be under obligation to enter into any agreement with anyone in connection with this Request for Proposals.

Notes:

- This invitation is open to all qualified vehicle rental companies, however if there are companies, units, or franchises (“brands”) with common ownership only ONE of these brands can submit a proposal for a Licence. Co-branding will be allowed after with a special permit from the Society. Submissions should provide greater detail as to any co- or multi-branded Licence proposals.
- Names of Proponents will not be disclosed, and the Society reserves the right to add or remove Proponents at its sole discretion. The Proposals will be opened in private after the Closing Date.
- A Proponent or any of its directors, officers, shareholders, or affiliates that has a claim, or has initiated a claim or legal proceeding, against the Society or City or any of its affiliates will be ineligible to submit a Proposal.
- If the Society has a claim, or has initiated a legal proceeding, against a Proponent or any of its directors, officers, shareholders, or affiliates with respect to any previous contract, tenders, or business transactions, such Proponent will be ineligible to submit a Proposal.
- If a Proponent, or any of its directors, officers, shareholders, or affiliates, are in arrears, or any if a Proponent whose directors, officers, shareholders or affiliates that are, or were, directors, officers, shareholders or affiliates of any corporation are in arrears, in respect of any lease, Licence or contractual agreement with the Society, such Proponent will be ineligible to be awarded a Licence unless financial arrangements satisfactory to the Society are made in respect of any such arrears prior to the closing date of this Invitation for Proposals.

2.1 Concession Terms

Four (4) Airport Vehicle Rental Licences will be awarded. Basic terms for the concession are set out below. Complete details of the Licence terms will be found in the Form of Vehicle Rental Licence included in Appendix B hereof.

2.2 Term

The Licences will be for a fixed term of five (5) years commencing on November 1, 2022, and ending on October 31, 2027.

All successful Proponents should be in operation no later than the commencement date set out in their Licence.

2.3 Rent

Rent will consist of three components:

1. The higher of 13.0%¹ Gross Annual Revenue (“**Variable Rent**”) or a Minimum Annual Guarantee (“**MAG**”). MAG will be calculated as 50% of the net present value of the five-year forecast Variable Rent as determined by the Gross Annual Revenue forecast submission. The MAG will remain constant for each of the five years of the agreement.
2. Monthly rent for terminal Counters
3. Monthly rent for vehicle parking stalls (“**Stalls**”)

2.4 Concession Privileges

Successful Proponents shall be granted the right and privilege to operate a Vehicle Rental Concession at the Airport and to use designated Counter spaces in the Air Terminal Building (ATB) and certain designated Stalls located adjacent to the ATB. That said, Stalls shall only be used for parking RENTAL vehicles actively used for the operation of the Vehicle Rental Concession and for no other purposes.

Upon receiving written approval from the Society, Licencees may offer Other Products and Services as a part of Gross Annual Revenue such as navigation devices, cellular telephones, baby/toddler car seats, roof racks, insurance, or other services etc., which are directly or indirectly related to the vehicle rental operation, Licence, and location. Other Products and Services must form part of the vehicle rental contract and cannot be rented or sold separately. This includes sales off-airport supported by this Licence.

¹ 13.0% is fixed for the five-year term and not subject to a proposal by the Proponents.

2.5 Terminal Building Counter Locations, Drawing and Counter Rent

Four (4) Counter locations within the Air Terminal Building (ATB) will be made available to Licencees. The location, description of the Counters and annual rents payable for each year of the Licence are set out in Table 2. These rents payable will not be changed during the Licence period.

A numbered drawing showing the location of the Counters will be distributed to Proponents as an Amendment to this RFP, following the Proposal Meeting & Site Tour.

Table 2 – Counter Description & Rents Payable

Year beginning November 01	Rent /m ²	m ²	Que space (% of counter)	Annual Rent	Monthly Rent
2022	\$ 522.24	27.29	15%	\$ 16,390	\$ 1,366
2023	\$ 537.90	27.29	15%	\$ 16,881	\$ 1,407
2024	\$ 554.04	27.29	15%	\$ 17,388	\$ 1,449
2025	\$ 570.66	27.29	15%	\$ 17,909	\$ 1,492
2026	\$ 587.78	27.29	15%	\$ 18,447	\$ 1,537

Each Proponent shall, before submitting a Proposal, examine the ATB facilities and the drawing of the Counters that will be provided during the RFP process and satisfy itself as to location(s) of the Counters, the means of access to the Counters, all other conditions, laws, safety and security requirements, by-laws, regulations, ordinances, codes, licensing and permit requirements, all services required including, without limitation, electricity, water supply, sewer and telephone, and all other circumstances which may affect its Proposal. Submission of a Proposal shall constitute acknowledgement by the Proponent that it has conducted its due diligence and complied with this Section.

Proponents shall indicate their Counter location preference within the ATB by completing and initialing aforesaid Drawing indicating their first choice. If a proponent's first choice is not available, then proponents will be offered an opportunity to select another available location in order of priority based on ranking of their financial proposals.

Proponents acknowledge that if all available Counters are not allocated, the number of Counter locations in the ATB may be reduced, all in such manner as the Society may determine in its sole discretion.

The Society is currently undertaking a design and planning exercise with the objective of renovating the Counters this winter (2022/23). Temporary Counters will be supplied in the airline check-in area. Relocation to and from these temporary Counters will be at the cost of the Proponents. It is currently anticipated that this work will take one month. Rent will be reduced to \$416.28 per m² for the month of construction.

The Proponents will be responsible for the cost of their illuminated (neon) signs to be mounted on the bulkhead above Counter. The style will be specified by the Society to ensure a uniform size and look. The possible completion and timing of such completion is at the full discretion of the Society however rent will be calculated based on the available square metre Counter space.

2.6 Vehicle Parking Stalls, Drawing and Parking Stalls Rent

A total of sixty-two (62) Vehicle Parking Stalls (“Stalls”) located adjacent to the ATB will be made available to the successful Licencees.

A numbered Drawing showing the location of the Vehicle Rental Stalls will be distributed to Proponents as an Amendment to this RFP, following the Proposal Meeting & Site Tour.

Proponents shall indicate their Stall quantity preference by completing and initialing aforesaid Drawing indicating their preference, noting there is currently a total of 62 Stalls and the Society will allocate the available Stalls to ensure four viable operational areas.

Proponents shall indicate their stall number preference, but the Proponents acknowledge that if Stalls remain un-allocated or under subscribed, the number of blocks of Stalls may be reduced, or offered for rent amongst the successful proponents, all in such manner as the Society may determine in its sole discretion. The number of Stalls allocated will also be determined by the ranking of the successful financial offers using the same selection process as for the Counter spaces.

Table 3 shows the annual rents payable for each year of the Licence for the Stalls. These rents will not be revised during the Licence period.

Table 3 Vehicle Parking Stalls & Rents

Stalls	Monthly Rent/Stall	Annual Rent/Stall
62 Stalls	\$54.00	\$648.00

A re-allocation of the initial block distribution may be made at the discretion of the Society based on sales activity during the term of the Licence and on the efficient and appropriate usage of allocated Stalls. Stalls used for purposes other than parking rental vehicles may be re-allocated to another Licencee.

3.0 Closing Date of Proposals

Electronic Proposals will be accepted by the Society until

September 23, 2022, until 3:00p.m. Pacific Daylight Time (“Closing Time”)

4.0 Proposal Briefing Meeting & Site Tour

A Proposal Briefing Meeting & Site Tour will be held on August 22, 2022, to review the Request for Proposals terms and conditions, tour the ATB facilities and to respond to any questions Proponents may have regarding this Invitation. Please note questions from Proponents on this tour may not be answered and be taken on notice, and in this case, Proponents should follow up with written confirmation of their question in the usual process for written questions. Proponents are encouraged to attend the briefing meeting & site tour to make themselves fully familiar with this business opportunity.

Place: Boardroom at Northwest Regional Airport Terrace-Kitimat

Time: 2:00p.m.

Address: 103-4401 Bristol Road
Terrace, B.C., V8G 0E9

Phone: 250-635-2659 ext. 223

5.0 Request for Proposal Documents

The “Documents” consist of:

- (a) These Instructions, including Basic Terms for the Operation of a Vehicle Rental Concession
- (b) Statistical Information
- (c) Form of Proposal
 - Schedules to Form of Proposal:
 - (1) Company Profile
 - (2) Financial Proposal
 - (3) Marketing Plan
 - (4) Management Team and Operating Plan/Program
 - (5) Proposal Check List.
- (d) Drawings
- (e) Form of Vehicle Rental Licence

Proponents shall ensure that they receive all components which make up the Documents.

6.0 Interpretation and Modification of Documents

- 6.1 The Society may issue additional information, clarification, or modification of the Documents by written Addendum. The Society will only consider written questions received by September 9, 2022. The Society shall not be bound by oral or other informal explanations or clarifications not contained in such Addenda. All written communications between Proponents and the Society before the closing time shall be directed to:

Airport General Manager
Northwest Regional Airport Terrace-Kitimat
103 - 4401 Bristol Rd.
Terrace, B.C., V8G 0E9

Or e-mailed to: chendry@yxt.ca with copy to fskulbru@modalis.ca

- 6.2 All Requests for Proposals submissions must be in writing and received by the Society before Closing Time as stipulated in Section 3.0.
- 6.3 Proponents shall notify the Society in writing should they find any inconsistency, discrepancy, ambiguity, errors, or omissions in the Documents.
- 6.4 Proponents, if uncertain or in doubt as to the intended meaning of the Documents, or of any part or term in the Documents, may submit to the Society a written request for clarification.
- 6.5 Proponents using email transmissions to make inquiries relative to their Proposal assume the entire risk that the emails will be properly received by the Society, on time or at all, and that all other requirements herein will be satisfied. The Society shall not be liable to the Proponent if email transmissions are not properly received on time or at all due to the malfunctioning of Society communications equipment, the errors or omissions of the Society employees or agents, the interruptions or inability to make contact with the Society communication equipment, the speed of Society communication equipment or for any reason whatsoever.
- 6.6 All written Addenda issued by the Society before the Closing Time shall be delivered to all Proponents who have been issued Documents according to the records of the Society. All Addenda shall be incorporated into and become part of the Documents.
- 6.7 Proponents shall complete the Form of Proposal acknowledging receipt of all Addenda.
- 6.8 Proponents shall examine all Documents relating to this concession opportunity and make an independent judgment as to circumstances and conditions affecting the business opportunity and their Proposal. Failure on the part of Proponents to examine and investigate thoroughly shall not be grounds for any claim that Proponent did not understand the conditions of the Request for Proposals.
- 6.9 Proponents at their cost may be required to make a verbal presentation to the Selection Committee to clarify any aspects of their Proposal. However, Proponents will not have the opportunity to revise their submitted Proposal.

7.0 Submission of Proposal

Proposals must conform to all the following instructions:

- PDF files for all written material and forms.
- PDF file containing the revenue projections
- Proposals will be accepted by the Society at the offices referred to in Section 3.0 before Closing Time. Proposals received after Closing Time will be disqualified and returned unopened. Facsimile Proposals will not be accepted.
- Proposals shall be prepared and completed on the attached forms, with all schedules fully and properly completed. Please complete all forms typed electronically. Should there be insufficient space on the Form of Proposal or Schedules, additional sheets appropriately marked, identified, and initialed may be attached. No additions, deletions, interlineations, or modifications shall be made to the Form of Proposal or Schedules.
- Proposals shall be submitted in a sealed envelope bearing the name and address of Proponent and marked: **“Request for Proposals for the Operation of a Vehicle Rental Concession at Northwest Regional Airport”**
- Proposals shall be dated and signed by one or more duly authorized signing officers of the Proponent. Electronic signatures are accepted.
- Each page of the Form of Proposal and Schedules shall be initialed by one of the authorized signing officers whose signature appears on the execution page of the Form of Proposal.
- Proposals may be e-mailed or submitted as hard copies.

If submitted by e-mail, please include the following text in the “subject” field:

‘Request for Proposals for the Operation of a Vehicle Rental Concession at Northwest Regional Airport Terrace-Kitimat’

Please e-mail proposals to the following:

- Carman Hendry (Airport General Manager): CHendry@yxt.ca
- Frode Skulbru (Consultant to YXT): fskulbru@modalis.ca

Hard copies may, but are not required, delivered at the following address:

Northwest Regional Airport Terrace-Kitimat, 103-4401 Bristol Road, Terrace, B.C., V8G 0E9.

8.0 No Obligations on the Part of the Society or the Airport

The highest or any Proposal will not necessarily be accepted. The Society reserves the right to reject any and all Proposals for any reason.

In no event will the Society be responsible for the costs associated with the assessment of the business opportunity, preparation, and submission of Proposals.

The following, among other elements, will be considered in the evaluation of Proposals:

- Company Profile
- Financial Offer
- Marketing Plan
- Management Team and Operational Plan/Program.

Each Proponent submitting a Proposal acknowledges and agrees, by submitting a Proposal, the Society will have no liability or obligation to any Proponent except only such Proponents, if any, awarded a Licence by the Society in its sole discretion and each Proponent agrees that, if it is not awarded a Licence, then whether or not any express or implied obligation has been discharged by the Society, the Society shall be fully and forever released and discharged of all liability and obligation in connection with this Request for Proposals.

9.0 Form of Licence

The form of Vehicle Rental Licence is included as Part IV hereof. Successful Proponents will be required to execute this standard form of Licence which, among other things, requires Proponents to fit out the Counters in the ATB to suit their operations, all at their sole cost and expense and approval of the Society.

10.0 Qualifications & Modifications

Proposals which contain qualifying conditions or fail to conform to these Instructions may be disqualified or rejected. Collusion between Proponents is sufficient cause for rejection of all Proposals affected.

Proposals may only be modified in writing, signed by an authorized signing officer(s) of the Proponent who has signed the Form of Proposal. Modifications must be received by the Society by Closing Time. No oral, facsimile or email transmission of modifications will be accepted, and modifications received after Closing Time will not be considered and will not form part of any Proposal submitted.

11.0 Traffic Forecast & Historical Revenues

THE HISTORICAL AND FORECASTED PASSENGER STATISTICS, HISTORICAL GROSS REVENUES INFORMATION AND ANY SUPPLEMENTARY DATA PROVIDED BELOW ARE FOR INFORMATIONAL PURPOSES ONLY. THE SOCIETY DOES NOT IN ANYWAY ASSUME ANY RESPONSIBILITY WHATSOEVER FOR THE COMPLETENESS AND ACCURACY OF THESE STATISTICS OR ANY INFORMATION OR EXAMPLES THAT ARE PROVIDED, WHETHER IT IS COMMUNICATED IN ORAL OR WRITTEN FORM. ALL PROPONENTS SHOULD MAKE SUCH INVESTIGATION AND INQUIRIES AS THEY CONSIDER NECESSARY FOR THE PURPOSE OF SUBMITTING A PROPOSAL.

TABLE 4

HISTORICAL VEHICLE RENTAL GROSS REVENUE

Month	2016	2017	2018	2019	2020	2021	2022	Growth
Jan	\$ 153,701	\$ 123,842	\$ 127,814	\$ 183,149	\$ 199,813	\$ 111,456	\$ 158,781	42.5%
Feb	\$ 204,461	\$ 142,233	\$ 159,503	\$ 242,769	\$ 282,962	\$ 154,245	\$ 283,342	83.7%
Mar	\$ 196,038	\$ 181,448	\$ 184,027	\$ 291,065	\$ 212,301	\$ 195,848	\$ 341,824	74.5%
Apr	\$ 196,715	\$ 178,578	\$ 189,246	\$ 323,998	\$ 70,567	\$ 158,844	\$ 349,640	120.1%
May	\$ 209,721	\$ 195,944	\$ 241,165	\$ 384,563	\$ 85,271	\$ 215,222	\$ 359,909	67.2%
Jun	\$ 248,491	\$ 232,323	\$ 297,840	\$ 370,028	\$ 143,153	\$ 298,813	\$ 354,116	18.5%
Jul	\$ 275,626	\$ 244,380	\$ 316,568	\$ 421,547	\$ 209,219	\$ 305,271		
Aug	\$ 260,123	\$ 275,125	\$ 390,001	\$ 468,184	\$ 254,500	\$ 316,065		
Sep	\$ 259,604	\$ 267,166	\$ 319,350	\$ 428,128	\$ 254,607	\$ 319,408		
Oct	\$ 251,675	\$ 270,227	\$ 366,405	\$ 432,796	\$ 303,302	\$ 336,367		
Nov	\$ 186,184	\$ 192,542	\$ 274,865	\$ 294,256	\$ 220,512	\$ 258,958		
Dec	\$ 120,733	\$ 133,176	\$ 209,579	\$ 233,977	\$ 168,286	\$ 234,442		
Total	\$ 2,563,072	\$ 2,436,983	\$ 3,076,364	\$ 4,074,458	\$ 2,404,492	\$ 2,904,939	\$ 1,847,613	62.9%

Jan - Jun

TABLE 5

HISTORICAL & FORECAST PASSENGERS (Pax)
2016 – 2025

Year	Passengers	% change
2016	164,937	
2017	170,747	3.5%
2018	240,253	40.7%
2019	293,895	22.3%
2020	147,642	-49.8%
2021	147,106	-0.4%
2022*	112,541	219.4%
2022	225,100	53.0%
2023	247,600	10.0%
2024	255,000	3.0%
2025	262,700	3.0%
2026	270,600	3.0%
2027	278,700	3.0%

* Jan - Jun

The projected passenger numbers are preliminary and based on a linear growth of approximately 3.0% per year from 2023. A continuous recovery is expected in 2022 and 2023.

12.0 Evaluation Methodology of Financial Offers

The method of ranking of financial offers shall be determined by the Society in its sole and unfettered discretion. It is currently anticipated that financial offers will be ranked in the manner set forth below, but the Society retains the absolute and unfettered discretion to alter its method of ranking. All successful Proponents will be advised of their ranking.

The following example demonstrates the methodology to be applied in the ranking of Proponents based on their financial offers. The example is for illustrative purposes only. All Proponents, when submitting their financial offers, must exercise their sound business judgement and evaluate the business opportunity based on their own expectations.

<p>1. Financial offer:</p> <p>Gross Annual Sales Forecast for the five years of the proposed agreement (including Vehicle Rental, Other Products and Services).</p> <p>2. Evaluation:</p> <p>Five years of Gross Annual Sales Forecast discounted to today's value with a discount rate of 3.0%.</p> <p>Sum of the Discounted Gross Annual Sales Forecast x 13.0% Variable Rent</p> <p>The Proponents will be ranked according to the forecasted five-year variable rent.</p> <p>3. If fewer than three (3) Proposals are received, Licences may be awarded based on the Selection Committees view if financial offers are at an acceptable level.</p>

Example (calculations per Proponent):

Proponent	Gross Annual Sales Projections (\$thousands)				
	Year 1	Year 2	Year 3	Year 4	Year 5
A	\$150	\$180	\$230	\$290	\$340
B	\$180	\$190	\$220	\$280	\$320

Proponent A:

Discounted Gross Annual Sales Forecast: \$ 1,077

$\$1,010 \times 13.0\% = \139.97 (Discounted Variable Rent)

Proponent B:

Discounted Gross Annual Sales Forecast: \$ 1,080

$\$1,015 \times 13.0\% = \140.40 (Discounted Variable Rent)

In this example, Proponent B will be ranked first. The annual MAG would be \$70.20 (50% of the discounted Variable Rent).

The Proponent with the highest projected five-year Variable Rent based on the above calculation will be ranked number one. The Proponent with the second highest projected five-year Variable Rent based on the above calculation will be ranked number two, and so on until all Proponents are ranked.

Additional points or weight may be awarded based on the quality of the marketing plan, operating plan, and management team at the sole discretion of the Selection Committee.

Appendix A: Form of Proposal

VEHICLE OPERATION CONCESSION

TO: Northwest Regional Airport Terrace-Kitimat

("the Society")

RE: REQUEST FOR PROPOSALS FOR THE OPERATION OF A VEHICLE RENTAL CONCESSION AT NORTHWEST REGIONAL AIRPORT

1.0 OFFER

We, _____
(Name of Proponent)

of, _____
(Address of Proponent)

doing business under the following brand names, _____
(names of car rental brands)

having fully investigated the business opportunity and complied with the Instructions of the Request for Proposal (RFP) forming part of the Documents, issued August 16, 2022 ("the Documents") propose that, if successful, we shall:

- (a) Execute and deliver within fifteen (15) days, after receiving award of the Vehicle Rental Concession from the Society, the required operating Licence.
- (b) Provide and perform in a diligent manner in accordance with the terms and conditions of the Licence.

2.0 SCHEDULES

The following Schedules are attached to and form part of this Proposal:

- (1) Company Profile
- (2) Financial Offer (PDF and Excel format)
- (3) Marketing Plan
- (4) Management Team and Operation Plan/Program
- (5) Drawings
- (6) Proposal Check List.

3.0 FORM OF PROPOSAL

The Schedules incorporated herein by reference, form part of this Proposal.

4.0 ADDENDA

Receipt of the following Addenda forming part of this Proposal is acknowledged:

<u>Addendum No.</u>	<u>Date</u>
_____	_____
_____	_____
_____	_____

5.0 DECLARATION

The Proponent declares:

- 5.1 that it has complied with the requirements of the Instructions
- 5.2 that, in submitting this Proposal, it is not relying on any information or documents provided on behalf of the Society and the Airport other than the Documents
- 5.3 that this Proposal is genuine and not collusive or made in the interest of or on behalf of any person not named herein
- 5.4 that it has not directly or indirectly, induced, or solicited any other proponent to submit a sham proposal or any other person to refrain from submitting a proposal, and that it has not in any manner sought by collusion to secure for itself or for any other person any advantage over any other Proponents.

IN WITNESS WHEREOF, this Proposal has been executed under seal in the City of

_____ in the Province of _____, this _____ day of _____, 2022.

CORPORATIONS

The Corporate Seal of _____)
)
)
(Name of Corporation) was hereunto)
affixed in the presence of:)
)
)
Signature _____)
)
)
Name and Office _____)
)
)
Signature _____)
)
)
Name and Office _____)

C/S

PARTNERSHIPS/JOINT VENTURES

Name of Partnership/Joint Venture

By its Members:

(1) _____
Name of Member

(2) _____
Name of Member

(Each Partner of the Joint Venture to sign below)

1) The Corporate Seal of)

_____)

(Name of Corporation) was hereunto)
affixed in the presence of:)

C/S

_____)

Signature)

_____)

Name and Office)

_____)

Signature)

_____)

Name and Office)

2) The Corporate Seal of)

_____)

(Name of Corporation) was hereunto)
affixed in the presence of:)

C/S

_____)

Signature)

_____)

Name and Office)

_____)

Signature)

_____)

Name and Office)

SCHEDULE 1

COMPANY PROFILE

Company Name: _____

Full Street Address:

Courier Address (if different)

Telephone: () _____

E-mail: _____

Contact Name:

Position:

SCHEDULE 2

FINANCIAL OFFER

Forecast Gross Annual Sales *Forecast* – Five (5) Year Licence Term

Please fill in the Forecast Gross Annual Sales *Forecast* in the space provided below in both written words and in numerical form and have this page initialed by an authorized company officer.

GROSS ANNUAL SALES FORECAST

Year 1 _____ (\$)

Year 2 _____ (\$)

Year 3 _____ (\$)

Year 4 _____ (\$)

Year 5 _____ (\$)

- The Variable Rent will be 13.0% of the annual actual gross revenues for the term of the Licence.
- The annual MAG will be 50% of the net present value of the projected annual average Variable Rent forecast for the term of the Licence. The MAG will remain fixed for the term of the Licence.

SCHEDULE 3**MARKETING PLAN
(Maximum eight pages)**

Describe the marketing strategy the Proponent will use in the promotion of the vehicle rental business at the Airport with emphasis on obtaining maximum patronage and revenue.

Dual or multiple branding of the concession will be permitted under the following conditions:

Providing the parties undertaking a dual branding partnership declare that dual partnership in their submission and put the dual partnership into effect on the commencement date of the Licence. However, only one party can submit a proposal for dual or multiple trade brands. Parties that have not submitted as a dual or multiple branding partnership at the outset cannot do so later within the term of this Licence and without the written consent of the Airport Manager.

The marketing plan should at a minimum address the following:

- How the Proponent proposes to increase the vehicle rental business at the Airport
- The integration/alliances with other brand/travel/accommodation providers
- Identify strategies for capturing airport users who are not currently vehicle rental patrons
- Identify strategies to expand the revenue sources and diversify its revenue base
- The typical prices to be charged for the rental of vehicles and Other Products and Services
- Indicate the location specific advertising budget as a percentage of Gross Annual Revenue
- Outline the Proponent's overall advertising and promotional strategy and program

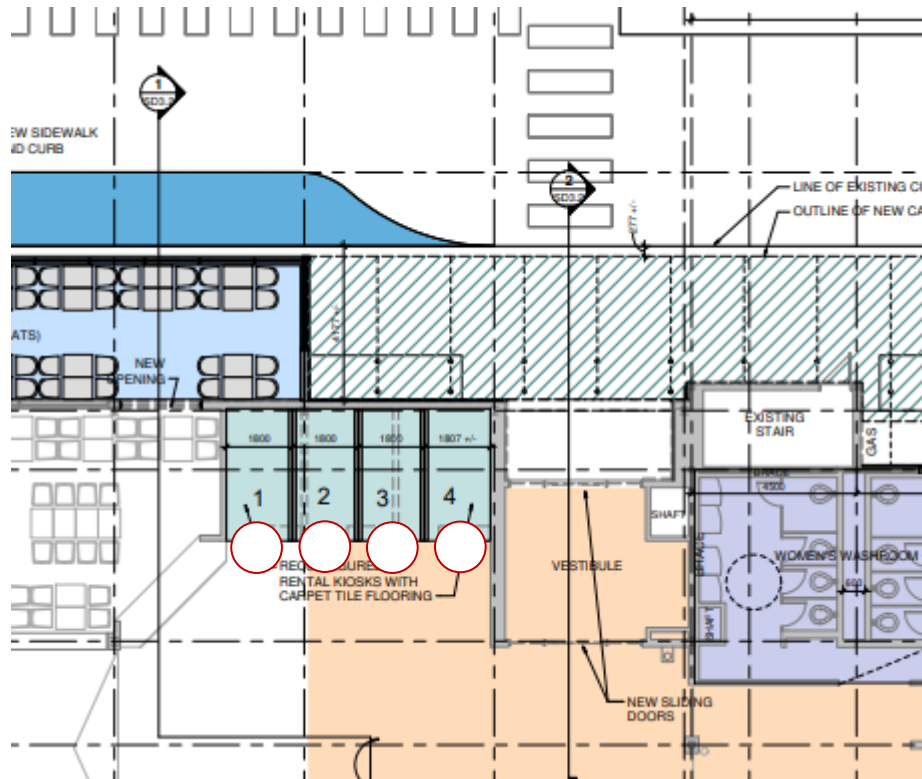
SCHEDULE 4**MANAGEMENT TEAM AND OPERATING PLAN/PROGRAM
(Maximum eight pages)**

- (1) Provide a description of the management structure and Operating Plan that Proponent will be using to operate the concession, including customer service programs, security plan, fleet plan, capital investment program and the relationship between the Airport operation and the Proponent's local, regional and/or corporate operating structure.
- (2) Provide a list of all key personnel and a brief description of the responsibilities and duties of each team member. Attach resumes for these individuals, detailing qualifications, employment history and experience.

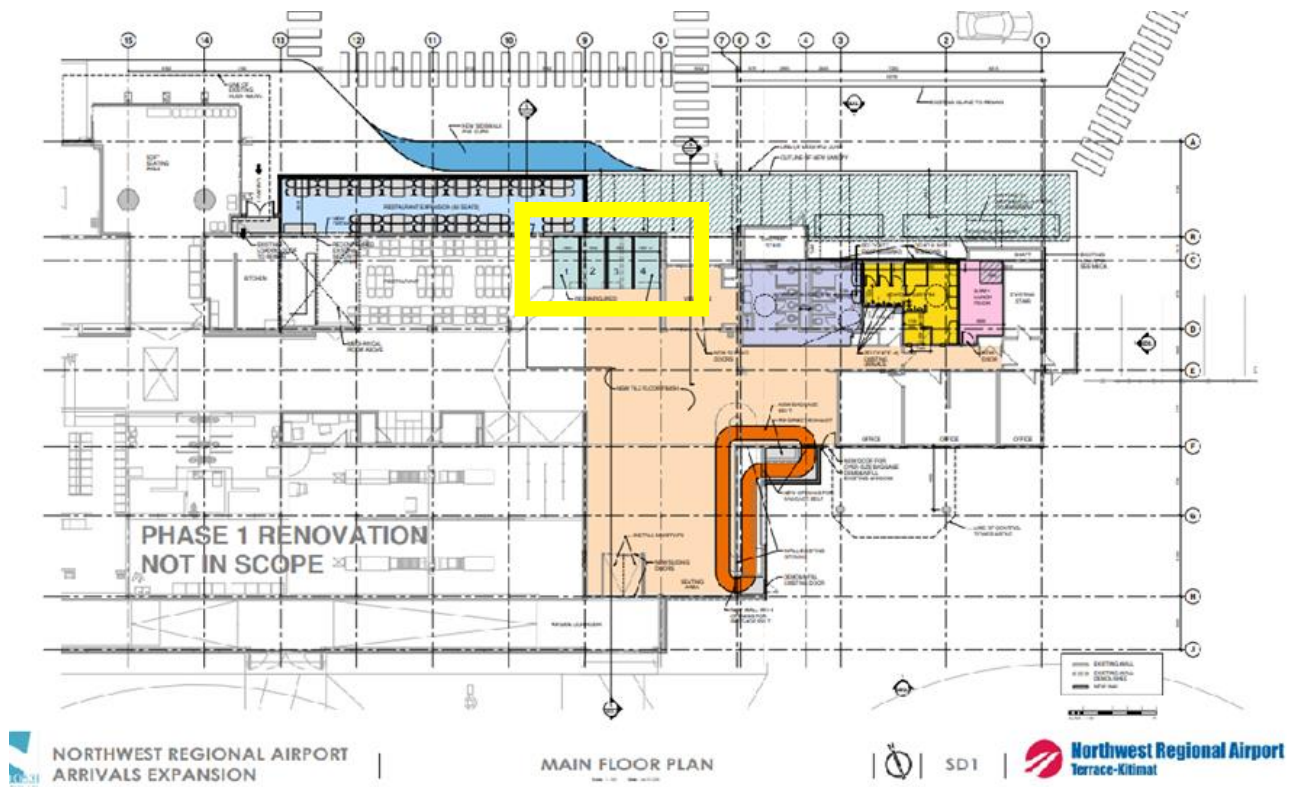
SCHEDULE 5A

Counter Selection

Please tick one red circle with your preferred location



The highest ranked Proponent will have the first right to select a Counter first. Please see next page for a full terminal diagram.



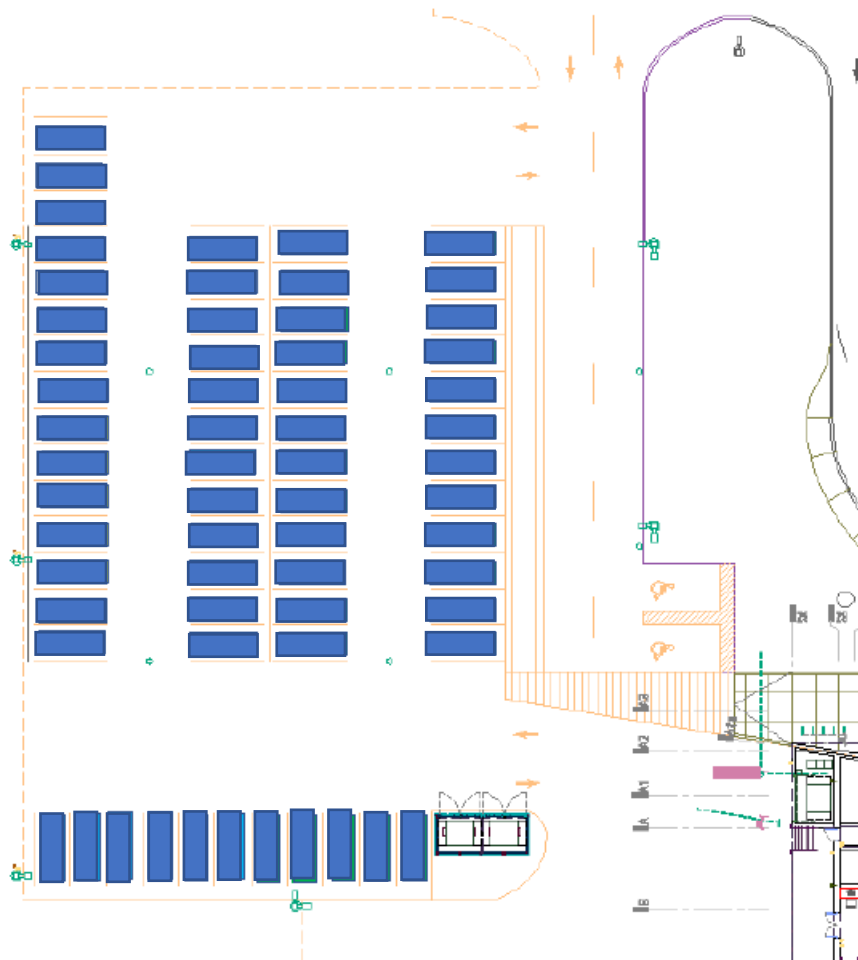
SCHEDULE 5B

Number of Parking Stall request

Please indicate the number of parking Stalls requested by your organization in the box:

Number of Stalls = 62

MAP (for reference only)



SCHEDULE 6

PROPOSAL CHECK LIST

Please submit the following checklist with the Proposal. The Proponent has included the following required forms/written documents:

1. Terminal Building Counter Selection:

- Drawing marked & initialed (Schedule 5a) _____

2. Vehicle Parking Stalls:

- Number of Stalls (Schedule 5b) _____

3. Form of Proposal:

- Completed and executed _____

4. Schedules 1-5 (to Form Part of Proposal):

Schedule 1 – Company Profile _____

Schedule 2 - Financial Proposal:

- Schedule 2 – Gross Annual Sales Forecast _____

Schedule 3 – Marketing Plan _____

Schedule 4 – Management Team
and Operating Plan/Program _____

Appendix B: Form of Vehicle Rental Licence

(Please see separate file)