



REQUEST FOR EXPRESSIONS OF INTEREST (“RFEOI”) No. PS11187
APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM

Expressions of Interest (“Applications”) should be addressed and delivered to the Purchasing Services Office, 3rd Floor, Suite #320, East Tower, 555 West 12th Avenue, Vancouver, British Columbia, Canada, V5Z 3X7 prior to the Closing Time: 3:00:00 P.M. Vancouver time, Tuesday, May 17, 2011.

This Expression of Interest will not be opened publicly.

NOTES:

1. Applications should be in sealed envelopes or packages marked with the Applicant’s Name, the Request for Expressions of Interest (“RFEOI”) Title and Number.
2. The City’s Purchasing Services office is open on Business Days 8:30 am to 4:30 pm Vancouver time and closed Saturdays, Sundays and holidays.
3. DO NOT SUBMIT BY FAX.

All queries related to this RFEOI should be submitted
in writing to the attention of:

Eamonn Savage
Contracting Specialist

Fax: 604-873-7057 E-mail: purchasing@vancouver.ca

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INSTRUCTIONS TO APPLICANTS

SECTION 1 GENERAL INFORMATION

1.1 Introduction

The City of Vancouver (the “City”) invites detailed applications (“Applications”) from interested parties (“Applicants”) to develop, install, own, operate and finance a Public Bicycle System (“PBS”) in the City of Vancouver, targeting launch in Spring 2012 or earlier. Applicants with demonstrated experience with public bicycle or other similar systems are invited to respond.

Applicants are required to respond to this Request for Expressions of Interest (“RFEOI”) by submitting Applications in accordance with the terms of these Instructions to Applicants.

1.2 Key Dates and Timeframes

Applicants should note the following key dates and timeframes:

Event	Dates
Applicants’ Information Meeting Attendance Form should be submitted by	April 28, 2011
Information Meeting	May 4, 2011
Last day for Inquiries	May 10, 2011
Deadline for submission of Expressions of Interest	3:00:00 P.M. Vancouver time, Tuesday, May 17, 2011
Council Presentation	Summer 2011
Contract Award and Negotiations (not more than 8 wks)	Target not later than end of September 2011
System Fabrication, Installation and Marketing Note: Applicants should obtain as firm as possible commitments from their suppliers and sub-contractors so that System fabrication and installation can commence as soon as possible after entering into the project agreement with the City.	September 2011 - February 2012
System Testing	February - April 2012

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System Launch	Spring 2012 or earlier
VeloCity Conference	June 2012

1.3 City of Vancouver

The City of Vancouver, with a population of approximately 600,000, lies in a region of more than two million people. Vancouver is the largest city in British Columbia and the third largest metropolitan area in Canada. As the main western terminus of Canada's transcontinental highway and rail routes, as well as home to the Port of Vancouver, Vancouver is the primary city of western Canada and one of the nation's largest industrial centres.

Vancouver is consistently rated as one of the most liveable cities in the world and was Host City of the 2010 Olympic and Paralympic Winter Games. Additional details on the City of Vancouver are publicly available on the City's website at the following link:

<http://vancouver.ca/aboutvan.htm>

1.4 Cycling in Vancouver

Cycling is the fastest growing type of transportation in Vancouver and one of Vancouver's top transportation priorities. Over the past ten years, Vancouver's award-winning Bicycle Network has more than doubled in size. More people in Vancouver cycle than ever before, with trips increasing by over 180 per cent in the past decade.

The City now has more than 400 lane-kilometres of on-and off-street bicycle routes, including 10 new bicycle lanes downtown. Bicycle routes may be on painted bicycle lanes, on local street bicycle-ways with traffic calming measures, separated bike lanes, or on off-street paths.

Complete details on the City's cycling infrastructure, statistics, maps, and other information are publicly available on the City's website at the following link:

<http://vancouver.ca/engsvcs/transport/cycling/index.htm>

1.5 Background

The idea of public bicycle systems has been around for many years, from its earliest incarnation as the White Bicycles in Amsterdam and the Yellow Bicycles in France to the high tech systems of the present.

Recent PBS implementations in other cities, such as Paris, Lyon, and Montreal, have shown that, in addition to supporting active and healthy living, public bike systems:

- a. extend the reach of transit and walking trips:
- b. reduce transit trips to help alleviate transit capacity issues: and

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- c. typically trigger renewed interest and participation in cycling in general.

In 2008, TransLink, Metro Vancouver's regional transportation authority, studied the feasibility of a PBS in Metro Vancouver, including Vancouver and other Lower Mainland municipalities. The study found that:

“... PBS delivers significant real benefits and is feasible in parts of Metro Vancouver where residential and employment densities are high, land uses are diverse, and good cycling facilities are available.” (TransLink Public Bicycle System Feasibility Study, March 2008, Page 3)

This study included several assumptions that differ from the scope of work described in this current RFEOI, and as such this study may be used by Applicants as background for developing a PBS for Vancouver, but should not be used as a definitive guide. The full study is available on TransLink's website at the link below:

<http://www.translink.ca/en/Cycling/Public-Bicycle-System.aspx>

The City promotes cycling as an integral part of daily life in Vancouver and is committed to providing bicycle services to both residents and visitors. To that end, in March 2009, Vancouver City Council approved a motion that directed staff to explore opportunities to implement a PBS.

1.6 Project Goals

The City's goals for a PBS are to:

- a) Increase the overall volume of cycling trips in Vancouver;
- b) Extend the reach of vehicle, transit and walking trips; and
- c) Replace vehicle and transit trips.

In addition to the extent to which the PBS goals are achieved, the City will consider the following factors in evaluating the success of a PBS in Vancouver:

- a) Long-term financial sustainability; and
- b) Support of users and the general public.

With a PBS, Vancouver will be well positioned to become a healthier and greener city.

1.7 Scope of Work

The City is looking for a third party to develop, install, own, operate and finance a financially sustainable PBS in Vancouver. As discussed in Section 1.8 below, other than the possibility of providing some funding and/or in-kind services, the City's role will be minimal.

The PBS will be designed as a convenient, attractive and integrated system including a fleet of bicycles parked at secure, user-friendly self-service automated stations. The

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stations will be conveniently located and users may check out bicycles at one station and return them to any other station. Re-distribution of the bicycles will ensure there are sufficient bicycles and docks available for users.

The system and users will be expected to operate in full compliance with the City's Bylaws, the BC Motor Vehicle Act, and all other applicable laws. Applicants should note that the BC Motor Vehicle Act's requirement for mandatory helmet usage will apply to PBS users. Applicants are expected to develop a comprehensive strategy to operate in compliance with this legislation.

The City expects that the initial extent of the service area will be similar to the Metro Core, an area including and surrounding the Downtown Peninsula, bounded by Burrard Street, 16th Avenue and Clark Drive.

<http://vancouver.ca/commsvcs/planning/stats/metrocore/>

The PBS will be supported by a fully integrated system, including complete backroom operations with billing, communications and information technology services, as well as maintenance and cleaning of the facilities and equipment.

The City will determine whether there is a need for a project agreement to be entered into between the successful Applicant and the City. If such an agreement is necessary, the City will also determine what terms and conditions would be appropriate.

1.8 Role and Potential Contribution of Key Stakeholders

The City is having discussions with key stakeholders, such as TransLink and the University of British Columbia ("UBC") to explore what roles they can play and what contributions they may be able to offer to the operator of the PBS. The City may continue discussions with these and other stakeholders from time to time and may seek their input during the RFEOI process and during the evaluation stage.

Potential cash and in-kind contributions are available for the project from the City, TransLink, UBC and other levels of government provided the specific requirements of each of these stakeholders are met. If an Applicant requires a cash contribution from these stakeholders, such Applicant is not required to separate out the proposed requested cash contribution from each of these public organizations; lump sum capital and operating totals will suffice. However, Applicants are asked to describe in detail the type and value of in-kind contributions requested from each public organization and, where possible, to quantify such in-kind contributions.

The City may provide for example, at its discretion, the following in-kind contributions:

- a) Support for station location siting;
- b) Marketing & communications support;
- c) General staff support;
- d) Permitting support and costs;

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- e) Buildings and/or land; and
- f) Use of street space, including loss of meter revenue.

TransLink may provide for example, at its discretion, the following in-kind contributions:

- a) Support for station location siting; and
- b) Marketing & communications support.

UBC may provide for example, at its discretion, the following in-kind contributions:

- a) Support for station location siting;
- b) Marketing & communications support;
- c) General staff support;
- d) Buildings and/or land; and
- e) Use of street space.

Please note that specific cash and/or in-kind contributions will ultimately be determined in the sole discretion of each of the above stakeholders. Furthermore, it is up to each stakeholder to determine the type, nature and/or dollar amount of contributions that will be made available to each Applicant. It is possible that different Applicants may be eligible for different amounts of cash and/or in-kind contributions.

Applicants are also reminded that, while potential public funds and in-kind contributions are available from the above-mentioned public stakeholders, they should strive to minimize the cost of the project to these public stakeholders as this will be a heavily weighted criterion in the selection of a successful Applicant. Consequently, Applicants are strongly encouraged to seek out sources of non-public funding and/or non-public assistance for inclusion in their Applications. Furthermore, Applicants are entitled to explore the possibility of funds and/or in-kind contributions from other public bodies or institutions not mentioned above.

1.9 Project Principles

The PBS project is guided by the following principles. It is expected that all aspects of the PBS in Vancouver will align as much as possible with these principles.

- a) Economic
 - i) Minimize Cost - Minimize the use of public funds and in-kind services in the project (i.e., contributions from the City, TransLink, UBC, the Province of BC and the Government of Canada).
 - ii) Cost Effective - Provide quality work and value-for money.

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- iii) Long-term View - Take the long-term view by using life-cycle analysis and optimizing costs and benefits over the long term.
 - iv) Risk Management - Minimize risk and liability exposure to the City, other public stakeholders and the public.
 - v) Innovation - Develop and apply creative solutions to achieve sustainable design, construction, service delivery, operations, and maintenance.
 - vi) Green Jobs - Support the development of a green economy in Vancouver by creating green jobs.
- b) Community and Social
- i) Accessibility and Inclusiveness - Deliver a PBS that is accessible to all, regardless of cycling ability or familiarity, PBS member or casual user, language and cultural differences, and accommodates a wide range of physical differences (e.g., height, weight, etc.).
 - ii) Aesthetics - Recognize that heritage has value and appearance is an important component of design, construction, maintenance and operation.
 - iii) Community Development - Recognize and serve the needs of the community when designing, installing, owning and operating the PBS, including providing opportunities (e.g., training, employment, etc.) for disadvantaged groups or individuals, where possible.
 - iv) Health and Safety - Protect PBS user, public, and worker health and safety.
 - v) Responsiveness - Provide services in a timely and sensitive way.
 - vi) Privacy - Respect and protect all user information.
- c) Environment
- i) Environmental Stewardship - Protect and enhance the environment.
 - ii) Resource Conservation - Pursue energy and resource conservation (i.e. reduce, reuse and recycle).

1.10 Definitions

The following words used in this RFEOI shall have the meaning assigned to them in the City of Vancouver bylaws (http://vancouver.ca/bylaw_wa/CategoryIndex.aspx):

- Intersection;
- Metered Space;
- Metered Zone;
- Pedestrian;

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- Public Park;
- Roadway;
- Sidewalk;
- Stop;
- Stopping;
- Street; and
- Traffic.

“bicycles” means the bicycles that are part of the Public Bicycle System.

“bicycle dock” or “dock” means the device that holds and secures a bicycle while not in use and is part of a Station.

“casual user” means a user who has not signed up for a membership.

“green job” has the meaning assigned to it by the Vancouver Economic Development Commission in section 3.2 of their working paper titled, ‘Green Economy’, which is available at the following link:

<http://www.vancouvereconomic.com/userfiles/VEDC%20GREEN%20JOBS.pdf>

“member” means a person who has registered for a membership of a specific duration.

“PBS” means Public Bicycle System.

“Public Bicycle System” means an automated, integrated system to provide bicycles for short-term use for a fee.

“sign” means the signage alerting people to the presence of the station, which may include maps, advertisements, sponsorship recognition, etc.

“station” means the bicycle dock, terminal and sign.

“terminal” means the computer and user interface at the station.

“user” means a person who is using or has used the PBS. Users can be members or casual users.

1.11 RFEOI Process

This RFEOI is an invitation for each Applicant to provide their detailed project Application to the City and to enter into negotiations with the City. This RFEOI does not create any obligation or duty to Applicants that the City could breach, including under any evaluation or negotiation process arising from or related to this RFEOI.

Applicants should note that all costs and expenses associated with the preparation and submission of the Application, including any costs incurred by the Applicant during the evaluation and negotiation process, will be borne solely by the Applicant.

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1.12 Prior Discussions with Bike Share B.C.

Prior to the issuance of this RFEOI, the City had been in discussions with a Vancouver-based non-profit organization called BikeShare B.C. (“BSBC”) to determine the suitability of BSBC to deliver the project. In the course of these discussions, the City sent BSBC the list of requirements set out in Schedule 2 - Format for Applications as well as the forms of the pro forma financial statements attached as Appendix A and Appendix B of Schedule 2. The City has also disclosed to BSBC the station location guidelines and evaluation criteria set out in Section 10.0 and Appendix A of Schedule 3. To date, BSBC has provided the City with some of the requested information (including business plans and financial information) and the City has provided input on some of this information to BSBC.

In order to be considered under this RFEOI, BSBC will be required to meet the same requirements as other potential Applicants and the City will evaluate BSBC on the same basis as other Applicants using the same criteria set out in this RFEOI. Based on the City’s evaluation of BSBC so far, depending on what other potential Applicants are able to offer, the City believes BSBC has a reasonable chance of being selected as the successful Applicant to deliver the project. After the issuance of this RFEOI and before the deadline for submissions of expressions of interest, the City may, in its sole discretion, continue to engage BSBC in discussions or in any of the processes described in Section 1.15 below.

Notwithstanding the foregoing, in order to have the best possible PBS, the City would like to receive proposals from prospective Applicants to determine who else may be capable of delivering the project in accordance with the City’s requirements and what innovative solutions, if any, such Applicants may be able to offer.

1.13 Option to Partner with BSBC

BSBC has indicated that they would be open to exploring the possibility of partnering with another Applicant to submit a joint Application under this RFEOI. In particular, Applicants may be interested in partnering with BSBC on their helmet strategy, which BSBC has put considerable thought and effort into developing. Applicants interested in exploring partnership opportunities with BSBC are encouraged to contact Keith Ippel, Executive Director of BikeShare BC by email: keith@vacc.bc.ca, phone (604) 789-1519 or by mail/courier at Suite 1218, 1030 West Georgia Street, Vancouver, BC, V6E 2Y3.

1.14 Evaluation Criteria and Process

The City will determine if each Applicant either (i) has the capability of delivering the project in accordance with the requirements set out in this RFEOI or (ii) offers an innovative solution that the City would consider as an alternate project delivery model.

The City will consider the following criteria when evaluating Applicants’ responses:

- a) Quality of business plan;

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- b) Alignment with the City’s project principles set out in Section 1.9 of this RFEOI;
- c) Applicant’s experience, particularly in operating a PBS or similar system in a city similar in size and attributes to Vancouver;
- d) Likelihood of achieving and/or exceeding the project goals set out in Section 1.6 and the project requirements set out in Schedule 3; and
- e) Whether one or more Applicants collaborating together might produce a better PBS system.

Preference may be given to the following:

- a) An operator that is a non-profit organization that is registered and in good standing in British Columbia;
- b) A project that minimizes any cash and/or in-kind contributions from the City and other stakeholders;
- c) A project that minimizes any risk and/or liability to the City and other stakeholders;
- d) A project that provides the City with some rate of return for use of City property, resources and in-kind services;
- e) Applicants that can demonstrate a strong knowledge of Vancouver and the needs of Vancouver PBS users.

1.15 Negotiation Process

The City anticipates that the evaluation and negotiation process will proceed in accordance with the stages set out below (but not necessarily in the order set out below for every Applicant) and the City may elect to modify or change this process at any time at its discretion.

Stage One - Screening

The City will review and evaluate Applications to identify qualified Applicants for further consideration and may request Applicants to clarify information provided in their Applications. Based upon this initial screening, the City may short-list Applicants with whom the City would be willing to enter into negotiations to finalize a contract for the delivery of the project (“**Short-Listed Applicants**”).

Stage Two - Interviews and Meetings with Applicants

The City will meet with Short-Listed Applicants to further define the commercial terms and scope of the project. This stage of the evaluation process may include a series of interviews, presentations or demonstrations.

The City may require Short-Listed Applicants to provide a detailed project implementation plan or a draft project agreement to form the basis for further

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negotiations. Alternatively, the City may prepare a draft project agreement and provide it to one or more Short-Listed Applicants for their review and consideration or request that one or more Short-Listed Applicants prepare a draft project agreement.

Stage Three - Contract Negotiation

The City will be at liberty to negotiate in parallel with one or more Short-Listed Applicants, or in sequence, or in any combination, and may at any time terminate all or any one set of negotiations with the Short-Listed Applicants.

In its negotiations with each Short-Listed Applicant, the City will, as applicable, review and revise the draft project agreement using the information received in prior stages of the evaluation process from the Short-Listed Applicant. Each Short-Listed Applicant will be entitled to offer counter-offers with respect to the City's response, but the Short-Listed Applicants will not be entitled to re-negotiate previously settled issues with respect to its Application or the draft project agreement.

Stage Four - Contract Award

The City will determine which Short-Listed Applicant, if any, it will select to deliver the project and, if applicable, enter into a binding agreement for that purpose. It is up to the City to determine the extent to which the City wishes to negotiate and settle the project agreement before awarding the project.

Collaboration by one or more Applicants

At any time during evaluation, if the City believes that the collaboration of one or more Applicants may produce a better PBS system, the City may ask one or more Applicants to explore the possibility of collaborating with another Applicant to deliver the PBS system. The City will determine whether one or more Applicants collaborating with each other will have to submit a new Application or simply submit revised or more information. In either case, if necessary, the City will provide a reasonable amount of time for them to submit a new application and/or more information. Those Applicants asked by the City to collaborate with each other will also be asked to share some or all of their Application and any other relevant information with each other. Participation by any Applicant in this process will be entirely voluntary. Even though the City may engage one or more Applicants in this process, the City will be under no obligation to award the project to any Applicant.

As indicated in Section 1.13, any prospective Applicant may contact BSBC to explore the possibility of partnering with BSBC to submit a joint Application. Prospective Applicants are also entitled to partner up with one or more organizations (whether based in Vancouver or elsewhere) to submit a joint Application.

City Under No Obligation to Award Project

Notwithstanding anything in this RFEOI to the contrary, including the submission of Applications by Applicants, the evaluation of such Applications by the City and/or any discussions or negotiations between the City and one or more Applicants, the City is under no obligation whatsoever to award the project to any Applicant.

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1.16 City's Use of Applications

- a) The Application, once submitted to the City, becomes the property of the City, and the City is under no obligation to return the Application. Subject to Section 1.16 b), all right, title and interest in the Application, including any proposed ideas and solutions, are transferred to the City and the City shall be free to use the Application without restriction or compensation.
- b) Despite Section 1.16 a), all intellectual property rights in and to any patents, copyright, trade-marks and trade secrets owned by or licensed to the Applicant prior to its submission of the Application ("Pre-existing Intellectual Property") remain with the Applicant and under no circumstances will Section 1.16 a) operate as or be deemed to constitute a waiver of any Pre-existing Intellectual Property.

1.17 RFEOI Documents

- a) This RFEOI includes the following attachments:
 - i) Schedule 1 – Letter of Application;
 - ii) Schedule 2 – Format for Applications;
 - A) Appendix A - Pro Forma Financial Information;
 - B) Appendix B - Pro Forma Staff Costs;
 - iii) Schedule 3 – Description of Requirements;
 - A) Appendix A - Station Location Evaluation Form;
 - iv) Schedule 4 - Information Meeting Attendance Form.
- b) If the City issues any addenda to this RFEOI, such addenda will form part of this RFEOI.
- c) It is the sole responsibility of the Applicant to check the City's website at <http://www.vancouver.ca/bid/bidopp/openbid.htm> regularly for amendments, addenda, and questions and answers related to this RFEOI.
- d) The Applicant is to submit its Application in accordance with the terms of this RFEOI including the instructions identified on the cover page and as provided within this Section 1.

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SECTION 2 COMMUNICATIONS

2.1. Inquiries by Applicants

- a) The City's Director of Supply Chain Management has conduct of this RFEOI, and all communications, including questions for TransLink or UBC, are to be directed only to the Contact Person as identified on the cover page.
- b) It is the responsibility of the Applicant to thoroughly examine these documents and satisfy itself as to the full requirements of this RFEOI. Inquiries are to be in written form only, faxed to 604-873-7057 or e-mailed to purchasing@vancouver.ca to the attention of the Contact Person before the deadline for inquiries set out in Section 1.2 - Key Dates and Timeframes. If required, an addendum will be posted on the City's website as noted in Section 1.17 c.

2.2. Applicants' Information Meeting

- a) Applicants are invited to attend an Information Meeting on Wednesday May 4, 2011, commencing at 2:00 P.M. and lasting until approximately 3:30 P.M.

Location: Vancouver City Hall
453 West 12th Avenue
Vancouver, BC V5Y 1V4

Strathcona Room (Sub-Ground Meeting Room)

- b) All prospective Applicants should pre-register for the Applicants' Information Meeting by submitting an Information Meeting Attendance Form (attached as Schedule 4) by fax to (604) 873-7057 or e-mail to purchasing@vancouver.ca by Thursday, April 28, 2011.
- c) Applicants may attend either in person or by telephone and should indicate on the Information Meeting Attendance Form their preference by checking the appropriate box. Those attending via telephone will be contacted and given a phone number to dial to gain access to the meeting at the prescribed time.

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SECTION 3 SUBMISSION OF APPLICATIONS

3.1. Delivery

Applicants should submit ten (10) printed copies of the Application and one electronic copy on a memory stick, in sealed envelopes, delivered either by hand or by courier to the address set out on the cover page of this RFEOI.

The Applicant should set out its name and mailing address on the envelope and the envelope should be clearly marked as set out on the cover page of this RFEOI.

3.2. Late Applications

Applicants are strongly encouraged to submit their applications before the Closing Time. The City reserves the right to accept applications submitted after the Closing Time but is under no obligation to do so.

3.3. Format of Application

Each Application should contain a Letter of Application in the form set out in Schedule 1 and be in the format set out in Schedule 2. All Applications should be submitted in English.

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SECTION 4 NO DUTY OR OBLIGATION ASSUMED BY CITY

4.1 No Claim Against the City

The Applicant acknowledges and agrees that the City will not be responsible for any costs, expenses, losses, damages or liabilities incurred or alleged to be incurred by the Applicant and by submitting an Application each Applicant shall be deemed to have agreed that it has no claim whatsoever.

4.2 Reservation of Complete Control of Process

The City reserves the right to retain complete control over the RFEOI process at all times. Accordingly, the City is not legally obligated to review, consider or evaluate Applications in accordance with the procedures set out in this RFEOI and the City reserves the right to continue, interrupt, cease or modify its review, evaluation and negotiation process for any or all Applications at any time without further explanation or notification to any of the Applicants. Further, notwithstanding anything in this RFEOI to the contrary, the City is under no obligation whatsoever to award the project to any Applicant.

4.3 Information Disclaimer

The City is not liable or responsible for any verbal or written information, or any advice, or any errors or omissions which may be contained in the RFEOI or documents disclosed or otherwise provided to the Applicant pursuant to this RFEOI.

The Applicant shall conduct its own independent investigations and interpretations and shall not rely on the City with respect to information, advice or documentation provided by the City.

The City makes no representation, warranty, or undertaking with respect to this RFEOI and the City shall not be liable or responsible for the accuracy or completeness of the information in this RFEOI or for any other written or oral information made available to any Applicant related to this RFEOI.

The Applicant now irrevocably waives all rights it may have by statute, at law or in equity, to obtain any records produced or kept by the City in evaluating its Application (and any other submissions) and now agrees that under no circumstances will it make any application to the City for disclosure of any records pertaining to the receipt, evaluation or selection of its Application (or any other submissions) including, without limitation, records relating only to the Applicant.

4.4 No Legal Obligation Assumed by the City

The Applicant acknowledges and agrees that despite any other term of this RFEOI, the City assumes no legal duty or obligation in respect of this RFEOI or any of the processes described herein. The City will only have legal obligations to the successful Applicant if the City determines that a project agreement is necessary and if the City and the successful Applicant enter into such project agreement. Until such time, all Applicants are entitled to withdraw their Application at any time.

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SCHEDULE 1 - LETTER OF APPLICATION**

SCHEDULE 1 - LETTER OF APPLICATION

[Letterhead paper of the Applicant, including full postal address, telephone and facsimile.]

Date: _____

To: The City of Vancouver

Re: Application in respect of RFEOI PS11187 - Applications for a Public Bicycle System (the "RFEOI")

1 Being duly authorized to represent and act on behalf of _____
[Applicants are to insert full corporate name, including the full corporate name of each joint venture or consortium member] the ("Applicant"), and having reviewed and fully understood all of the RFEOI, the undersigned hereby submits this Application to enter into negotiations with the City of Vancouver.

2 The City of Vancouver and its representatives may contact the following persons for further information:

[Insert name and contact information.]

3 The undersigned declares that the statements made and the information provided in the Application are complete, true, and correct in every detail.

[APPLICANT NAME]

Authorized Signatory:

Title:

[Note: Each joint venturer or consortium member should sign]

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SCHEDULE 2 - FORMAT FOR APPLICATIONS

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The City requests that Applicants respond to this RFEOI in the form of a comprehensive Business Plan. In the following sections, the City has identified factors it considers relevant to a PBS and Applicants should consider these in their Business Plan. However, the factors identified below are by no means an exhaustive list and the City is looking to Applicants to identify and describe additional relevant information as well as provide creative and innovative solutions to designing, implementing, operating, maintaining and managing a PBS in Vancouver.

For each factor, the Business Plan should articulate the roles and responsibilities of all parties involved, including clearly defining the proposed roles and responsibilities of the City.

Applicants are also asked to clearly describe in their Business Plan the extent to which each required and preferred element identified in Schedule 3 is provided or addressed.

For the purposes of review and in the interest of sustainable business practices, the City encourages the use of submittal materials (i.e., paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable. The City discourages the use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers. Applicants are encouraged to print/copy on both sides of a single sheet of paper wherever applicable (if sheets are printed on both sides, it is considered to be two pages). Colour is acceptable, but content should not be lost by black and white printing or copying.

Applications submitted by Applicants shall consist of:

- I. the Letter of Application specified in Schedule 1; and
- II. the Application, consisting of and arranged as follows:

1. SUMMARY

Provide a brief overview of your proposed business model, your approach and vision to achieving the goals and aligning with the project principles for a PBS in Vancouver, and highlight areas of your business plan that set you apart from others in your industry.

Also in this section describe and explain any areas where your PBS does not meet the required elements set out in Schedule 3.

2. ORGANIZATION

2.1. Profile

2.1.1. Describe the structure of company (e.g., corporation, partnership, sole proprietorship) and if a joint venture, clearly state this and state who the joint venture parties are, identify who is acting as the lead and the relationship between the parties.

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- 2.1.2. For each party involved, provide a profile and summary that includes at minimum: the management team, products/services offered, areas of expertise, annual sales volume (in dollars), number of employees, major clients, business partners (and the services/products they offer).
 - 2.1.3. For all parent or subsidiary companies and affiliates, provide a profile and summary (as in 2.1.2) and the nature of the relationship with the Applicant or partner.
 - 2.1.4. Provide a history of litigation or claims made against the Applicant and all partners during the three years immediately prior to the Closing Time.
 - 2.1.5. For public companies, provide a copy of the three most recent annual financial statements, prepared according to generally accepted accounting principles and signed by a licensed independent accountant. For private companies, provide a letter from your financial institution or auditor providing assurance to the City that the Applicant has been and is financially viable and solvent as a going concern; confirmation that the Applicant has the financial capacity to complete this project; and that the undertaking of this project will not put any undue financial burden on the Applicant or partner.
- 2.2. Experience and Capacity**
- 2.2.1. Describe relevant experience with PBS or other similar systems and lessons learned. Provide at least three references.
 - 2.2.2. Describe relevant experience working with government and lessons learned. Provide at least three references.
 - 2.2.3. Summarize current and future projects and commitments.
 - 2.2.4. Describe capability (financial, experience and workload capacity) to deliver the PBS by the City's targeted launch date (or sooner).
- 2.3. Your PBS Team**
- 2.3.1. Describe your proposed business structure; for each function, such as system design, system operation, finance, own, and customer service, etc., identify who will be responsible.
 - 2.3.2. Provide the organizational layout or chart of the project team (all parties involved).
 - 2.3.3. Provide a brief job description of each position.
 - 2.3.4. Provide resumes of the key people involved.
 - 2.3.5. Provide a staffing plan and schedules.

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3. MARKETING AND COMMUNICATIONS PLAN

- 3.1 Describe your target market and estimated ridership by segment; for each market segment, estimate the number of users and the revenue generated for each year in the ten year forecast. Provide reasoning and support for your estimates of the number of users and revenue generated. Also describe your proposed age restrictions and how these will be enforced.
- 3.2 Provide comprehensive plans for Public Consultation, Education, Communication, Marketing, Promotion and Media Relations for both pre- and post-launch.
- 3.3 Describe how the system will encourage and accommodate non-English speaking users.
- 3.4 Describe your plan for gathering user feedback, including frequency, and strategies and procedures for handling complaints.

4. OPERATIONAL PLAN

4.1. System Design

Complete the following table:

System Size	Total # at Launch	At each station at Launch		
		Min.	Ave.	Max.
Bicycles				
Docks				
Terminals				

- 4.1.1. Describe your design approach and integration of the PBS into the look of the existing streetscape.
- 4.1.2. Provide detailed design specifications, and features of bicycles, docks, stations, terminals, IT infrastructure, vehicles, equipment and any other infrastructure and system components to be supplied (this may include diagrams, photographs, charts, illustrations, etc.), including useful life and proposed warranty information.
- 4.1.3. Describe and provide drawings of typical station layouts, including station clearance requirements and impacts of stations on the current function of the location.

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- 4.1.4. Provide a conceptual map(s) of station locations. Provide the typical distance between stations and the estimated minimum and maximum distances between stations.
- 4.1.5. Estimate the percentage of stations in each hourly rate per space category for metered parking spaces, in unmetered parking spaces, off-roadway and on non-City property.
- 4.1.6. Describe the different types of energy sources (e.g., solar, hard-wired to the grid, etc.) that will supply stations and estimate the percentages of stations supplied by each type of energy source.
- 4.1.7. Describe your plan for signage or wayfinding.
- 4.1.8. Describe your proposal for system expansion and growth to UBC, other Vancouver neighbourhoods and BC municipalities. Include your expectations for how this growth would be financed.
- 4.1.9. Identify and describe potential compatibility with public bicycle systems in other North American cities.
- 4.1.10. Identify and describe potential for integration with other transportation modes in the region.

4.2 Operation

- 4.2.1 Describe your organization's recommended approach to operations, including hours of operation/seasonality.
- 4.2.2 Describe your plan for all back of house operations, including your customer service plan (types and availability).
- 4.2.3 Describe your operational and communications plans for responding to emergencies.
- 4.2.4 Describe step by step procedures for checking out and returning bicycles (for members and casual users), including user payment for all types of users.
- 4.2.5 Describe the payment system, including how payment is collected for each type of fee and in the case of damage or theft.
- 4.2.6 Describe your bicycle redistribution plan showing a clear understanding of rebalancing issues and ensuring a balanced system with minimal likelihood that a customer encounters an empty or full station. Describe how you will adjust your plan to address changes in demand. Discuss how pricing structure or other user incentives could be used to encourage rebalancing by system users.
- 4.2.7 Describe your plans for bicycle tracking and for bicycles that are stolen or not returned.

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- 4.2.8 Describe the features, reliability and security of IT hardware and software, including all IT user interfaces (e.g., website, wireless devices, terminal, etc.).
- 4.2.9 Explain the flow of information between bicycles/docks, stations, system operator, website and other system elements, including frequency of updates.
- 4.2.10 Identify all facility requirements, including locations, functions (warehouse, IT, call centre, etc.) and numbers and all vehicle and equipment requirements.
- 4.2.11 Describe the metrics your organization will use to evaluate the operational success of a public bicycle system in Vancouver and how will these metrics be monitored and reported.

4.3 Maintenance

- 4.3.1 Develop and describe your maintenance plan, standards and audit procedures for the following. Include plans for replacement, scheduled and unscheduled repair work (including vandalism and graffiti), spares and spare parts strategies and plans to incorporate upgrades and next generation technology.
 - 4.3.1.1 Bicycles
 - 4.3.1.2 Stations
 - 4.3.1.3 Facilities
 - 4.3.1.4 Vehicles
 - 4.3.1.5 Equipment
 - 4.3.1.6 Information Technology

5. FINANCIAL PLAN

- 5.1 Prepare a pro forma statement showing the 10 year forecast of all revenues and capital and operating expenditures using the tables set out in Appendix A and Appendix B of Schedule 2. Expand either of the tables as necessary to include further breakdown or additional items. The pro forma statement should include a sensitivity analysis of the most important variables affecting revenue, and capital and operating expenditures. All currency must be in Canadian dollars. Applicants are reminded that they are not required to separate out the proposed requested cash contribution from each public organization; lump sum capital and operating totals will suffice as laid out in Appendix A. However, Applicants are asked to describe in detail the in-kind contributions and provide the estimated value in-kind requested of each public organization.
- 5.2 For each item in the tables set out in Appendix A and Appendix B of Schedule 2, state your assumptions, describe your reasoning and provide the inputs and calculations behind all of your estimates. For each item, provide a reference in the pro forma statement to where in your Application this information can be found.

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- 5.3 Indicate funding sources for which a commitment is already in place and the term of this commitment.
- 5.4 Provide a detailed pricing strategy (memberships, deposits, time-based user fees, one-time use, frequent user rewards, incentives, late fees, charge for not returning bicycle, etc.) and rate schedule.
- 5.5 Describe strategies to generate revenues and/or improve cost efficiencies over time (e.g., advertising, corporate sponsorship, etc.).
- 5.6 Identify any areas for profit/cost sharing with the City and describe any other expected financial involvement of the City.

6. LEGAL & REGULATORY

- 6.1 Describe your proposed strategy for ensuring success of the PBS and encouraging users to operate in compliance with the City of Vancouver Bylaws, the BC Motor Vehicle Act, and all other applicable statutes and regulations.
- 6.2 Specifically, describe your proposed strategy for encouraging users to operate in compliance with the BC Motor Vehicle Act's requirement for mandatory helmet usage by PBS users. Provide rationale for your strategy and a detailed operational plan.

7. RISK ANALYSIS

- 7.1 Identify, describe and assess all elements of risk exposure and describe in detail the mitigation strategies and plans to address these risks. For each risk, estimate the range of the City's exposure and the range of exposure assumed by the Applicant. The following risks should be included, but this should not be considered an exhaustive list.
 - 7.1.1 Financial risks: failure to generate revenues; higher than forecasted capital and/or operating expenditures; lost or damaged bicycles; bicycle repair/level of maintenance; vandalism or theft of bicycles or other system elements.
 - 7.1.2 Liability: to the Applicant, to the City.
 - 7.1.3 Reputational risk to the City: success of program, impact to private bicycle rental operators.
 - 7.1.4 Operational: privacy and data security, IT/system/internet/power failure; injuries/accidents.
 - 7.1.5 Legal & Regulatory.
 - 7.1.6 Environmental: any adverse effect on the environment occurring as a result of the design, installation, operation, maintenance or management of the PBS.

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8. SERVICE LEVELS

Describe the performance standards (indicators and thresholds) you propose to ensure acceptable operation, maintenance and customer service of the PBS, your plan for continuous improvement and how you will incorporate evolving best practices.

9. IMPLEMENTATION PLAN

9.1 Include a detailed schedule for implementation. Ensure that deadlines for all expectations you have assigned to the City are clearly shown on the schedule. The schedule should include, but is not limited to:

9.1.1 Milestones, including completion of key stages or components within the project;

9.1.2 Key people involved with each stage or component;

9.1.3 Details of the deliverables for each stage or component; and

9.1.4 Potential schedule and next steps for system expansion.

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SCHEDULE 2 - APPENDIX A - PRO FORMA FINANCIAL INFORMATION

Instructions:

1. Add and remove rows as necessary to accurately reflect your Business Plan, keeping the main categories intact.
2. Clearly state all assumptions.

Line No.	\$000 · 2011 figures · inflation not incorporated	Ref.	YEAR 0 (Pre-Launch)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
System Size													
New Additions (i.e. System Growth, if applicable)													
1	Bicycles												
2	Docks												
3	Stations												
Cumulative													
4	Bicycles												
5	Docks												
6	Stations												
Costs													
Capital Costs													
Infrastructure													
7	Station Design & Production (if different types would be used, use a separate line item for each type)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
8	Station Shipping		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
9	Station Installation		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
10	IT Infrastructure		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
11	Subtotal		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Equipment													
12	Bicycle Design & Production, Shipping & Assembly (New Additions/System Growth)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
13	Bicycle Design & Production, Shipping & Assembly (Replacements - End of Life)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
14	Bicycle Design & Production, Shipping & Assembly (Replacements - Theft, vandalism, etc.)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
15	Maintenance and Assembly Equipment		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
16	Maintenance and Re-distribution vehicles		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
17	Subtotal		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Start Up & Expansion													
18	Station Location Study												
19	Facility/Warehouse Set up and Expansion		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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20	Call Centre Set Up and Expansion	\$	-	-	-	-	-	-	-	-	-	-
21	Membership Cards	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
22	Office Set up	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
23	Map Design & Production	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
24	Signage Design & Production	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
25	Legal Reviews	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
26	Staff Cost (from Appendix B, Year 0 Total)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
27	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
28	Contingency	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
29	TOTAL Capital Costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Grants												
30	Advertising	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
31	Sponsorship	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
32	Grants from Public Organizations (City of Vancouver, TransLink, UBC, Province of BC, Government of Canada)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
33	Grants from other organizations	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
34	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
35	NET Capital Cashflow	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations Costs												
36	Bicycle Redistribution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
37	Customer Support (including call centre)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
38	System Operating cards	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
39	Credit card processing fees	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
40	IT (software license and back end operation)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
41	Website Development and Hosting Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
42	Station Communications/IT	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
43	Station Land Lease: Off-Street Private Sites	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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44	Station Land Lease: Off- Street Public Sites	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
45	Station Land Lease: On-Street Public Sites	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
46	Station Relocation	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
47	Permitting	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
48	Operation Supplies	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
49	Operation Staff Cost, Years 1 - 10 (from Appendix B)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
50	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Maintenance Costs										
51	Bicycle Maintenance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
52	Bicycle Spare Parts	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
53	Station Maintenance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
54	Station Spare Parts	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
55	Station Batteries, if required	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
56	Station Paper	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
57	Vehicle Maintenance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
58	Vehicle Fuel	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
59	System setup and takedown (if seasonal operation)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
60	Facility rental/lease (repair facility)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
61	Facility rental/lease (off-season storage facility)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
62	IT Systems and Hardware Maintenance (including website)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
63	Updating Maps and Signage	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
64	Maintenance Supplies	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
65	Maintenance Staff Cost, Years 1 - 10 (from Appendix B)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
66	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	General & Administration Costs										
67	Insurance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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68	Office Lease	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
69	Office Administration (all expenses, except staff expense and office lease)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
70	Marketing and Promotions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
71	Legal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
72	Accounting	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
73	General & Administrative Staff Cost, Years 1 - 10 (from Appendix B)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
74	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Financing										
75	Financing charges for capital expenditures (including capitalized startup)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
76	Working Capital financing charges	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
77	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
78	Contingency	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
79	TOTAL Operations, Maintenance and General & Administrative Costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Operating Revenues										
	User Fees (one line for each fee category to align with your pricing strategy)										
80	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
81	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
82	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	External Funding Contributions										
83	Private Fundraising	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
84	Public Funds (City of Vancouver, TransLink, UBC, Province of BC, Government of Canada)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
85	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Advertising Revenues										
86	Stations	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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87	Bicycles	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
88	Website	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
89	Subtotal	\$ -	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sponsorship Revenues (one line for each sponsorship type)											
90	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
91	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
92	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
In-Kind Contributions (one line for each type of contribution)											
City of Vancouver											
93	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
94	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
95	Type 3	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
96	City of Vancouver Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TransLink											
97	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
98	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
99	Type 3	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
100	TransLink Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
UBC											
101	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
102	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
103	Type 3	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
104	UBC Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other											
105	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
106	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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107	Type 3	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
108	Other Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
109	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Other Revenues (describe and itemize)										
110	Type 1	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
111	Type 2	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
112	Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
113	TOTAL Operating Revenues	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
114	TOTAL Operating Cashflow Surplus (Shortfall)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
115	TOTAL Before HST Cashflow (NET Capital Cashflow + TOTAL Operating Surplus/Shortfall)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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 APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM
 SCHEDULE 2 - APPENDIX B - PRO FORMA STAFF COSTS

Instructions:

1. Add and remove rows as necessary to accurately reflect the organization described in your Business Plan, keeping the main categories intact.
2. Clearly state all assumptions.

Line No.	# Positions Needed	Ref.	YEAR 0	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
			(Pre-Launch)	1	2	3	4	5	6	7	8	9	10
Employee Expenses													
Operations													
			\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
1	System Operator		\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
2	Customer Service Reps	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
3	Drivers for Bike Rebalancing	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
4	Operations Engineer	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
5	Subtotal - Operations Staff Cost	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Maintenance													
6	IT	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
7	Bike Mechanics	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
8	Maintenance Supervisor	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
9	Subtotal - Maintenance Staff Cost	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
General & Administrative													
10	Executive	-	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-

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SCHEDULE 2 - APPENDIX B - PRO FORMA STAFF COSTS

11	Program/Project Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Fundraising Staff & Programming	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Marketing & Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Clerical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Subtotal - General & Administrative Staff Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	TOTAL STAFF COST	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM
SCHEDULE 3 - DESCRIPTION OF REQUIREMENTS

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1.0 General

The following elements are required:

- 1.1 A highly reliable system with data security, including but not limited to financial data, user names, and personal information.
- 1.2 Low maintenance/durable and corrosion and graffiti resistant material for all system components exposed to the elements.
- 1.3 Functional system in all normal Vancouver weather conditions.
- 1.4 Scalable system (expand and reduce) to accommodate seasonal and other changes in demand. This includes the number and size of stations, number of bicycles, customer service, etc.
- 1.5 Flexibility to add features, change functionality, and accommodate changes in technology.

2.0 Station

The following elements are required:

- 2.1 Modular bicycle docking stations that are portable, easy to pick up and move without any excavation.
- 2.2 Stations that are easily relocated and require minimal time to install/remove and do not leave behind attachment points that could trip a pedestrian or impede traffic, parking, or snow removal.
- 2.3 Clear and prominent instructions directing users how to report problems or a bicycle in need of repair.
- 2.4 Warranty on station and station components to cover full useful life.
- 2.5 Capacity to convey safety, bicycle laws and warnings affecting cyclists presented in an easy to read format in all lighting conditions.
- 2.6 Ability to prevent out-of-service bicycles from being checked out, along with an indicator showing whether a bicycle is available or out-of-service. All in-service bicycles should remain available.
- 2.7 Capacity to maintain security of the system during a power failure event or loss of internet connection.
- 2.8 Capacity for the station, including docks, to self-report malfunctions.
- 2.9 Capacity to protect docked bicycles from theft.

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The following elements are preferred:

- 2.10 Smallest feasible footprint to enable installation in a space currently used as an on-street parking space or on a wide sidewalk with a layout that minimally impedes pedestrian traffic and ideally has no components that extend horizontally beyond the bicycle containment area footprint.
- 2.11 Capacity to convey bicycle route network information, including a map indicating both terminal locations and bicycle routes, presented in an easy to read format in all lighting conditions.
- 2.12 Unified look and feel of all stations within the network.
- 2.13 Aesthetic compatibility with streetscape and neighbourhood context.
- 2.14 As much as possible, reliable renewable power sources should be used.
- 2.15 Capacity to add lighting where necessary to facilitate night time use of terminal and adjustment of bicycles and to reduce vandalism.
- 2.16 Ability to allow users to choose any bicycle at the station.
- 2.17 Display area at stations for posting City of Vancouver-approved information.
- 2.18 Ability to allow annual members to check bicycles out from the dock without interacting with the terminal.

3.0 Bicycle

The following elements are required:

- 3.1 Safety and stability in all weather conditions.
- 3.2 Protection of user from grease, dirt, and tire spray, including enclosed drive train, full front fender and rear fender with coat/skirt guard.
- 3.3 Easy to mount, operate and to hold in stopped position, including for shorter riders.
- 3.4 One size fits majority of the user population with tool-free seat-only adjustment.
- 3.5 Bicycle elements/parts not compatible with non-PBS bicycles and cannot be removed without specialized proprietary tools.
- 3.6 Lighting, reflectors, bell and other safety features in compliance with the laws of British Columbia and the bylaws of the City of Vancouver.
- 3.7 Automatic lights (white in front and red in back) powered by generator/internal hub dynamo. Lights should be on while bicycle is in motion and for 2 minutes after stopping.

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- 3.8 Reliable and intuitive braking system.
- 3.9 A simple and reliable gear shift with a sufficient range of gears to handle Vancouver's topography.
- 3.10 All cables and wiring tamper-proof and protected from the elements.
- 3.11 Puncture resistant tires.
- 3.12 Cargo capacity for items such as a typical briefcase, book bag, and/or grocery bag weighing up to ten kilograms.
- 3.13 Flat pedals only (no toe clips).
- 3.14 Capacity for sponsorship or advertising that can be easily changed.

The following elements are preferred:

- 3.15 Equipped with tracking devices or equivalent.
- 3.16 Compatibility with bicycle racks on Vancouver area transit buses.
- 3.17 Weight less than 25 kilograms.
- 3.18 Kickstand or other device to allow the bicycle to be supported upright.
- 3.19 Upright riding position.
- 3.20 High visibility paint colour for safety.

4.0 Terminal

The following elements are required:

- 4.1 Technology to accept and validate a variety of payment methods (e.g., credit card, pay by phone, etc.)
- 4.2 All terminals in system accept casual users with agreement to liability waiver.
- 4.3 A process for situations in which a user wants to return a bicycle to a station that is full or check out a bicycle from a station that is empty.
- 4.4 Legibility in all lighting conditions and operational in all normal weather conditions.
- 4.5 Flexibility to add features and modify terminal as needed.

The following elements are preferred:

- 4.6 Flexibility to accept registrations or payments for other City managed services (e.g., street parking).

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- 4.7 Compatible with other transportation payment systems (e.g., TransLink's upcoming Smartcard, etc.).

5.0 Website and Wireless Devices

The following elements are required:

- 5.1 A mechanism for users to report problems and make suggestions for system improvement.
- 5.2 Real-time information available on station, bicycle and dock status.
- 5.3 Ability to collect survey information and customer satisfaction ratings.
- 5.4 Ability for website to accept and/or allow user to create or change their membership.
- 5.5 Phone contact information prominent on website.
- 5.6 Capacity to convey bicycle safety information, laws, and/or warnings affecting cyclists.

The following elements are preferred:

- 5.7 Personalized customer web pages that provide information such as kilometers traveled, calories burned, etc.

6.0 Data and Information Technology

The following elements are required:

- 6.1 Real-time two way communication between system operator and stations.
- 6.2 Capacity to remotely lock down all or individual stations.
- 6.3 To the greatest extent possible, all data and records are the property of the City and are available to the City immediately upon request.
- 6.4 PBS operator will provide regular reports to the City, in a form acceptable to the City, and at the City's request.
- 6.5 Memberships can be purchased using a variety of payment methods.
- 6.6 Ability to charge users for bicycles that are late or not returned.

The following elements are preferred:

- 6.7 City access to real-time system operation and status data, including customer/public complaints and resolutions.
- 6.8 Credit cards can act as membership cards.

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- 6.9 System is backed up and maintained/upgraded daily.
- 6.10 Capacity to allow for a variety of membership categories (e.g., student, corporate, senior, etc.).
- 6.11 Ability to limit the number of bicycles used simultaneously by any one membership category.
- 6.12 All data and records are the property of the City and are available to the City immediately upon request.

7.0 Operations, Maintenance, & Customer Service

The following elements are required:

- 7.1 Method or system to alert the City's snow plow and street cleaning vehicles to the boundaries of the station.
- 7.2 System to assist users with mechanical issues and/or injuries.
- 7.3 Customer service phone number on every bicycle.
- 7.4 Collaboration with the City to design and execute an optimal process for snow, ice, garbage and graffiti removal on and around stations.

The following elements are preferred:

- 7.5 Compatibility with the City's 311 system.
- 7.6 Customer service available at all hours that system is available.

8.0 Legal and Regulatory

The following elements are required:

- 8.1 Compliance with all applicable statutes, regulations and bylaws and provides all equipment and services in a manner that is not negligent or would otherwise impose any liability on the City or the PBS operator.
- 8.2 Users of the PBS are expected to comply with all applicable statutes, regulations and bylaws, including but not limited to the British Columbia Motor Vehicle Act, which requires that all children and adults riding a bicycle wear a bicycle safety helmet.
- 8.3 Strictly protect the privacy of all PBS users and not sell or transfer credit card and other private information except for the purpose of operating the PBS.
- 8.4 Fully indemnify and hold the City harmless from and against all claims (including claims for personal injury, death and damage to property) brought by users or other third parties.

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8.5 Waive all claims against the City other than for the City's breach of contract or wilful misconduct.

8.6 All users subject to a legally binding waiver / assumption of risk.

9.0 Insurance

All Applicants should include with their Application a letter from their broker or insurance agent indicating whether or not (and if not, then to what extent) they will be able to comply with the insurance requirements.

Prior to the commencement of any Agreement, the selected Applicant will provide evidence of each policy of insurance required to be taken out by the PBS operator in the City's standard certificate form of Insurance

9.1 \$10,000,000 per occurrence Commercial General Liability insurance.

9.2 \$5,000,000 automobile liability policy for owned or leased licensed vehicles.

9.3 \$5,000,000 All Risk (Broad Form) Tenant's Legal Liability insurance.

9.4 All Risk (Broad Form) insurance on property of every description and kind owned by the Operator or for which the Operator is legally liable.

9.5 Comprehensive Crime coverage, including Employee Dishonesty, Computer Theft or Funds Transfer Fraud. The amount of coverage for each of the insurance policies will not be less than the maximum amount of money or securities at risk at each or any one location.

10.0 Station Locations

Typically, stations will be located near the street, on City-owned land, land owned by other public agencies or institutions, or on private property. Roadway locations will be considered, although off-roadway locations are strongly preferred. Priority shall be given to station locations that optimize system utilization.

Proposed station locations will be evaluated using the 'Station Location Evaluation Form', attached as Appendix A to this Schedule.

It will be the right and responsibility of the selected Applicant to work with agencies, institutions, private landowners and the City, to get public and private space commitments and secure all required permits and leases according to the processes identified by each agency, institution, private landowner and/or the City.

The selected Applicant will be responsible for all station installation, relocation and removal costs.

10.1 Guidelines

Stations should be located to maximize use of the PBS. Considerations for other criteria, such as advertising exposure, must be secondary.

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Stations should be located to minimize the impact on pedestrians and transit users and to mitigate the impact on others.

Stations should be located, where practical:

- a) at a station-to-station spacing of approximately 300 m;
- b) to be visible from all rapid transit station entrances in the service area;
- c) to be visible from all express bus (B-Line) stops in the service area;
- d) near other transportation hubs such as:
 - i) Coal Harbour seaplane terminal; and
 - ii) False Creek ferry docks;
- e) along cycling routes in the service area;
- f) near all libraries and community centres in the service area;
- g) near attractions such as:
 - i) Stanley Park;
 - ii) Vanier Park;
 - iii) Creekside Park; and
 - iv) Granville Island;
- h) near sporting, performance and event venues such as:
 - i) stadium precinct;
 - ii) theatres; and
 - iii) convention centres;
- i) near major educational institutions in the service area;
- j) within the Vancouver General and Saint Paul's hospital precincts; and
- k) at all other viable locations that would support an effective system;

Stations may be located:

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- a) within the roadway, within 2.5m of the curb, where parking and stopping would otherwise be permitted at all times.

Stations must not be located:

- a) within the pedestrian travel zone of a sidewalk. Generally, this will be a minimum of 2.5 m (8 ft.) width in most commercial areas, and up to 3.7 m (12 ft.) or more in areas of high pedestrian volumes such as near intersections; and
- b) such that they would block exits from buildings, access to Fire Department connections, City sewers, City water works, gas valves or other utility access.
- c) within the roadway where parking or stopping is prohibited, as defined by the BC Motor Vehicle Act, the City of Vancouver Street and Traffic By-Law (vancouver.ca/bylaws/2849c.PDF) and other governing regulations.

11.0 City Owned Land

For the purpose of preparing a pro forma statement only, the following cost estimates for land leases should be used. Actual costs will depend on negotiated values.

11.1 Roadway Locations

Assume that metered parking spaces occupied by the system on roadways is priced at an annual cost of 3000 times the existing hourly meter rate per space. Hourly meter rates are established by the City's Parking Meter Bylaw No. 2952 (<http://vancouver.ca/bylaws/2952c.PDF>). Note that for any given metered space, the full annual cost shall be assumed even if only a portion of the space is occupied by the PBS.

Assume that unmetered parking spaces occupied by the system on roadways is priced at an annual cost of \$213 per lineal metre of curb. This rate applies to typical un-metered parking in Vancouver, which is parallel to the curb.

11.2 Off-Roadway Locations

For City-owned off-roadway locations, the pricing for space occupied by the PBS shall be assumed to be \$250 per square metre per year.

11.3 All Other Locations

Applicants shall assume market prices for the cost of all land not owned by the City.

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SCHEDULE 3 - APPENDIX A - STATION LOCATION EVALUATION FORM

SCHEDULE 3 - APPENDIX A - STATION LOCATION EVALUATION FORM

DATE:	Time:
Photo Numbers	
STATION LOCATION (Address or hundred block and Street Name)	
Street side (circle)	North South West East
STATION LOCATION (AT Street Name)	
Other information (as per Parking Enforcement reference)	

Where is it located?

- Private Lands (end of survey) Public Lands (continue) Uncertain (continue)
 Mixed - Private/Public Lands (continue)
 Off- Roadway On-Roadway

What type of space is it?

- Courtyard
 Sidewalk
 Boulevard
 Median
 Street
 Other _____

How much space is available?

- Minimum space of 2.5 m x 10 m
 More than 2.5 m x 10 m
 How much space is there?
 Length _____
 Width _____

Comments _____

Note: Expansion space: another 2.5 m x 3 m (min)

What are the potential Impacts?

- Loading and taxi zones _____
 Transit stops (note bus route #s & ID) _____
 - Is the ID pole within 2.5 m?
 - Would the queue for the bus be affected?
 - Is there a bus shelter?
 - With Advertising
 - Without Advertising Emergency service (access to fire hydrant etc)

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APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM
SCHEDULE 4 - APPLICANTS' INFORMATION MEETING ATTENDANCE FORM**



FINANCIAL SERVICES GROUP
Supply Management
Purchasing Services

Request for Expressions of Interest No PS11187 - Applications for a Public Bicycle System

To acknowledge your intent to attend the Applicants' Information Meeting being held as per Section 2, Part 2.2, and to ensure that you receive the required information, please submit this form to the person identified below before close of business, Thursday, April 28, 2011.

Eamonn Savage
City of Vancouver Supply Management
Fax: 604.873.7057
Email: purchasing@vancouver.ca

Your details:

Applicant's Name: _____
"Applicant"

Address: _____

Telephone: _____ Fax: _____

Key Contact Person: _____

E-mail: _____

Our organization WILL / WILL NOT attend the information meeting for
"RFEOI No. PS11187 Applications for a Public Bicycle System"

Please check if you will attend via telephone only _____

Please check if you will attend in person and indicate number attending ___ Number _____

Authorized Signatory and Name of Company (Please print)

E-mail Address (Please print)

Date