

## BEST FINANCIAL STRUCTURE



### WINNER:

#### Newark Airport Consolidated Rent-A-Car Facility (ConRAC), USA

Underpinned by a 35-year lease agreement with the Port Authority of New York & New Jersey, this project utilizes a first-of-its-kind financing structure for ConRAC facilities. The Port Authority will not make availability payments to the private partner, with the facility instead subject to demand risk financed in the bank market. The financing is supplied by debt and equity partners used to develop the project and then repaid solely out of proceeds received from the Customer Facility Charge (CFC) applied to rental car transactions. A CFC is a user fee imposed by an airport operator, collected by rent-a-car companies daily from each car rental transaction. The model is well equipped to deal with the ever-evolving rent-a-car industry environment, anticipating and providing accommodation for fluctuations in demand. The structure of the deal gives the authority the ability to modernize ground transportation, while financing remains completely off-balance sheet.

The judges welcomed the willingness of the project's sponsors and their lenders to assume revenue risk for this asset class, marking this project out as a "significant development in the procurement model for domestic P3 infrastructure projects."

### FINALISTS:

- Belle Chasse Bridge and Tunnel Replacement Project, USA
- Ferrocarril Central, Uruguay
- Finch Light Rail Transit Project, Canada
- Gordie Howe International Bridge Project, Canada
- Newark Airport Consolidated Rent-A-Car Facility (ConRAC), USA
- NTE Mobility Partners Debt Refinancing, USA
- 95 Express Lanes – Fredericksburg Extension Project, USA

### Sponsored by

