



**THE NORTH BAY JACK GARLAND AIRPORT CORPORATION  
Request for Proposal (RFP) 2018  
Economic Impact Study**

## **1. Scope of Work**

### **Introduction.**

The North Bay Jack Garland Airport Corporation (NBJGAC), YYB, is seeking Proposals from industry for an Airport Economic Impact Study.

The intent of this Request For Proposal (RFP) is to receive an Economic Impact Study that will allow North Bay Jack Garland Airport to operate, promote and develop the airport services in order to maximize revenue generation and thus ensure the commercial viability of the airport in support of the overall economic development of the North Bay area.

This plan will provide the basis for the planning and development of airport lands, aviation facilities, generating new airline service and economic growth for the next ten years.

It can be argued that today airports are the regional economic drivers much like the road and highways of the 1900s and the railways of the 1800s.

Airports move both people and goods. People movement contributes to regional development, innovation and economic growth through the transfer for creativity and ideas. The movement of goods requires capable and sufficient infrastructure. Logistics have become interdependent with rail, road and air cargo transportation becoming more intermodal. YYB has the capacity and infrastructure to support a powerful transportation and logistics hub while supporting passenger traffic to multiple markets.

While the NBJGAC has taken every effort to ensure the accuracy and completeness of the RFP, it is provided solely as a guideline for Proponents. The NBJGAC accepts no responsibility for any information or errors or omissions that may be contained in the RFP. The Proponents are responsible for forming their own opinions and conclusions concerning all matters associated with the RFP.

## **2. Delivery and Opening of Proposal**

Proposals sealed in an envelope, plainly marked "Airport Economic Impact Study Proposal ", will be received by The North Bay Jack Garland Airport Corporation, c/o Kelly Hewitt, Commercial Development Manager, North Bay Airport, 50 Terminal St. Suite 1, North Bay, Ontario, until 1300 local, 9 October 2018.

This Proposal shall remain valid and open for acceptance for a period of 90 days.

## **3. Disqualification of Proposals**

Under no circumstances will Proposals be considered which:

- a. are received after 1300 local on the advertised closing date for Proposals.

**4. Withdrawal or Qualifying of Proposals**

A Proponent who has already submitted a Proposal may submit a further Proposal at any time up to the Official closing time. The last Proposal received shall supersede and invalidate all Proposals previously submitted by the Proponent for this RFP.

**5. Informal or Unbalanced Proposals**

Proposals which are incomplete, conditional, illegible, or obscure, or that contain additions not called for, reservations, erasures, alternations or irregularities of any kind may be rejected as informal.

Proposals that contain prices which appear to be so unbalanced as likely to affect adversely the interests of The North Bay Jack Garland Airport Corporation may be rejected.

The North Bay Jack Garland Airport Corporation reserves the right to waive formalities at his discretion.

Proponents who have submitted Proposals that have been rejected by The North Bay Jack Garland Airport Corporation because of informalities will normally be notified of the reasons for the rejection within ten (10) days after the closing date of Proposals.

**6. Proposal**

Proponents are requested to provide five (4) complete copies of their Proposal, (including the Proposal Bid Form), designating one (1) complete copy as the “original”. Proponents are also required to clearly label the “original” as the “original” on the front cover of their Proposal.

Proponents are requested to provide 1 copy of the technical portion of the Proposal in a PDF format on a disk.

Each Proposal shall include a completed Form of Proposal. The complete written Proposal documents must be submitted as a Proposal and the Form of Proposal must not be separated nor removed from the other documents therewith. The Proponent shall give the total Proposal price in figures and shall fill in all blank spaces for section prices, item prices, lump sums, time for completion and other information in the Form of Proposal.

## **7. Acceptance or Rejection of Proposals**

The North Bay Jack Garland Airport Corporation reserves the right to reject any or all Proposals in the best interest of the Corporation. The lowest or any Proposal will not necessarily be accepted.

## **8. Clarification and Evaluation of Proposals**

Discussions may be conducted with proponents for the purpose of clarification of their Proposals to assure full understanding of and responsiveness to the solicitation requirement.

All Proposals will be evaluated using the evaluation grid criteria noted unless the Proposal does not meet the minimum requirements and are therefore not short listed.

Once the evaluation committee has reviewed the initial Proposal submissions using the evaluation grid, the evaluation committee will recommend an award to a specific firm, if clear cut superiority of an offer is obvious.

The NBJGAC reserves the right to request a best and final offer from only those proponents meeting our full requirements or from the short list developed by the evaluation committee.

All information will be kept under strict security until after an award recommendation has been made.

All discussions and negotiations must be coordinated through the Airport Manager. Do not contact any other Airport Staff regarding this RFP.

## **9. Terms of Payment**

Upon receipt of a valid invoice, payment will be made within 30 days of receipt of the invoice.

Payment in Canadian funds for the proponent's work may be made at the completion of key milestones, or as otherwise agreed to in writing at the Project Orientation / Kick-off Meeting.

Invoices must be submitted based on the volume of work or milestone(s) completed. Subject to approval of the invoice by the North Bay Jack Garland Airport Corporation, payment will be made within thirty (30) days.

Completed work becomes the sole property of the NBJGAC.

## **10. Pricing**

All bids must be in Canadian funds FOB North Bay taxes shown as extra.

## **11. Costs Incurred by Proponents**

All expenses involved with the preparation and submission of Proposals to the NBJGAC, or any work performed in connection therewith shall be borne by the proponent. No payment will be made for any Proposals received or for any other effort required or made by the proponent prior to commencement of work as defined by the Proposal approved by the NBJGAC.

## **12. Exclusivity Clause**

The NBJGAC makes no guarantee of the value or volume of any work to be assigned to the successful proponent as a result of this Airport Economic Impact Study. The Agreement executed with the successful proponent will not be an exclusive contract for the provision of the described, suggested or recommended deliverables. The NBJGAC may contract with others for the same or similar deliverables to those described or may obtain the same or similar deliverables internally.

## **13. Indemnification**

The successful Proponent shall indemnify and hold harmless the NBJGAC, the Corporation of the City of North Bay, their officers, council members, board members, partners, agents and employees from and against all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon NBJGAC, the City and against all loss, liability, judgments, claims, suits, demands or expenses which the NBJGAC / City of North Bay may sustain, suffer or be put to resulting from or arising out of the Successful proponent's failure to exercise reasonable care, skill or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the successful proponent, its agent, officials and employees.

## **14. General Commercial Liability Insurance**

The successful proponent will be responsible for submitting a copy of a General Commercial Liability Insurance Certificate in the amount of \$5 Million with the NBJGAC named as the additional insured. This policy must not contain a limitation, exclusion or restriction that would otherwise limit coverage for loss caused by failure to perform.

**15. Professional Liability Insurance**

The successful proponent will be responsible for submitting Professional Liability Insurance in the amount of \$2 Million.

**16. Automobile Liability Insurance**

The successful proponent will be responsible for submitting a copy of Automobile liability insurance in respect of licenced vehicles shall have limits of not less than \$5 Million insurance per occurrence for bodily injury, death and damage to property covering all licensed vehicles owned or leased by the Bidder and endorsed to provide the Airport with not less than 30 days' notice in writing in advance of any cancellation.

**17. Assignment**

The successful proponent / provider will not assign this Agreement, or any part thereof, without the prior written approval of the NBJGAC, which approval may be withheld by the NBJGAC in its sole discretion or may be given subject to such terms and conditions as the Airport may impose.

**18. WSIB**

Bidders shall submit, prior to commencement of work, or part of a pre-qualification, a certificate of good standing from the Workers' Safety and Insurance Board of Ontario or independent status.

a) Please provide the following:

- i) Workplace Safety & Insurance Board Firm Number
- ii) Workplace Safety & Insurance Board Account Number
- iii) a "Clearance Certificate" issued by WSIB indicating that the Bidder's account is in good standing.

b) The Bidder understands and agrees that the provisions of the Occupational Health & Safety Act Regulations and Canada Labour Code will be strictly adhered to at all times.

c) The Bidder will provide the following equipment when reporting on construction, renovation or service contracts, where required:  
Hard hat; reflective traffic vest; first aid kit; flares; fire extinguisher; hearing protection; eye protection; CSA approved foot wear, and that the equipment will be maintained in good operating order.

d) The WSIB does recognize "Independent Operators" in the construction industry. This individual will have the following characteristics:

- offers services to various firms; reports to the government as a self-employed business (Revenue Canada/GST); owns and operates his/her equipment. This person, therefore is not automatically covered for WSIB purposes. This person must contact WSIB for a “worker status ruling” as an independent operator and subsequently provide the Airport with a copy of the letter from the WSIB.

## **19. Electronic Commerce**

When proponents are provided with the option of emailing their Proposal response to the noted tender email address, please ensure that the representative authorized to bind the corporation/company/partnership signs the proposal bid form via electronic signature

## **20. Funding**

Any contract issued as a result of this Proposal is conditional upon availability of funds as dictated in the 2018 and subsequent North Bay Jack Garland Airport Corporation operating budgets and Capital Budgets approval by the North Bay Jack Garland Airport Corporation and the Corporation of the City of North Bay.

## **21. Influence**

No person, company, corporation or organization shall attempt in any way, either in private or in public, to influence the outcome of any North Bay Jack Garland Airport Corporation purchasing or disposal process.

The bid, quotation or Proposal of any person, company, corporation or organization that does attempt to influence the outcome of any purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subjected to exclusion from future or suspension under the Vendor Performance Policy.

## **22. Evaluation**

The Proponent Proposal shall be evaluated in accordance with the following criteria. Envelope A will include the Proposal technical submission. Envelope B will include the Proposal price information. The technical evaluation of all “Envelope A” submissions will be completed before the “Envelope B” price submissions are opened. There may be material and labour level of effort cost information in Envelope A but it must not any price information.

Proposals will be evaluated by the North Bay Jack Garland Airport Corporation on the basis of perceived “best value” to the Airport as such, lowest price may not mean award. The North Bay Jack Garland Airport Corporation reserves the right to select and award using its sole discretion and to reject any and all

Proposals as it sees fit.

The Airport Manager and team will carry out a project assessment and make recommendations to the Airport Board. The evaluation will use the criteria set out as outlined below.

**Envelope A Technical Portion - Total Value 75 points**

- Proposal Quality 5 points  
-overall organization, quality of Proposal
- Airport Economic Impact Study Project Experience 10 points
- Commercial Real Estate Development Experience 10 points
- Air Service Development Experience 10 points
- Understanding of the Assignment 10 points  
- demonstrated understanding of the assignment
- Project Team 10 points  
- qualifications and experience of firm and personnel
- Project Manager 10 points  
- experience, familiarity with issues, time commitment
- Methodology 10 points  
- depth, detail, clarity of the submission  
- understanding of local issues

**Envelope B Fee Proposal - Total Value 25 points**

1. Fee to perform this assignment including the cost of all disbursements.
2. Cost of proposed services will be scored in the following manner:
  - a) only Proposals within 15 points of the Proposal with the highest technical score (Envelope A) will qualify to have the fee Proposal (Envelope B) opened; all others will have their fee Proposal envelope returned unopened;
  - b) lowest fee Proposal will receive the maximum score of 25 points;
  - c) all other fixed fee Proposals will be scored as follows:

$$\frac{\text{lowest fee Proposal} \times 25}{\text{proponents fee Proposal}} = \text{Points awarded for proponent's fee Proposal}$$



- d) fee points will be added to technical points to determine winning score
- e) In the event of a tie where the combined technical and fee scores of two proponents are equal, the lower fee Proposal will be selected as the winning Proposal.

**23. Contact**

Until this Proposal has been awarded, all contact regarding this Proposal must be communicated directly through Airport Manger or Commercial Development Manager only. Please do not contact other staff. If you have any questions or comments, please do not hesitate to email:

kelly.hewitt@yyb.ca

Kelly Hewitt  
Commercial Development Manager  
North Bay Jack Garland Airport  
705 498 4208  
705-474-3026 ext. 5309

| <b>North Bay Jack Garland Airport Economic Impact Study RFP-2018-01</b>                                      |             |            |                   |
|--|-------------|------------|-------------------|
| <b>Bid Form</b>  |             |            |                   |
| <b>Deliverables</b>  | <b>Cost</b> | <b>HST</b> | <b>Total Cost</b> |
| Review and comment on previously completed documents   |             |            |                   |
| Review and refresh the Air Service Development Plan  |             |            |                   |
| Study, assess and comment on current impact YYB has on the regional economic environment                     |             |            |                   |
| Assess the commercial real estate development environment “on” the Airport and non-aviation airport property |             |            |                   |
| Project forward for areas of economic growth for YYB management to focus upon.                               |             |            |                   |
| Travel   |             |            |                   |
| Disbursement   |             |            |                   |
|  |             |            |                   |
| <b>Totals</b>  |             |            |                   |

## **BACKGROUND INFORMATION**

Airports move both people and goods. People movement contributes to regional development, innovation and economic growth through the transfer for creativity and ideas. The movement of goods requires capable and sufficient infrastructure. Logistics have become interdependent with rail, road and air cargo transportation becoming more intermodal. YYB has the capacity and infrastructure to support a powerful transportation and logistics hub while supporting passenger traffic to multiple markets.

The City of North Bay is the “Gateway to the North” and serves as a regional service center for this region of North Eastern Ontario and a portion of North western Quebec.

North Bay Airport is located approximately 8 km from the North Bay City Centre. The aerodrome elevation is 370m (1215') above sea level. Strategically located near the trans-Canada Highway 17 and Highway 11, and the Ontario Northland Railway, the airport serves not only the City of North Bay itself but the surrounding districts of Nipissing, Parry Sound, Temiskaming, and many other communities within Northern Ontario. Access to the airport from major ground transportation corridors including Highways 11 and 17 is via Airport Road.

In 2003 the North Bay Jack Garland Airport Corporation was created by The City of North Bay to operate the Airport in a safe, secure and efficient manner while promoting and developing the airport services to maximize revenue generation and thus ensure the commercial viability of the airport in support of the overall economic development of the North Bay area.

North Bay Airport is operational 24 hours per day, 7 days per week, and is capable of supporting both VFR and IFR operations down to Cat 1 precision approach limits and departures in visibilities of RVR 1200 and 1/4, statute miles.

The manoeuvring area consists of two intersecting paved runways, one turf runway, an adjoining taxiway system, and five aprons. The primary runway (08-26) is 10,004 feet long by 150 feet wide with 25 feet paved shoulders on either side, and the secondary runway (18-36) is 4,492 feet by 150 feet wide.

The critical aircraft for the primary runway is the B777/A330 (reference code D TP312 4th) (AGN V TP312-5th). The secondary runway supports aircraft up to the Dash-8 Q400 (reference code C TP312-4th) (AGN IV TP312-5th). The critical aircraft for the restricted turf runway 13-31 is a Bellanca Scout (reference code 1B TP312-4th) (AGN I TP312-5th)

The North Bay Airport incorporates roughly 770 hectares of land. The airport property is constrained by Airport Road to the south which is the main transportation corridor to/from the City of North Bay. The eastern boundary of the airport is defined by

Carmichael Drive and the northern boundary of the airport is bound by Four Mile Lake Road.

To the west, the airport property is defined by a gravel road, and a golf course to the southwest. In addition, natural watersheds that are present to the east and west of the airport limit the site's potential for future development.

## **INTENT**

The intent of this RFP is to secure an Economic Impact Study that will support the decision making at NBJGAC to continue to meet the demands of the traveling public and be the northern centre for aerospace, and aviation development and industry. The resultant Economic Impact Study will become foundation document in a package that will be considered as a master plan portfolio to provide a 10 year strategic framework based on sound research to guide the Airport and its stakeholders in future business decisions. The Economic Impact Study should identify objectives and actions that are tangible and are achievable within the financial capabilities of the Airport to implement.

| This Economic Impact Study will provide NBJGAC, -and stakeholders with the context in which to make decisions, address new initiatives, and explore opportunities that will facilitate the long range development and protection for the Airport.

| The "Way Forward" portion of the completed submission should look out at least 10 years and provide an analysis of potential air service traffic growth, the nature and mix of the traffic, facility requirements, infrastructure, location of airport services, land requirements, and commercial real estate considerations. Any identified opportunities and suggestions should provide a detailed financial management plan for all future capital improvements and program initiatives.

## **APPROACH TO THE ECONOMIC IMPACT STUDY**

The Economic Impact Study is intended to be an action oriented, working document that identifies the future development of the Airport in a practical, environmentally sustainable manner. The Proponent is to review and incorporate identified current documents and plans. It is imperative that the Economic Impact Study does not duplicate work already addressed in past studies or plans. Furthermore the main focus of the study is to be primarily confined to the analysis of conditions relevant to North Bay. While an understanding of international trends may be of importance extensive work evaluating these international trends is not likely to have value to this deliverable.

## **PROPONENT LATITUDE**

This RFP is intended to provide general guidance to the proponent. The Proposal should be innovative and should be based on the Proponent's understanding of the issues associated with preparing an Economic Impact Study for the Airport. The

Proponent is free to propose a methodology and to recommend changes which they believe best meet the project purpose.

## **PLANNING PROCESS AND CONSULTATION**

The Airport expects that the preparation of the EIS will be a collaborative process that not only meets the Airport's need for a long term plan but that also is sensitive to the needs, expectations and concerns of a variety of other stakeholders. To this end, Proponents responding to this RFP will be expected to address the following matters:

- The need for an ongoing interactive process by the Consultant with the Airport Manager and or Commercial Development Manager and the need for regular progress reports and discussion at key decision points.
- Commercial Development Manager will assist to facilitate meetings with stakeholders such as: Municipal government staff, airport stakeholders, and local business representatives.

It is expected that the Consultant, in concert with the Airport Manager make a detailed presentation on the draft EIS to the North Bay Jack Garland Airport Board of Directors.

The final version of the Document will be presented to the NBJGAC Board of Directors.

## **SCOPE OF THE SERVICES AND DELIVERABLES**

### **Statement of work**

Complete an Airport Economic Impact Study and tie it to the various existing components noted below into one master marketing planning document:

- Airport Land Use Plan, 2014
- Airport Strategic Plan 2016
- City of North Bay Strategic Plan 2017 - 2027,
- Air Services Marketing Decks 2013
- Air Service Study 2010
- Airport Logistic Hub Study 2017
- UAS Feasibility Study 2017

Assess 'investment readiness' and the development or updates of investment readiness products and profiles required and include them in a single document.

### **General**

In general, the project has the following deliverables:

- Review and comment on previously completed documents;
- Review and refresh the Air Service Marketing Decks (2013);
- Study, assess and comment on current impact YYB has on the regional economic environment;
- Assess the commercial real estate development environment at the Airport and surrounding area; and
- Project forward and assess 'investment readiness' for areas of business to focus upon for economic growth.

## **PROJECT DELIVERABLES**

The Project Deliverables, as set out below, are the minimum requirements for the execution of this Project. Should the Proponent feel that it is desirable to produce additional deliverables, these should be described explicitly in the Proposal.

**Review and comment on previously completed documents.** Documents will be shared with winning bidder following non-disclosure agreement completion. Previous and existing documents include:

- Airport Land Use Plan, 2014
- Airport Strategic Plan 2016
- City of North Bay Strategic Plan 2017 - 2027,
- Air Services Marketing Decks 2013
- Air Service Study 2010
- Airport Logistic Hub Study 2017
- UAS Feasibility Study 2017

**Review and refresh the Air Service Marketing Decks (2013)** to include:

- Potential opportunities in both scheduled and charter air service
- Proposed new services by destination
- Product specifications, including size/type of aircraft, frequency of flights, proposed schedules, required yield and average fares
- Stakeholder benefit
- Impact on incumbents
- Identification of top two opportunities

**Study, assess and comment on current impact YYB has on the regional economic environment.** Study should include:

- Direct impact including, employment, wages, Gross Domestic Product (GDP), and economic output;
- Indirect impact including, those supplying and supporting the airport activities
- Induced impact including, employee spending in the local economy.
- Review of local and provincial industry and economy
- Non-local air passenger spending
- Capital expenditure impact
- Tax impact on ongoing operations
- Wider economic benefit

**Assess the commercial real estate development environment “on” the Airport and non-aviation airport property. Points to consider:**

- Fair market value for lease
- Real estate marketing strategy
- Amenities
- zoning designation and land use
- size of parcel •
- highest and best use of property •
- property function
- roadway and utility services access

**Project forward for areas of economic growth for YYB management to focus upon.** Looking forward, the assessment should determine the “investment readiness” of YYB assets in terms of attracting and supporting different airport operations and services. Areas to consider looking forward are:

- Identify opportunities to maximise existing facilities and areas that require immediate attention.
- Shape longer term development strategies to attract and sustain new airport revenue streams.
- Attract a cargo and logistics operations with required ground support.
- Build upon the existing maintenance repair and overhaul (MRO) activities with complementary and supportive industries (ie. paint shop and avionics services).
- Improve on passenger service with Ottawa and Toronto Island or other markets.
- Create new hanger development for both commercial and non-commercial tenants.

- Opportunities and examples of partnerships with industry, academic or military, to support initiatives. (ie. UAV/ RPAS operations and training, contractor provided military training)
- Better leverage the airport and runway operational capacity that YYB has in place.
- Identified options should be costed in terms of what facilities, equipment and capital expenditure would be required to enable opportunities.

### **Final Report Documentation**

The final report shall include the following:

- 1 PDF copy
- 1 Word Copy
- 1 PowerPoint Presentation
- 4 Hardcopies
- CAD copy of all drawings