The Corporation of the City of Dryden

Airport Management and/or Safety Management System & Compliance Management
Request for Proposal

To be delivered to:
The Corporation of the City of Dryden
Attention: Allyson Euler, Acting City Clerk
30 Van Horne Avenue
Dryden, ON  P8N 2A7

BY: 3:00 p.m. local CST time
October 23, 2019

Issued: October 1, 2019
R-2019-10
1. Introduction

This Request for Proposal – Airport Management and/or Safety Management System & Compliance Management ("RFP") is issued by the Corporation of the City of Dryden ("City").

The City is requesting responses to this RFP with the intent to enter into an agreement with a qualified and experienced airport management contractor for the provision of airport operations management services and/or safety management system & compliance services.

Inquiries regarding this RFP are to be directed in writing by email to:

Steven Lansdell-Roll, CPA, CGA
Treasurer
Email: slansdell-roll@dryden.ca

Inquiries must not be directed to other municipal employees or elected officials. All clarification requests are to be sent in writing to the individual mentioned above. No clarification requests will be accepted by telephone. Responses to clarification requests will be provided to all proponents in writing.

2. Requirements & Scope of Services

2.1 Basic Requirements

2.1.1 Eligibility

Before preparing a proposal, proponents are advised to ensure that they can meet the following mandatory eligibility criteria:

- Experience in airport management;
- Experience in administration and management of Safety Management Systems.

2.1.2 Term of Agreement

The City is interested in entering into an agreement as early as January 1, 2020. The term of this agreement is for a one (1) year period with two (2) renewable term periods. Each renewable term is for a one (1) year period. Renewal of the agreement is based on mutual agreement between both parties.
2.2 Scope of Services

2.2.1 Corporate Profile

The City of Dryden is a single tier municipal entity with a population of approximately 7,750, providing a wide range of services to its ratepayers. The City is located on Highway 17 (Trans Canada) approx. 350 km east of Winnipeg, MB and 350 km west of Thunder Bay and has a mix of urban and rural properties. The City operates under the authority of the Municipal Act of Ontario, as well as other legislation as appropriate.

The City owns and manages the Dryden Regional Airport (hereinafter referred to as the "Dryden Airport"), located approximately 8 km northeast of the City.


Located at the Dryden Airport is the MNRF Northwest Region Headquarters.

Fuel is provided on site through a contract with Morgan Aviation.

2.2.2 Airport Management

The City wishes to enter into an Agreement with an Independent Contractor (Contractor) whereby the Contractor will assume responsibility for and provide all management and compliance services with respect to the Dryden Airport.

The services to be provided under this Agreement consist of, but are not limited to, onsite Airport Administration, onsite management of Airport Operations, and onsite management of Airport Maintenance.

Airport Administration

1. The duties of the Contractor shall include, but not be limited to the following:

   a. Perform the day-to-day management of operations and maintenance functions in accordance with safe operating practices as required by Transport Canada for airport certification;
   b. Perform all aspects of the operation to ensure compliance with the Aeronautics Act, Air Regulations, Air Navigation Orders, federal...
and provincial environmental standards and other federal, provincial and municipal acts, regulations and by-laws;
c. Operate the Airport in accordance with the City’s objectives, the Airport Operations Manual and other applicable policies and standards as they are made from time to time;
d. Undertake regular inspections of the airport and monitor, supervise, direct and guide the activities of all airport personnel assigned to carry out tasks at the airport;
e. Test Airport lighting and security systems, fencing and control access points and inspect airport property for potential problem conditions (i.e.: bird and wildlife, fuel spills, FOD, etc.);
f. Issue NOTAMs as required, notifying pilots of vital information relating to hazards;
g. Provide Airport information concerning Airport facilities, services and operational status to users, tenants, public and agencies;
h. Full management of City airport maintenance staff - undertake with staff all maintenance activities including but not limited to: grass cutting, snow removal, litter pick-up, terminal cleaning, airport security and other maintenance as required;
i. Schedule routine and periodic maintenance tasks for facilities, equipment and surface on the Airport;
j. Administer all airport maintenance contracts to ensure a maximum level of service is obtained within the budget constraints.

2. Maintain qualified operations supervision at the Airport during agreed hours of Airport operations and provide training for staff, as required.

3. Report formally to the City’s Accountable Executive as required, on the operational status of the Airport issues, NOTAMs, Airport activity, environmental and wildlife issues, financial performance, commercial activity and prospects, public relations and complaints, capital and operating requirements and any other relevant and important information necessary for Airport action.

4. Assess and report to City’s Accountable Executive the need for action regarding airport capital development or upgrading and analyze the priorities, scheduling and benefits of implementation.

5. Accounts Receivable - Administer the collection of fees and revenues from Airport users in accordance with City’s approved fees and charges. Currently, the Dryden Airport uses ALFA billing system.
6. Receive, respond and act on public complaints concerning the Airport and its activities. Report to the City’s Accountable Executive regarding public complaints received, response made, and action taken.

7. Ensure that the Airport and its on-site staff maintain a professional image and clean and tidy Airport environment. Ensure that all Airport staff are courteous to the public, tenants and airport users to promote good relations.

Airport Operations

1. Supervise the operations of the airport to ensure compliance with Transport Canada standards, regulations and acts, and compliance with the Airport Operations Manual.

2. Perform daily inspections of the Airport property, buildings and systems in accordance with the Airport Operations Manual, identify deficiencies and requirements for action by management and/or the City and report accordingly.

3. Test Airport lighting and security systems daily and take appropriate action.

4. Carry out inspections of the airport property to ensure compliance with all applicable provincial and municipal acts and by-laws and take appropriate action.

5. Provide Airport information concerning the airport facilities, services and operational status to users, tenants, public and government agencies.

6. Inspect Airport security systems, fences and gates to ensure control of access to airside areas of the airport, to tenant property and facilities owned by the airport. Monitor and supervise as necessary, public access to the airport apron and aircraft parking area.

7. Monitor spillage and fuels and other environmentally hazardous substances and submit required reports to the City’s Accountable Executive and to responsible agencies as may be necessary. Ensure that proper arrangements are made for disposal/clean-up of spillage.
8. Monitor operational service contracts and concessions, such as fueling and de-icing, to ensure proper level of service and compliance with approved airport operating procedures.

9. Monitor airport bird activity, carry out regulations counts of bird population. Implement bird scaring measures using approved equipment as and when necessary.

10. Carry out bookkeeping functions, airport activity record-keeping and on-site secretarial duties as required.

11. Administer and operate all municipal owned aircraft parking areas and automobile parking areas.

12. The Contractor shall ensure the fuel contractor is compliant with all fuel regulations.

Airport Maintenance

1. Provide direct supervision and inspection by on-site staff of all maintenance tasks for facilities, equipment and surfaces on the Airport.

2. Administration of all airport maintenance contracts to ensure that the required level of service is obtained within the budgeted allowance.

2.2.3 Safety Management System & Compliance Management

The City wishes to enter into an Agreement with a Contractor whereby the Contractor will assume responsibility for administration and management of the Safety Management System (SMS) and Compliance Management functions at the Dryden Airport in accordance with the Canadian Aviation Regulations.

The services to be provided under this Agreement consist of, but are not limited to, SMS Management and Compliance Management.

SMS Management

1. The duties of the Contractor shall include, but not be limited to the following:
REQUEST FOR PROPOSAL

3. Request for Proposal Process

3.1 Contact & Closing Time

Three (3) copies of the proposal must be submitted in a sealed envelope or package clearly marked “Request for Proposal (RFP) – Airport Management and/or Safety Management System & Compliance Management”.

THE CORPORATION OF THE CITY OF DRYDEN
30 Van Horne Avenue, Dryden, Ontario P8N 2A7
Telephone: (807) 223-1128 Fax: (807) 223-7149
www.dryden.ca

a. Monitoring hazard reports and all related processes
b. Track the progress/performance of the SMS system
c. Conduct investigation following incident reports
d. Create and present corrective action plans
e. Monitor, review and make changes to the SMS plans and processes as required
f. Attend SMS quarterly meetings
g. Conduct annual internal audits as per the SMS audit plan
h. Work with outside auditors when required
i. Work with Airport staff to implement corrective actions

Compliance Management

1. The duties of the Contractor shall include, but not be limited to the following:

   a. Conduct mandatory training as required in the following areas:
      i. Wildlife
      ii. Human Factors
      iii. Snow and Ice Control
      iv. Emergency Management/OSC
   b. Provide a monthly report and update on progress
c. Create and provide an annual report outlining significant milestones/progress
d. Take minutes and produce minutes following SMS meetings
e. Conduct annual paper exercise
f. Present After-Action Report & review improvement plan
g. Conduct Large Scale Live Emergency Management Exercise
h. Manual Reviews and Updates
   i. Conduct annual manual reviews/update plans in consultation with airport staff
   ii. Make recommendations for major changes as required
Proposals submitted by fax or other electronic media shall be rejected.

Proposals must be received by 3:00 PM (local time), Wednesday, October 23, 2019 (the “Closing Time”) at the office of:

Allyson Euler
Acting City Clerk, City of Dryden
30 Van Horne Avenue
Dryden, ON P8N 2A7

After which time such Proposals will be opened publicly and read aloud at the offices of the City, 30 Van Horne Avenue, Dryden, Ontario

Proposals received after the Closing Time will not be accepted and will be returned unopened. The City reserves the right, at its sole discretion, to extend the closing date and time.

Prior to the Closing Time, proponents must not establish contact with anyone inside the organization regarding this Proposal without the permission of the Treasurer.

3.2 Conditions

3.2.1 Proponents are cautioned to carefully read and follow the instructions stated herein as the City reserves the right to disqualify any Proposal that fails to meet any of the requirements of this RFP.

3.2.2 The City reserves the right to discuss all proposals, to request additional information from the proponents and to accept or reject any or all proposals.

3.2.3 The lowest bid proposal will not necessarily be accepted. Proposals will be evaluated, and the contract awarded based on an evaluation to determine which proposal best meets the needs of the City.

3.2.4 The City may waiver minor discrepancies that:

- Do not affect responsiveness;
- Are merely a matter of format;
- Do not change the relative standing or otherwise prejudice other proposals;
3.2.5 The City shall not be liable for any expenses, costs, or losses suffered by any respondent or any third party resulting from the City exercising any of its expressed or implied rights under this RFP.

3.2.6 Submission of a proposal indicates acceptance by the firm of the conditions contained in the RFP, unless clearly and specifically noted otherwise in the proposal and in any contract between the City and the firm selected.

3.2.7 The City reserves the right to enter negotiations with a proponent and any changes to the proposal that are acceptable to both parties will be binding.

3.2.8 Signed Conflict of Interest declaration (Appendix A) and Non-Collusion Affidavit (Appendix B) required with submission.

4. Proposal Content

4.1 The proposals will be evaluated based on the information provided by the firm and experience/qualifications of firm and their staff. The following information is required for this purpose:

4.1.1 General Firm Information

- Provide a brief history of your firm.
- Details of ownership and principal officers of your organization.
- Number of years in business, including, if applicable, the number of years of providing Airport Management and/or Safety Management System & Compliance Management services.
- Detail the relevant experience that your firm has had in Airport Operations, Airport, Management and/or Safety Management System & Compliance.
- Disclosure of any litigation or arbitration in the past 5 years with any client with whom you were contracted to provide services. If applicable, please provide the name of the client as well as a description of the disagreement and the outcome.
4.1.2 References

- Provide a minimum of three (3) references, for which you have provided a similar type of deliverables as outlined in this request for proposal. Reference information shall include name of organization, contact name, position and contact information, the length of time your firm has served each client, and a brief description of the deliverables provided.

4.1.3 Service Profile and Team

- Describe the reports and analytics that will be provided to the City on a regular ongoing basis and the timing of when that information will be received.
- Outline the staff training that will be conducted and the timing of when that training will be completed each year.
- Explain how you will maximize revenue generation and explore cost recovery opportunities at the airport.
- Explain how you will investigate and promote business development opportunities at the airport.
- Describe any value-add services that are offered by your organization. Examples:
  - Emergency Management Planning
  - Emergency Management Training – Facilitate Emergency Exercises
  - Training (outside of RFP scope)
- Identify the individual who will be responsible for managing the account and other staff members included in the team who will complete the scope of work and deliverables as outlined in this RFP, describing their relevant client experience, respective roles and number of years with your organization.

4.1.4 Pricing

- The proposal must describe the detailed annual costs for services provided.
4.1.5 Company Acceptance

- A statement, signed and dated by an authorized signing officer, agreeing to be bound by the proposal terms, conditions and description of services be provided as stated herein, upon acceptance of the proposal by the City.

- The proponent hereby acknowledges that offers contained within your proposal shall remain open for acceptance by the Municipality from the date of receipt until November 30, 2019.

5. Proposal Evaluation

5.1 Proposals will be evaluated based on information provided by the bidder at the time of submission as well as the previous experience of the bidder in this marketplace.

5.2 Proposals will be evaluated by an evaluation team comprised of appropriate staff members of the City. The City may ask firms to provide further information or clarification on the contents of their submissions.

5.3 The evaluation criteria may include but not be limited to the following:

1. Compliance with the proposal submission requirements
2. The service profile and inclusion of additional value-add items
3. Stability and reputation of firm
4. Information obtained through the references provided in the submission
5. Firm's relevant experience
6. Pricing
7. Interview (if required)

6. Indemnification, Hold Harmless and Insurance Needs

6.1 In addition to other standard contractual terms, the City will require the selected contractor to comply with indemnification, hold harmless and insurance requirements as outlined below:

The Contractor shall indemnify and hold harmless the City (including any of its bodies, agencies, councils and associations and their servants, agents, officers,
directors, elected officials, successors, assigns, employees and personal representatives and each of them) from and against any loss resulting from negligence, claim, demand, damages, liability, and costs and permitted assigns. This provision shall survive termination of any agreement resulting from this RFP.

Prior to the commencement of the Term, the Contractor shall deliver to the City’s Accountable Executive a Certificate of Insurance issued for the benefit of the City at the cost of the Operator, confirming coverage for public liability and property damage in a minimum amount of FIVE MILLION DOLLARS ($5,000,000.00) inclusive.
Such policy shall contain:

- A "Cross Liability" clause or endorsement
- An endorsement to the effect that the policy will not be altered, cancelled or allowed to lapse without ninety (90) days written notice to the City. The Liability Insurance Policy and/or endorsements shall be satisfactory of the City.

The City shall have full approval rights with respect to such insurance coverage, in its sole discretion, to determine the acceptability thereof for the protection of the City.

Proof of Worker’s Compensation coverage as required by the Province of Ontario is required by the City.

7. Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

7.1 In accordance with the Municipal Freedom of Information and Protection of Privacy Act, the information collected in response to the RFP is collected under the authority of the Corporation of the City of Dryden and the Municipal Act, S.O. 2001, c.25, as amended. The information collected will be used solely for evaluating the submissions for supplying professional auditing services. All proposals submitted become the property of the City and will not be returned. Because of MFIPPA, respondents are reminded to identify their proposal material for specific scientific, technical, commercial, proprietary, or similar confidential information, the disclosure of which could cause them injury. Complete proposals are not to be identified as confidential.
8. Additional Information

8.1 The City will make available to any proponent existing available information relevant to the scope of the RFP. This includes:

- Airport Operations Manual (Transport Canada approval pending)
- Safety Management System Manual
- Emergency Response Plan
Appendix A

Employee Benefit Plan Brokerage Services

Conflict of Interest Declaration

Please check appropriate response:

☐ I/we hereby confirm that there is not nor was there any actual, or perceived conflict of interest in our quotation submission or performing/providing the Goods/Services required by the Agreement.

☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company’s quotation submission or the contractual obligations under the Agreement.

List Situations:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

In making this quotation submission, our Company has / has no (strike out inapplicable portion) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the quotation process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at _____________________ this _______ day of ________________, 2019.

Firm Name: ______________________________________________________________

Bidder’s Authorized Official: ______________________________________________

Title: __________________________________________________________________

Signature: __________________________________________________________________
Appendix B

Employee Benefit Plan Brokerage Services

NON-COLLUSION AFFIDAVIT

I/We ______________________________________ the undersigned am fully informed respecting the preparation and contents of the attached quotation and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Dryden or any person interested in the proposed bid.

The price or prices quoted in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Firm Name: ____________________________________________

Bidder’s Authorized Official: ____________________________________________

Title: ____________________________________________

Email: ____________________________________________

Signature: ____________________________________________