

## 1.0 Invitation

The John C. Munro Hamilton International Airport (*hi*) and Mohawk College Enterprise (MCE) are seeking a qualified flight school operator interested in establishing a comprehensive flight school at *hi*'s Hamilton location. The intended goal is the establishment of a strong flight school that offers various programs in partnership with Mohawk College of Applied Arts and Technology. The flight school is envisioned as a central component of a longer term goal to establish this Hamilton location as the leading aviation training centre for Ontario, with the provision of a range of integrated services to support the aviation sector.

## 2.0 Project Partners

### Hamilton International Airport (*hi*)

*hi* is a wholly owned subsidiary of TradePort International Corporation, which manages the John C. Munro Hamilton International Airport under the terms of a 40-year lease with the City of Hamilton. TradePort is wholly owned by YVR Airport Services (Hamilton) Ltd, a subsidiary of the Vancouver International Airport Authority and Citi Infrastructure Investors. Current air carriers on-site include WestJet, Cargojet, Purolator, UPS and DHL.

*hi* is located on the outskirts of the City of Hamilton, a municipality that includes the amalgamated communities of Stoney Creek, Glanbrook, Ancaster, Dundas, and Flamborough. The City of Hamilton has a population of more than 504,000 residents, and is home to three major post secondary institutions: McMaster University, Mohawk College, and Redeemer University College. Hamilton International Airport is actively involved with these institutions through various programs. *hi*'s President & CEO, Richard Koroscil, was a founding partner of the McMaster Institute for Transportation and Logistics (MITL) at McMaster University. Hamilton International Airport has also facilitated a partnership involving Mohawk College, The Canadian Warplane Heritage Museum, and Ontario Flightcraft in the introduction of an aircraft maintenance program at Mohawk College.

*hi* is Canada's largest multi-modal cargo airport, and a secondary airport to Toronto's Lester B. Pearson International Airport, and one of the 20 busiest passenger airports in Canada. Growth potential is strong - an additional 20,000 – 25,000 air craft movements are anticipated in the next 12 – 18 months. Situated halfway between Toronto and Niagara Falls, *hi* has the potential to serve a catchment of 6 million people within a 60-minute drive. *hi* offers flight school operators a unique opportunity. Daily take-offs and landings from several major cargo and passenger airlines create an eventful air space for pilots to develop their skills. Equipped with two runways, 10,000 feet and 6,000 feet respectively, *hi* can accommodate a wide range of commercial aircraft. Additionally Hamilton International has on site facilities including a control tower and a Category II instrument landing system. These amenities allow flight schools to provide service from an eventful base location. Should a flight school enter into a long-term lease agreement with Hamilton International Airport, there are also opportunities for property development and the construction of facilities on airport lands as a base for their operations.

## Mohawk College Enterprise

Mohawk College Enterprise (**MCE**), the corporate training arm of Mohawk College of Applied Arts and Technology, is working in partnership with *hi* to facilitate the proposal process, select the successful proponent and support the implementation of the flight training centre. As a separate entity of the College, Mohawk College Enterprise acts as a bridge between the College and the private sector through the delivery of value-added training services, enhanced partnerships and management of training facilities. MCE has successfully provided customized consultation and training services to a wide range of corporate clients within the Region.

Mohawk College Enterprise is committed to contributing positively to economic growth and development in the Region, assisting the area's current and potential premier companies to sustain and enhance their competitive edge. Our leading-edge training assists our clients and their employees to become the leaders of tomorrow with the skills necessary to succeed in today's global economy. Mohawk College Enterprise recognizes the value of private and public sector partnerships and works to leverage individual and collective strengths to enhance corporate performance, and the Region's global competitiveness.

## Mohawk College

Commitment to academic excellence and innovation is integral to the college culture. As articulated in its Strategic Plan, Mohawk College of Applied Arts and Technology is committed to three priorities:

- ✓ **Quality** – Continuously improving ourselves to foster excellence in all that we do
- ✓ **Innovation** – Relentlessly generating and disseminating new ideas for the benefit of our stakeholder
- ✓ **Sustainability** – Conducting business in a manner that has a positively impact on people, the environment and the economy

Mohawk College provides educational opportunities to the Golden Horseshoe region and its population of 2 million including the communities of Hamilton, Brantford, Burlington and parts of the Niagara region. Mohawk annually serves 10,000 full-time postsecondary, 3,650 apprenticeship and 300 international students, as well as 5000 adult learners and 42,000 Continuing Education registrants. Public opinion research in 2005 and 2007 confirmed Mohawk's reputation as a leader in health sciences and engineering technology. Currently, the College is continuing to build programming niches in 12 areas: nursing, medical technologies, skilled trades, apprenticeship, insurance, early childhood education, engineering technology, communication media, business, graphic design, music and advertising.

To add to its programming mix, Mohawk College has entered into a unique partnership with the Canadian Warplane Heritage Museum and Hamilton International to offer a two-year Ontario College Diploma Program in Aircraft Maintenance. The program, to be introduced in the fall of 2010, will help to address labour shortages in this profession and respond to increasing need locally for maintenance of aircraft in use in civil, private and military aviation. This multi-disciplinary program is intended to provide participants with the theoretical knowledge of how fixed and rotary wing aircraft are built and how they work and the practical skills required to address installation, maintenance and repair. The Mohawk program will incorporate a unique opportunity for students to work on flying aircraft, as well as static aircraft, since many of the practical laboratory components will be taught at the Hamilton International Airport and the Canadian Warplane Heritage Museum.

The Program of Studies is based on the comprehensive curriculum developed and endorsed by the Canadian Aviation Maintenance Council. Following completion of a specified period of on-the-job training, program

graduates will be eligible to write the Transport Canada Aircraft Maintenance Engineer (AME) examination to qualify for an AME license.

Mohawk College brings a strong value-added component to the flight centre concept envisioned by *hi* including:

- Provincially recognized academic credentials and curriculum development resources.
- Significant expertise in student recruitment, marketing and promotion and the provincial student aid process.
- A strong international profile and reputation, developed with a proven 35-year track record in the delivery of international education.
- The College is able to support an international focus on flight training with the delivery of a wide range of support services for international students and well established networks in Canada and abroad. These can include assistance with the VISA application process, orientation support for the transition to study in Canada, evaluation of language competency and delivery of vocationally-specific English as a Second Language training.

### 3.0 The Opportunity

*hi* and MCE are looking for an innovative business partner with qualifications to establish a successful flight school at Hamilton International Airport. The successful proponent must be interested in entering into a long-term agreement with *hi*. It is also anticipated that the successful proponent will be amenable to working with Mohawk College to ultimately offer a range of credentialing and career development opportunities in air transportation. A separate agreement will be negotiated with Mohawk College to establish the parameters for the development and delivery of educational offerings and supporting services. This agreement will be negotiated directly between MCE and the successful proponent.

The initial focus is the establishment of a comprehensive flight training program at *hi*, to train private and commercial pilots, with the ultimate goal of integrating additional amenities such as maintenance programs, fixed base operator services, etc. The target date for opening of the aviation training centre is negotiable, although a fall 2010 start is the preferred option. The successful proponent will be expected to develop hangar facilities, classroom facilities, and other support infrastructure as required to make their business viable at *hi* over the long term. Land will be available for lease from *hi* for this development. Short-term facilities (1 – 5 years) are available to support start-up of flight school operations, while construction of the new facility is ongoing according to the successful proponents long term development plan.

The initial term of the agreement is expected to be 5 years, with subsequent renewal opportunities at five-year intervals for a total term length of 20 years.

### 4.0 Minimum Eligibility Requirements

At a minimum, respondents are expected to meet the following eligibility requirements:

- i. Demonstrated financial viability and sufficient financial resources to develop, market, and operate a successful flight school.
- ii. Proven experience in operating a General Aviation business,

- iii. Demonstrated thorough knowledge of the aviation industry, and understanding of the terms of the Canadian Aviation Regulations under Transport Canada.
- iv. Current staff or access to staff with valid commercial pilot licences or airline transport pilot licenses endorsed with a flight instructor rating – aeroplane of Class 2 or Class 1. Respondents must ensure they have the class rating appropriate for the programs they wish to offer.
- v. Certification from Transport Canada, under the terms of Canadian Aviation Regulations, to operate a flight school, or demonstrated evidence of having initiated the process of obtaining such certification.
- vi. Possession of the Flight Training Unit School Operating Certificate in addition to the Canadian Aviation Document, (according to Transport Canada regulations)

In addition to the requirements above, proponents must fully complete the Proposal Submission Form (Part 4) included as part of this *RFP* package.

#### **4.0 Proposal Evaluation**

In completing the Proposal Submission Form (Part 4), proponents must provide information in sufficient detail to demonstrate how they best satisfy the criteria for establishing a flight training centre and contributing to the long term viability of the proposed relationship. The following selection criteria will be considered by the evaluating team:

- i. Experience: proven successful operation of a flight school or other general aviation program/business, in a similar market. **(10 points)**
- ii. Sound Operational Plan that clearly identifies proposed staffing, management, scope of services to be offered, quality assurance, safety management, compliance, etc. **(30 points)**
- iii. Marketing Strategy: comprehensive plan to market the flight school program to create maximum awareness. **(10 points)**
- iv. Financial Viability: demonstrated financial capability to develop, operate and manage a high quality flight school program. **(10 points)**
- v. Sound Financial Plan with a forecast of expected gross revenues and demonstrated ability to operate a financially viable flight school business while maintaining financial obligations to Hamilton International Airport. **(35 points)**
- vi. Innovation: strategies for contributing positively to the long-term development of *hi* as a leading aviation centre and supporting ancillary business services. **(5 points)**