



Columbus
Municipal
Airport



REQUEST FOR PROPOSALS
to provide
RETAIL DEVELOPMENT

requested by

Columbus Municipal Airport

RFP Release Date: January 16, 2015
Proposal Due: March 13, 2015

1 BACKGROUND

1.1 Objective

The Columbus Municipal Airport is seeking proposals from qualified development firms to provide dining and retail establishments on Airport property upon ground leased by the Developer. The goal is to provide restaurants and retail development to the surrounding homeowners, students, employees, and visitors. The project must be completed by May 1, 2016, or by the proposed completion date as recommended by the developer per this document.

The objective of this Request for Proposals (RFP) is to select a Developer with demonstrated experience and success in (1) designing and constructing retail space, (2) providing quality amenities that surrounding citizens prefer, (3) providing project financing that will allow for competitive prices.

A selection committee will make the final selection based on the responses and qualifications of the Developers. The selected developer must also have ability and willingness to agree to a land lease with the Airport, which will own the property on which the structure will be located.

The Airpark's primary goal in this project is to provide dining and retail establishments that meet the needs and wishes of the local residents and businesses. Demands for development on the Airpark property is rising with the expansion of the airpark, tenants, and students surrounding the Airport.

The Airpark has had tremendous success in the past few years with over 60 businesses, over 2,000 employees in those businesses, and another 1,000 volunteers or civic organization members. The higher education facilities within walking distance have over 6,400 students and, starting in May 2015, student housing will provide 112 beds not including the other interns/short term housing on the property. There are nearly 9,000 individuals living within 1 mile radius of the selected location (SW corner of Central Avenue and Poshard) with traffic counts at nearly 10,000 vehicles per day at that location.

Additional development occurring on the property will only increase that number as businesses continue to locate to the Airpark. The possible future development of an indoor soccer complex will provide the needed traffic during non-peak (evening and weekend) times. Summer weekends are exceptionally busy with the 20+ soccer fields located within walking distance of this development area.

Developers are encouraged to organize teams in the most effective manner necessary to respond to this RFP. The proposed team shall include firms necessary to provide services for all phases of development and management of this project. All legal structures permitted in the State of Indiana will be considered including a sole proprietorship, a partnership, a joint venture, a limited liability corporation, or a corporation.

1.2 Existing Establishments

There are currently only two restaurants within one mile radius of the airport and currently no retail development on the site (see **Appendix A & B** for current developments in area).

- The Mulligan Grille-Seafood and Steak, average of \$12/plate
Hours Mon-Fri 10 a.m.-2:00 p.m. Tues-Sat 5 p.m.-9 p.m. Sun 10 a.m.-1:30 p.m.
- Hangar Five-Breakfast and Lunch, average \$7/plate
Hours Mon-Sun 6:30 a.m.-2:00 p.m.

2 DEVELOPMENT SERVICES

2.1 Overview

The Airport, residents, and schools have identified a need to provide retail establishments and amenities for the higher educational institutes, businesses, and the homeowners that will satisfy the evolving preferences and needs of this community (see **Appendix D**). To meet the needs of the citizens in addition to retail development, this project should provide a design that is suitable for the site and complements existing and future airport architecture.

The following sections provides an outline description of the desired elements of the program, which must be balanced against the need for the project to be financially viable for the Developer. If a proposal is selected, the Airport will enter into an agreement with the selected Developer per the requirements of the scope of work set forth below and establish an acceptable time frame for completion of the work.

2.2 Scope of Work

The Airport is seeking a developer to enter into a comprehensive development agreement for planning, design, financing, construction, and management of a retail development. Respondents will include information on their ability, commitment, and qualifications to provide for all aspects of this project, including those outlined below.

2.2.1 Pre-Design

As part of the Pre-Design work, the Developer shall:

- Evaluate pre-selected site (see **Appendix A**) with regard to access, traffic, drainage, parking, building placement, utilities, and other considerations affecting the building as well as information regarding all applicable governmental laws, regulations, and requirements.
- Provide a preliminary schedule for approval. The schedule shall show activities of the Developer and the Airport necessary to meet the requested completion requirements.
- Prepare and submit a schematic design document based upon the preliminary evaluation discussed above. Preliminary design documents shall include conceptual drawings, outline specifications, and other documents to fully describe the size, quality, and character of the facility, architectural, structural, mechanical, and electrical systems, and the materials proposed for the project.

2.3 Program Summary

2.3.1 Airport Requirements

Because the land for the project is on federally obligated municipally owned airport property, a leased land arrangement is the only structure available between the Airport and the Developer.

As such, the lease term between Developer and Airport will be for a term of 30 years, with one 10 year option to renew. Shorter lease terms will be considered, but longer lease terms will not.

Commensurate with other leases held by the Airport, at the end of the lease term the Developer continues to own right to the building. It is anticipated at this time that the Airport and Developer will renegotiate a new lease arrangement for the land.

2.3.2 Site Designs

The Airport would like to maximize the number of retail and eating establishments with sound planning principles, zoning regulations, and the creation of a quality environment. There is no guarantee that the selected developer for the project will become the selected developer for any subsequent projects considered by the Airport. (Please see **Appendix C** for Permitted Uses)

Site designs shall consider the following requirements:

- Evaluate potential sites with regard to access, traffic, drainage, parking, building placement, utilities, and other considerations affecting the building, as well as information regarding all applicable governmental laws, regulations, and requirements including the Airport PUD
- Relation of new buildings to the scale of the neighborhood and existing Airport structures
- On-site parking adequate to meet the needs of customers and permitting requirements, and parking for management staff; parking areas should be safe and secure with lighting. Landscaping approved and outlined in the Airport PUD and hardscape to promote outdoor social activities. Parking space requirements are subject to local planning rules.
- Availability and capacity of utilities
- Emergency access/egress and service access

3 SELECTION PROCESS

3.1 Overview

Selection of the successful Developer will be based on the professional qualifications of the Developer's team and their experience with similar project types and financing. The Airport has chosen a "best value" selection process that will consider both qualitative and quantitative criteria. The Airport has chosen the "Best value" selection process combined with "design-build by developer" delivery strategy for the following reasons:

- The Airport has not yet developed a definitive program or specifications for the Project, preferring to work with an experienced development team to accomplish this task.
- The Airport wants the prerogative to assign the risk of planning, design, regulatory approvals, Construction, and financing to a single legal entity (the Developer)

Time is of the essence for the selection of the Developer. To be successful, the Developer must be experienced in this type of project delivery method. In particular, the Airport seeks teams that have:

- Management capabilities and current experience standard to the design-build industry;
- Knowledge of the full range of real estate development activities including financing, land leasing, entitlements, and transaction structuring;
- Solid relationships with the architect and contractor on the team as demonstrated by successful experiences on prior projects.

3.2 Selection Committee

A Selection Committee will (1) evaluate the experience of the respondents and (2) determine that the teams have met all minimum qualifications, and (3) assess the financial and organizational skill of each respondent. The Committee will be comprised of:

- The Columbus Municipal Airport Director
- The Columbus Municipal Airport Board of Aviation Commissioners (2)
- The Community Education Coalition
- A Member from the City of Columbus Community Development Department

In making the final selection, the Selection Committee will consider:

- Qualifications of the Developer's team, including its record for arranging financing for other projects and the experience of specific team members
- Financing experience, financial strength, and funding concepts

3.3 Schedule

The Airport desires to adhere to the following schedule in the selection process through project completion. The Airport, at its sole discretion, may extend all deadlines and timelines:

- RFP distribution: January 16, 2015
- Pre-proposal conference: February 9, 2015
- Deadline for submission of questions: March 6, 2015
- Deadline for submission of proposals: March 13, 2015
- Oral presentations for those shortlisted by the Selection Committee: March 30, 2015
- Notification of successful Respondent: April 6, 2015
- Contract negotiations and award April 2015
- Design-Build: as negotiated
- Project Commissioning: Negotiated

This schedule is subject to modification at the sole and absolute discretion of the Airport.

3.4 Process Requirements

A non-mandatory pre-proposal conference will be held on February 9th *While not mandatory, it is strongly suggested that interested parties / potential developers attend this meeting.* The purpose of this conference is to orient potential respondents to the campus and community and tour existing facilities.

3.4.1 Inquiries

From the date of this RFP distribution until a final agreement is executed and the selection is announced, Developers are not permitted to communicate with any representative of the City of Columbus or the Columbus Municipal Airport, except through:

Brian J. Payne
Airport Director
Columbus Municipal Airport
4770 Ray Boll Boulevard
Columbus, IN 47203
Office: (812) 376-2519
bpayne@columbus.in.gov

Interested developers who wish to speak to any member of the above stated representatives may arrange meetings or approval through the Airport Director.

In the event of a violation of this provision, the Airport reserves the right to reject the proposal of the offending Developer. Only questions that are in writing will be accepted. In addition, only responses issued in writing will be binding on the Airport.

3.4.2 Written Addenda

Response to inquiries will be made in writing and provided to all Developers via email. The Airport may decline to answer any Developer's inquiries. The Airport may modify this RFP, prior to the date fixed for submission of the proposals, by issuance of an addendum or addenda to all parties who have received a copy of the RFP.

3.4.3 Format of Proposals

A proposal may be considered non-responsive if it includes extraneous information not specifically requested in this RFP. The Airport will allow developers the opportunity to design and submit the proposal in a format that they see as most desirable.

The clarity and conciseness of responses will be valued over sheer volume.

3.4.4 Submission of Proposals

One (1) original and eight (8) copies of all proposals must be received no later than the due date and time unless amended. The deadline for submission of RFP may be extended if, in the sole judgment of the Airport, such extension is warranted. All proposals shall be sent to:

Brian J. Payne
Airport Director
Columbus Municipal Airport
4770 Ray Boll Boulevard
Columbus, IN 47203

The entire proposal must be in a sealed package. The name and address of the Developer will appear on the outside of the package and the package will refer to "Request for Proposals".

Each Respondent is solely responsible for the timely delivery of its proposal by the deadline for submission. The Airport will not be responsible for lack of timely delivery of a proposal regardless of reason. Failure to meet the deadline for submission of a proposal will result in rejection of the proposal.

3.4.5 Oral Presentations

An oral presentation may be required of select Developers submitting qualified proposals. The purposes of the oral presentations are as follows:

- To allow the Airport to meet the Respondent's key personnel and seek clarifications
- To allow the Developer to discuss selected aspects of its proposal

At the time the oral presentations are scheduled, the Airport will confirm by telephone and in writing with each Developer the specifics of these sessions.

3.4.6 Final Ranking and Selection

The Airport may negotiate with all Developer finalists before selecting an apparent successful Developer. The selection of an apparent successful Developer does not necessarily mean the Airport accepts all aspects of the Developer's Proposal.

After the initial selection of an apparent successful Developer, should the Airport fail to reach an agreement as to all points of the agreement, the Airport may reject the Proposal, consider other Proposals, or undertake such other actions as deemed to be in the best interest of the Airport.

3.5 Evaluation of Proposals

3.5.1 Approach to Projects

The Respondent's approach will be evaluated based on the following criteria: Design and Construction:

- Previous development and delivery of retail establishments
- Ability to arrange financing; experience in successfully financing previous projects
- Ability to manage architects/professional-services firms in designing retail developments
- Ability to organize functional teams and use a coordinated approach to the scope of work for facility design and construction
- Ability to adhere to project schedules for the design and construction phases
- Commitment and ability to include local suppliers, subcontractors, and labor when appropriate and financially viable

Programming and Operations Management:

- Proposed methods for maximizing and sustaining the value of the project to both the Airport and the Developer, by balancing the needs of students and citizens (e.g., affordability, amenities, availability) with the financial viability of the project (e.g., cost and quality of construction, ongoing expenses, variable utilities expenses, etc.)
- Understanding modern retail development concepts and theories and ability to apply them from the project outset
- Comprehensive operations management of retail and dining facilities (e.g. maintenance, security, emergency response, etc.)

Financial incentives:

- Proposals should include revenue that will be payable to the Airport under the lease
- The Airport expects a lease rate of \$6,000 per acre per year, with 5 year escalations based on CPI increases.

3.5.2 Developer Qualifications

The qualifications of the developer will be evaluated based on the following criteria.

- Business expertise and management experience in developments involving retail development projects
- Organization of the Developer's team and interrelationship between entities if more than one firm is involved; prior experience of firms as team members in a design-build approach to project delivery
- Financial soundness
- Experience of Developer in the delivery of retail projects
- Experience of Developer with a range of financing models
- Ability to arrange for financing, and flexibility of terms and process for financing

3.5.3 Design Team Qualifications

The qualifications of the architect and other members of the design team will be evaluated based on the following criteria.

- Availability of professional staff and their qualifications and experience.
- Experience of the architect on retail development and mixed use projects

- Financial soundness
- Ability of the architect to provide required insurance coverage

3.5.4 Contractor Qualifications

The qualifications of the contractor will be evaluated based on the following criteria.

- Availability of professional staff and their qualifications and experience in delivering projects of the requested size on time and within budget
- Experience of the contractor on retail development and mixed use projects
- Financial soundness
- Ability of contractor to provide required insurance coverage and bonding capacity

4 Terms and Conditions

4.1 General Provisions

4.1.1 Incurred Expenses

Any costs incurred by the Developer in preparing and submitting a response to this RFP will be the sole responsibility of the Developer and will not be reimbursed by the Airport.

4.1.2 Economy of Preparations

Responses should provide a straightforward, concise description of the Developer's ability to fulfill the requirements of this solicitation.

4.1.3 Discrepancies and Clarifications

The Airport reserves the right to request clarification of any aspect of received responses or to request additional information that might be required to evaluate the response(s). Responses that are incomplete or conditioned or are not in conformity with this RFP may be rejected.

4.1.4 Release of Information and Advertising

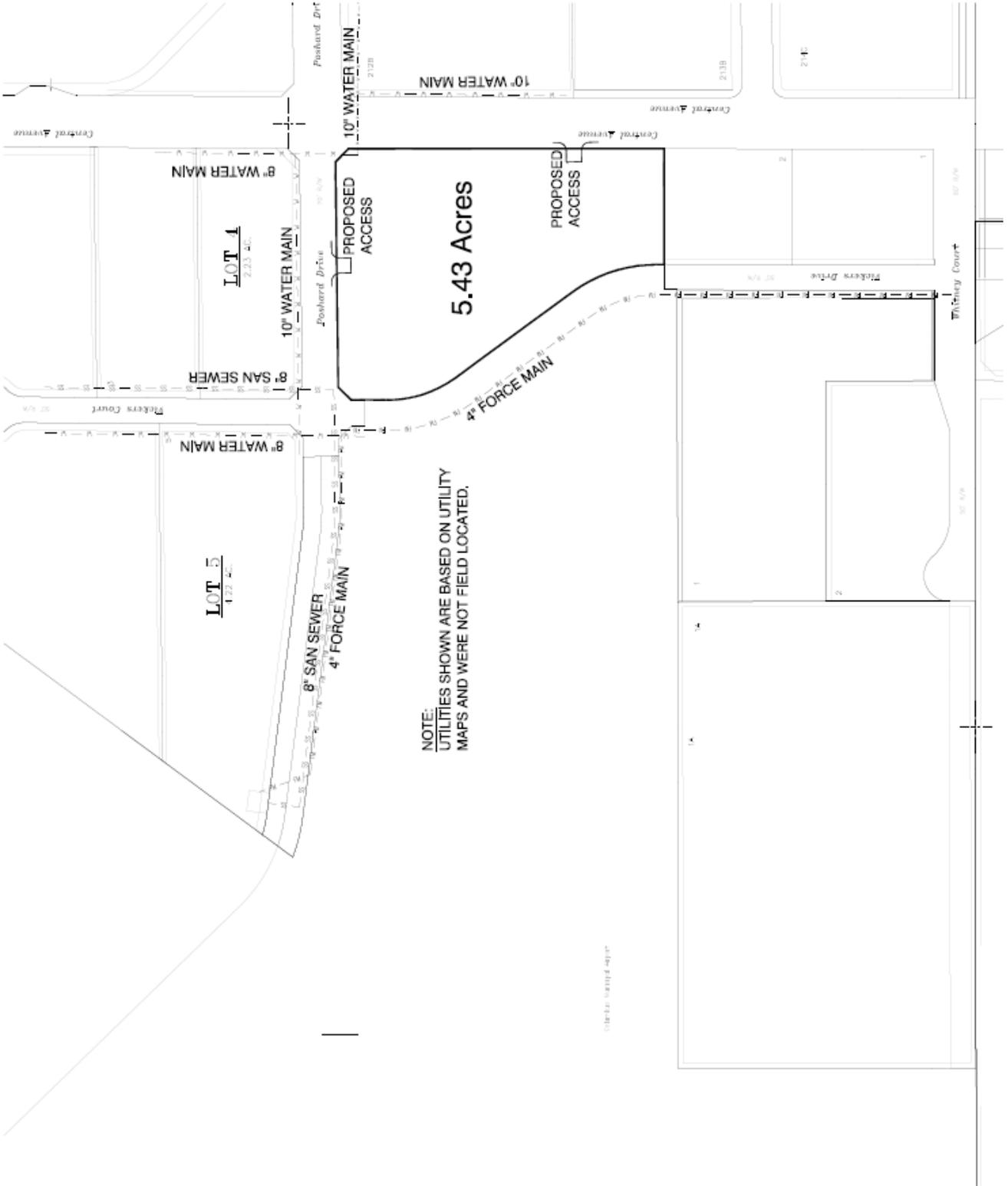
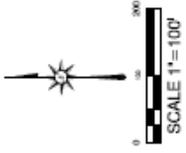
The successful Developer will not, without the prior written consent of the Airport: (a) make any news release, public announcement, denial or confirmation of all or any part of the subject matter of this RFP or any resulting agreement, or any phase of any program hereunder; or (b) in any manner advertise or publish the fact that the Airport has entered into a contract.

4.1.5 Negotiations

After selection and approval of a Developer, the Airport and the Developer must enter into an agreement satisfactory to the Airport within thirty (30) days. If the Airport and the selected Developer fail to reach agreement within the thirty (30) day negotiation period, the Airport shall have the exclusive right to extend the time frame, cancel further negotiations, or begin negotiations with other developers.

4.1.6 Reserved Rights

The Airport reserves the right to modify any and all aspects of this RFP process, selection, and continuation of the project should circumstances dictate.





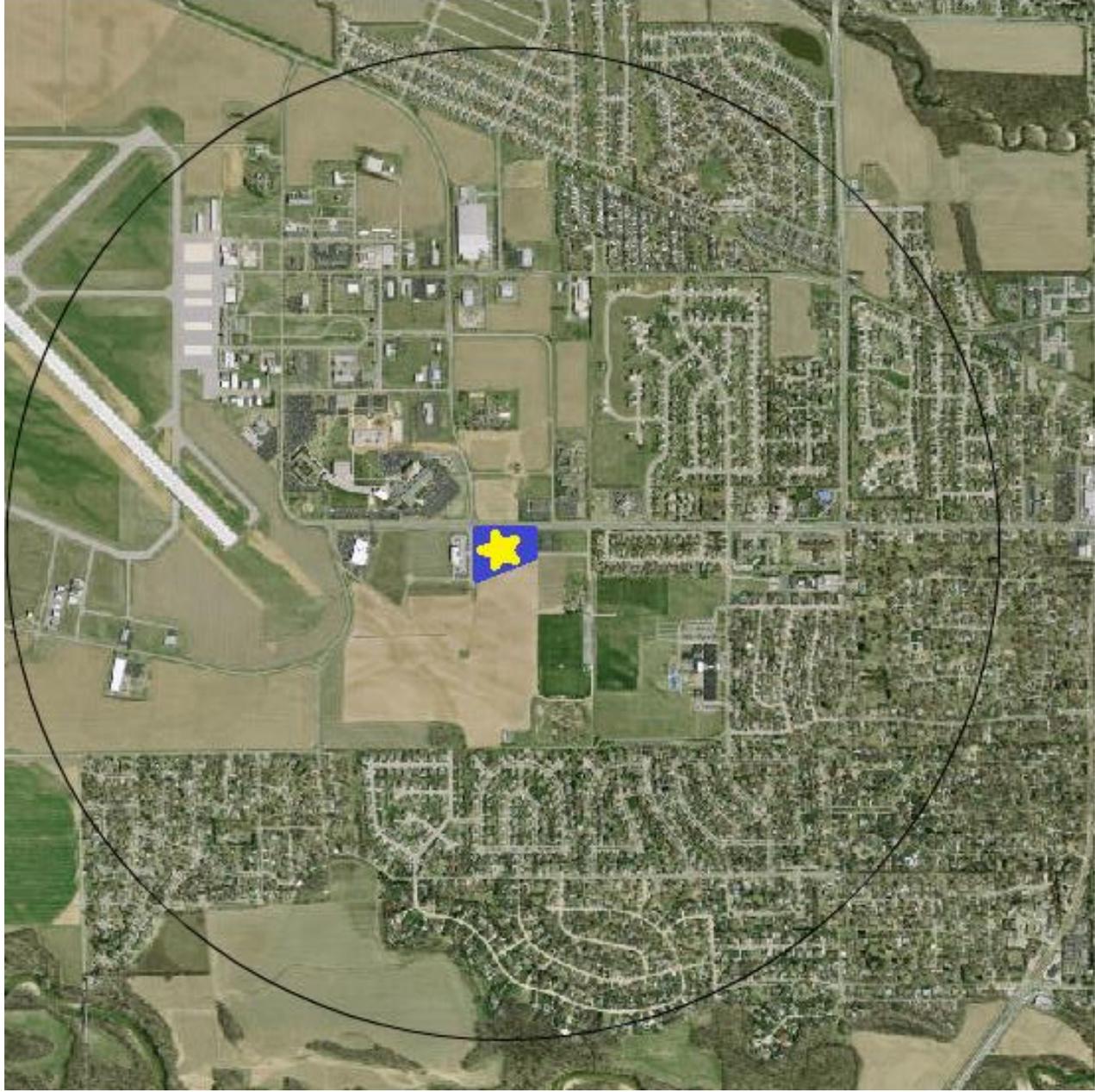
Higher Education
Students:
 6,400+

Student Housing:
 112 Beds

Airpark Employees:
 2,000+

**Airpark Volunteers/
 CivicMembers**
 1,000+

Traffic Counts:
 Central - 9,883
 Middle - 5,659
 Cunningham - 4,077



Residents within 1 Mile Radius:
8,837

Household Income within 1 Mile Radius:
1,079 (33.28%) with an Income of over \$100,000

Restaurants within 1 Mile Radius:
2

Retail within 1 Mile Radius:
0

Appendix B

Local Restaurants

Blackerby's Hangar 5
4770 Ray Boll Blvd. Ste. 3
Columbus, IN 47203
.8 Miles

The Mulligan Grille
4664 Ray Boll Blvd.
Columbus, IN 47203
.7 Miles

Sirloin Stockade
3114 N. National Rd.
Columbus, IN 47201
1.5 Miles

Mancino's Pizza & Grinders
1301 N. National Rd.
Columbus, IN 47201
1.5 Miles

Long John Silver's
2965 N. National Rd.
Columbus, IN 47201
1.7 Miles

Satuma Japanese Restaurant
2790 Brentwood Dr.
Columbus, IN 47203
1.8 Miles

Arni's
2765 Brentwood Dr.
Columbus, IN 47203
1.9 Miles

Mark Pi's China Gate
2106 25th St. #106G
Columbus, IN 47201
1.9 Miles

Riviera Maya
2326 25th St.
Columbus, IN 47201
1.9 Miles

Red Lobster
2000 25th St.
Columbus, IN 47201
1.9 Miles

Appendix C

Permitted Land Uses

Athletic Complex: An indoor or outdoor facility for the playing of team games such as a baseball, basketball, football, and/or soccer. An athletic complex typically includes spectator areas, concessions, equipment storage, and other related facilities.

Child Care Center: A business operated by a person, society, agency, corporation, institutions, or any other group for the purpose of providing care, protection, and guidance for children during only part of a 24-hour day. This term includes nursery schools, preschools, and other similar facilities including educational facilities.

Coffee Shop: A coffee shop is an informal restaurant primarily offering coffee, tea, and other beverages, and where light refreshments and limited menu meals may also be sold.

Conference Center: A facility used for service organizations, business and professional conferences, and seminars.

Convenience Market: A neighborhood store offering limited amounts of consumer goods in which automotive fuel is not offered for sale. This use includes neighborhood grocery stores and drugstores whose purpose is to serve the immediate neighborhood, as distinguished from stores selling to a regional market.

Gas Station: A building, structure, or area of land used for the retail sale of automobile fuels, oils, and accessories, without any repair services. (Conditional Use)

Health Services Facility: The term health services facility includes the following: a convalescent care or rest home; a nursing home; a dental or medical lab or clinic; an emergency or immediate care medical facility; a public health center; or a health club.

Office: A structure primarily used for the conduct of business, such as administration, clerical services, and consultation with clients and associates. This includes a room or group of rooms used for conducting the affairs of a business, profession, service, industry, government, or like activity. Institutional offices of a charitable, philanthropic, Religious or educational nature are also included in this classification. Also, an office used by member of a recognized profession, including but not limited to dentists, engineers, lawyers, architects, artists, musicians, physicians, surgeons or pharmacists, and real estate or insurance agents and brokers.

Research and Development: A business that engages in research and/or development of innovative ideas, particularly in technology intensive fields. Examples include, but are not limited to: laboratories; scientific; medical; chemical; applied physics; mechanical; electronic; biological; genetic; or other similar experimental research, product development or testing facilities. Development, construction, and testing of prototypes may be associated with this use.

Retail Uses, Small Scale: Retail uses that tend to serve a local area and include establishments such as video stores, delicatessens, bakeries, gift shops, ice cream shops, bookstores, coffee shops, dry cleaners (retail), tanning salon, mail/shipping service facility, beauty shop, or office supply store.

Hotel: A building in which lodging is provided and offered to the public for compensation, and in which egress and ingress for all rooms is made through an inside office or lobby.

Restaurant: A structure in which the principal use is the preparation and sale of food and beverages.

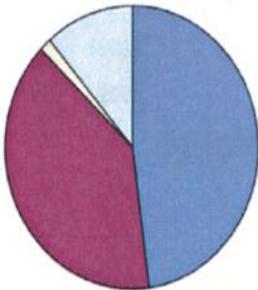
Appendix D

Food Survey Data

Conducted Fall 2013

Demographics

Please indicate of the following which best describes you.



- Student
- Employee on Columbus Airpark property
- Pilot
- Local Homeowner/Renter

Columbus Airpark Food Venues Survey

Please indicate of the following which best describes you.

Answer Options	Response Percent	Response Count
Student	47.9%	292
Employee on Columbus Airpark property	39.3%	240
Pilot	1.5%	9
Local Homeowner/Renter	11.3%	69
<i>answered question</i>		610
<i>skipped question</i>		0

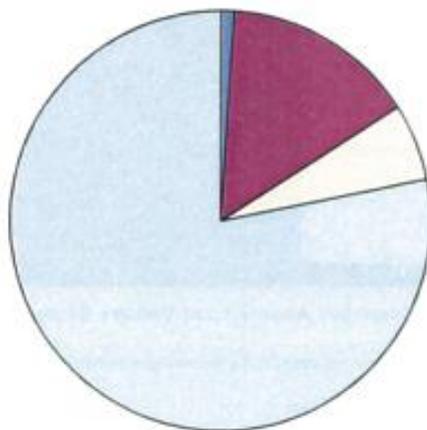
Dine-In Choices

What types of dine-in places do you prefer?

Answer Options	Response Percent	Response Count
"Mom and Pop"/local restaurants	53.8%	328
Chain/popular restaurants	34.1%	208
Something unique/different	52.0%	317
Coffee shop/relaxed atmosphere	44.4%	271
Sandwich shop/quick access	49.0%	299
No preference	11.6%	71

Dining Experience

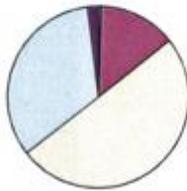
Which dining experience do you prefer?



Answer Options	Response Percent	Response Count
Would not use dining on Columbus Airpark property	1.0%	6
Dine-in, sit-down, relaxing	14.5%	91
Fastfood, Quick, Easy	5.9%	36
Would use both at separate times	78.2%	477

Frequency

If dining options were available, how often would you make use of them?



- Never
- A few times per year
- A few times per month
- A few times per week

Answer Options	Response Percent	Response Count
Never	0.5%	3
A few times per year	13.8%	84
A few times per month	50.2%	306
A few times per week	33.6%	205
Daily	2.0%	12

How often would you make use of the restaurants on Airpark property?

Types of Cuisine

Columbus Airpark Food Venues Survey

What types of cuisine do you think should be offered at the Columbus Airpark?

Answer Options	Response Percent	Response Count
Asian	37.9%	231
American	71.0%	433
Mexican	49.0%	299
Thai	14.9%	91
Indian	13.8%	84
No Preference	21.3%	130
Other (please specify)		80
<i>answered question</i>		610
<i>skipped question</i>		0

Appendix E - Traffic Counts

Central Avenue South of Whitney Drive

	Date	North Bound			South Bound			Both Directions
		Inside	Outside	Total	Inside	Outside	Total	Total Per Day
Tuesday	10/07/14	1,635	3,007	4,591	2,426	2,165	4,591	9,182
Wednesday	10/08/14	2,061	2,795	4,856	2,602	2,214	4,816	9,672
Thursday	10/09/14	1,879	3,020	4,899	2,533	2,451	4,984	9,883
Friday	10/10/14	1,550	2,197	3,747	1,884	2,034	3,918	7,665
Saturday	10/11/14	1,369	1,340	2,709	1,242	1,159	2,401	5,110
Sunday	10/12/14	998	1,008	2,006	846	1,015	1,861	3,867

Middle Road South of Cessna

	Date	North Bound	Total	South Bound	Total	Both Directions
						Total Per Day
Tuesday	09/22/14	2,630	2,630	2,789	2,789	5,419
Wednesday	09/23/14	2,648	2,648	2,697	2,697	5,345
Thursday	09/24/14	2,715	2,715	2,944	2,944	5,659

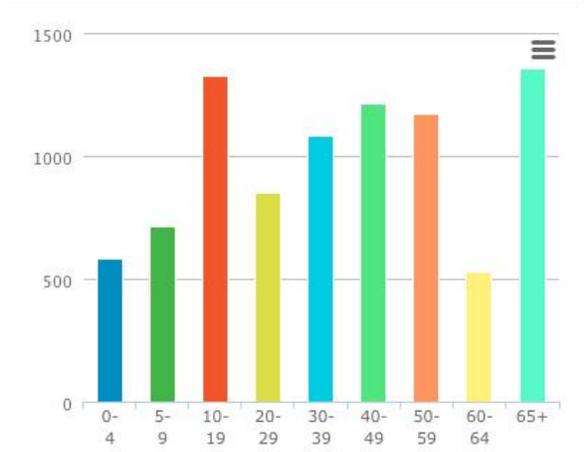
Cunningham East of River Road

	Date	West Bound	Total	East Bound	Total	Both Directions
						Total Per Day
Tuesday	09/23/14	2,006	2,006	1,982	1,982	3,988
Wednesday	09/23/14	2,069	2,069	2,008	2,008	4,077
Thursday	09/24/14	2,056	2,056	2,016	2,016	4,072

Appendix F

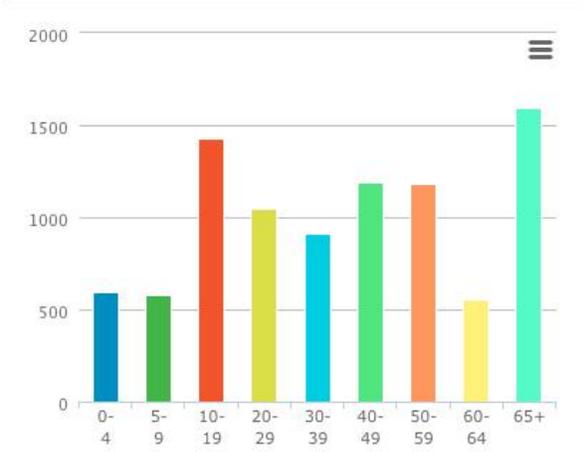
Demographics within 1 Mile Radius of Selected Site

Population (2014)	
TOTAL	
Population (2014)	8,837



	TOTAL	%
0-4	586	6.63
5-9	715	8.09
10-19	1,327	15.02
20-29	851	9.63
30-39	1,085	12.28
40-49	1,214	13.74
50-59	1,173	13.27
60-64	528	5.97
65+	1,358	15.37

Population (2019)	
TOTAL	
Population (2019)	9,089



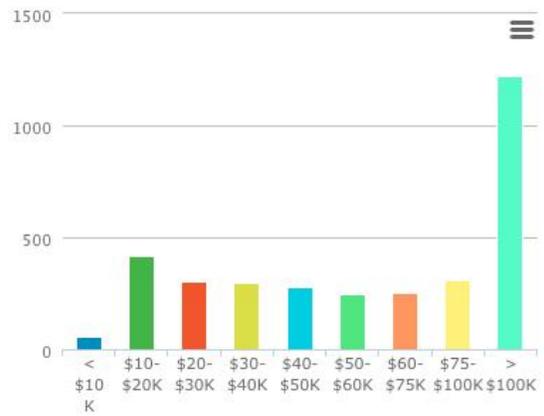
	TOTAL	%
0-4	596	6.56
5-9	583	6.41
10-19	1,428	15.71
20-29	1,048	11.53
30-39	916	10.08
40-49	1,187	13.06
50-59	1,185	13.04
60-64	553	6.08
65+	1,593	17.53

Household Income Distribution (2014) Chart ▶



	TOTAL	%
< \$10 K	68	2.1
\$10-\$20K	434	13.39
\$20-\$30K	297	9.16
\$30-\$40K	325	10.02
\$40-\$50K	247	7.62
\$50-\$60K	238	7.34
\$60-\$75K	244	7.53
\$75-\$100K	310	9.56
> \$100K	1,079	33.28

Household Income Distribution (2019) Chart ▶



	TOTAL	%
< \$10 K	56	1.66
\$10-\$20K	415	12.29
\$20-\$30K	301	8.91
\$30-\$40K	296	8.77
\$40-\$50K	276	8.17
\$50-\$60K	245	7.25
\$60-\$75K	254	7.52
\$75-\$100K	313	9.27
> \$100K	1,221	36.16