



REQUEST FOR EXPRESSION OF INTEREST (RFEOI)

Food & Beverage and Retail Concession Opportunities St. John's International Airport

#RFIEI_F-SJIAA-0000000001

Issue Date: February 20, 2024

Closing Date and Time: 5 PM March 31, 2024 (NL Standard Time Zone)

St. John's International Airport Authority
100 World Parkway
St. John's, NL A1A 5T2
Telephone: 709-758-8575
sdenty@stjohnsairport.com

February 20, 2024

Subject: Request for Expression of Interest (RFEOI) for Food & Beverage and Retail Concession Opportunities at St. John's International Airport.

Dear Respondent;

St. John's International Airport Authority (SJIAA) is seeking interested parties to express interest in the available concession spaces at the Airport Terminal Building (ATB) of St. John's International Airport.

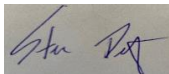
The purpose of this Request for Expressions of Interest (RFEI) is to obtain information from national, regional, and local qualified and experienced operators. Interested parties must demonstrate the fit and viability of their business for the available concession spaces.

This RFEOI will be administered via email and also through the MERX portal at www.merx.com. Any questions must be submitted via email or through MERX.

The deadline for submitting questions is no later than: 5 pm March 15, 2024 (NL Standard Time Zone). SJIAA will provide answers to those questions in an addendum to be issued to all Respondents no later than: 5 pm March 22, 2024 (NL Standard Time Zone).

Your final submission is due no later than: 5 pm March 31, 2024 (NL Standard Time Zone).

Sincerely,



Steve Denty
Manager, Commercial Development & Customer Experience
St. John's International Airport Authority

Table of Contents

| | | |
|-----|--|----|
| 1. | RFEOI Background, Scope, Respondent and Submission Requirements..... | 4 |
| 1.1 | SJIAA Background..... | 4 |
| 1.2 | Project Background..... | 4 |
| 1.3 | Service Parameters | 5 |
| 1.4 | Respondent Qualifications..... | 7 |
| 1.5 | Submission Requirements | 7 |
| 2. | RFEOI Process and Procedures | 9 |
| 2.1 | Schedule..... | 9 |
| 2.2 | Submission Process..... | 9 |
| 2.3 | SJIAA Contact | 9 |
| 2.4 | Enquiries and Addenda | 9 |
| 2.5 | Confidentiality..... | 10 |
| 2.6 | Conflict of Interest | 10 |
| 3. | Evaluation | 11 |
| 3.1 | Evaluation Process | 11 |
| 3.2 | Notice..... | 11 |
| 3.3 | No Obligation | 11 |
| 4. | Schedule A – Site Plan..... | 12 |

1. RFEOI Background, Scope, Respondent and Submission Requirements

1.1 SJIAA Background

Established in 1998, St. John's International Airport Authority (SJIAA) is a private, not-for-profit corporation. Our Mission is to Proudly connect Newfoundland and Labrador with the world.

We generate our own revenues, raise our own capital, pay municipal taxes, and pay rent to the Federal Government on an annual basis to operate the airport on behalf of the community we serve. We are committed to offering an outstanding airport experience for our passengers while enhancing the economic and social well-being of our community.

St. John's International Airport is located in the city of St. John's, the province of Newfoundland and Labrador's capital city. SJIAA has a Municipal-Authority Agreement with the City of St. John's and remains committed to developing the St. John's International Airport in harmony with the overall planning of the municipality and in a manner consistent with the approved land use plan.

Approximately 1.26 million passengers travelled through St. John's International Airport in 2023, which is roughly 87% of 2019 passenger traffic and we continue to recover from the effects of the pandemic.

This RFEOI serves as the first qualification stage for interested parties. It does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ) or any other competitive process, nor is this a promise to issue an RFP or RFQ in the future. It does not commit to contract for any service or supply. Respondents are advised that SJIAA will not pay for any information or administrative costs incurred in response to this RFEOI. All costs associated with responding will be solely at the interested party's expense.

1.2 Project Background

- A. SJIAA strives to provide a variety of commercial options to the travelling public to meet their needs and enhance their travel experience in a responsible and sustainable way.
- B. This RFEOI seeks submissions from interested parties that can demonstrate viability and fit of their business for a variety of concession spaces and opportunities in the Airport Terminal Building (ATB).
- C. SJIAA is looking for submissions from interested parties to design, develop and operate within the following available ATB spaces:
 - Departures Lounge (Level 2) main concourse space #1
 - Departures Lounge (Level 2) main concourse space #2
 - Pre-Security ATB (Level 1)
 - Retail Vending and/or Wall Huggers (multiple spaces may be explored)

1.3 Service Parameters

A. Partnership and Mutual Fit

Operate food and beverage and/or retail operations that complement the existing suite of offerings at SJIAA, enhance the passenger experience, and provide creative new options to service the travelling public.

B. Development of Concession Space(s)

Concession space design, development and fit-up will be at the operator's expense. SJIAA has a tenant design manual (available upon request), and our infrastructure department will assist with this process. The fit-up of level 2/post security spaces can involve additional planning requirements.

C. Timing

While any opportunity will feature different parameters around development and fit-up, SJIAA's goal is to facilitate the opening of new businesses before the end of 2024. Strong preference will be given to any expression of interest that exhibits the ability to open before the end of peak season in 2024.

D. Revenue Model

SJIAA follows a percentage of sales model in combination with a Minimum Annual Guarantee (MAG). This means that rent will be collected based on an agreed percentage of the concession's revenue and this will be paid monthly. This percentage of sales is essentially the rent. To ensure a base level rent, there is also a MAG which is a threshold that the percentage of sales needs to meet on an annual basis. At the end of the year, there is a "true up" to the MAG if the percentage of sales was not met. At the end of the year, concessions pay the higher of either the percentage of sales or the MAG.

Each successful concession must sign a lease with SJIAA. Concessions are responsible for other operating costs such as storage space(s), electricity, water fee, parking and all upkeep and repair within the concession location.

E. Lease Term

SJIAA is interested in a multi-year term (up to 10+ years) with interested parties to design, develop and operate concessions.

F. Hours of Operation

Concession operations must be open to meet the needs of the travelling public and to coincide with arriving and departing flights at the Airport as determined by the Landlord. As the airport is open 365 days of the year, so too must our concessions. This includes major holidays and statutory days.

G. Official Languages

The St. John's International Airport Authority is responsible for Official Languages Act compliance at the Airport, including compliance by Licensees offering services under contract at the Airport. Any new tenant would be obligated to be compliant in both official languages in all areas as prescribed and outlined by the Airport Authority.

H. Accessibility

Airport concessions shall ensure compliance with federal accessibility legislation. Furthermore, any prospective tenant will follow directives on accessibility as prescribed by the landlord in accordance with our accessibility guidelines.

I. Security Requirements

Retail concession operators and employees shall be aware of, and abide with, the Security requirements of the SJIAA as required by Transport Canada regulations. These regulations include, but are not limited to, access control requirements, stock control requirements, screening of employees, escorting requirements of non-verified individuals, sharps control programs amongst others. These Security requirements shall be applied and enforced during both concession construction and operations and will be strictly monitored by SJIAA Security personnel.

J. Current Landscape at SJIAA

As a point of reference to help with the evaluation of this business opportunity, St. John's International Airport Authority serviced approximately 1.26 million passengers in 2023 which is approximately 87% of 2019 passenger traffic and we continue to recover from the effects of the pandemic.

Though departing passengers may represent the largest proportion of concession clientele, arriving/connecting passengers, non-passenger visitors and airport employees also represent significant revenue-generating potential.

Current concessions operating at St. John's International Airport are shown below:





K. Available Concession Spaces

Please, refer to [SCHEDULE A – SITE PLAN](#).

1.4 Respondent Qualifications

Basic general qualification criteria:

- A. Experienced business operator.
- B. Proof of concept or existing successful enterprise in similar settings elsewhere in the City/Province/Country.

1.5 Submission Requirements

A. Submission Format

Submission may be a maximum of 10 pages submitted as a Word and/or pdf file.

B. The submission is asked to address the following components:

1. Executive Summary / Cover Page. Must include the full legal name of the respondent and the key contact (name, telephone, email address).
2. Respondent background and relevant experience referencing existing location(s) and success stories.
3. Ideal SJIAA available concession space(s) for proposed operation. Note: Applications for both airside and groundside development could be accepted and may be viewed favourably by the landlord.

4. Describe proposed concept and why it would be a successful business for the selected location.
5. Describe how our Newfoundland and Labrador culture and/or heritage will be represented.
6. If a Food and Beverage concession, describe how you will cater to a variety of tastes and dietary choices/restrictions.
7. Explain your experience with, and commitment to, sustainability practices in the industry.
8. Explain your experience with, and commitment to, Equity, Diversity and Inclusion.
9. Explain your experience with, and commitment to accessibility.
10. Share any details on basic requirements, including but not limited to items such as electrical requirements, commercial equipment, refrigeration, exhaust, storage space, support space, secure areas etc.
11. Please, note that financial information and proposed commercial terms are not required to be addressed in the submission. If respondents choose to include this information, it should be done only to the extent necessary to augment the content of the submission.

2. RFEOI Process and Procedures

2.1 Schedule

A. The following is the schedule for this RFEOI:

| Milestone | Date and Time |
|---------------------------------------|-------------------------------|
| Issue Date | February 20, 2024 |
| Site tour (by appointment only) | February 23 – March 8, 2024 |
| Respondent's Deadline for Questions | March 15, 2024, 5PM (NL Time) |
| Questions Answered / Addenda by SJIAA | March 22, 2024, 5PM (NL Time) |
| Submission Deadline | March 31, 2024, 5PM (NL Time) |

B. The schedule may be changed by SJIAA in its sole discretion by issuing an addendum.

C. Respondent's submission(s) received after the submission deadline will not be accepted.

2.2 Submission Process

Files must be electronically uploaded via MERX at www.merx.com or submitted via email to sdenty@stjohnsairport.com by the submission deadline.

Any additional files other than specific submission requirements stated above, or submissions exceeding page limitations, may not be reviewed in detail or fully considered.

2.3 SJIAA Contact

SJIAA contact for the purposes of this RFEOI:

Steve Denty
 Manager, Commercial Development & Customer Experience
 Telephone: (709) 758-8575
 Email: sdenty@stjohnsairport.com

2.4 Enquiries and Addenda

A. All questions, including those that may arise during the site tour, must be submitted via email.

B. SJIAA will provide answers to respondent questions via email or in an addendum posted via MERX by the stated deadline.

C. The addenda will be accessible to all respondents.

2.5 Confidentiality

- A. Information provided to a respondent by SJIAA or acquired by a respondent by way of further enquiries or through investigation is confidential. Such information will not be used or disclosed in any way without the prior written authorization of the Manager, Commercial Development & Customer Experience.
- B. A respondent will not make any statement of fact or opinion regarding any aspect of the RFEOI to the media or any member of the public without the prior written authorization of the Manager, Commercial Development & Customer Experience.
- C. SJIAA will not share respondent submissions with other respondents. Notwithstanding, none of the information included in the submissions will be treated as proprietary or confidential, unless explicitly identified as such by the respondent.

2.6 Conflict of Interest

- A. Any respondent (including its owners, partners, shareholders, officers or principals, and their respective family members) who has any family, business or financial relationship with any SJIAA employee or member of the Board of Directors of SJIAA, or who participated in or contributed to the preparation of the submission, may be disqualified from the process at any time where SJIAA, in its sole discretion, determines a disqualification to be in the best interests of SJIAA.
- B. Respondents must, in their submissions, disclose any such relationship of which the respondent, after making reasonable inquiries, is aware.
- C. In this Section, the term “family” means a spouse, domestic or common law partner, parent, child, brother, sister, grandfather, grandmother, grandson, granddaughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother or half-sister.

3. Evaluation

3.1 Evaluation Process

- A. This Request for Expression of Interest (“RFEOI”) serves as the first stage in qualification of interested parties. Therefore:
- It does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ) or any other competitive process, or a promise to issue an RFP or RFQ in the future;
 - Respondent submissions to this RFEOI does not constitute an offer, and nothing in this RFEOI will be interpreted as commitment on the part of SJIAA to enter into a contract.
- B. SJIAA, in its sole discretion, will determine the membership, structure and procedures of its evaluation committee and evaluation process.
- C. The goal of the evaluation committee will be to eliminate respondents by creating a short-list of best fit concessions that strategically align with SJIAA’s goals for the outlined spaces.
- The short-listed respondents will be contacted by SJIAA and advised of next steps which may include a request for clarification and/or formal proposal(s).

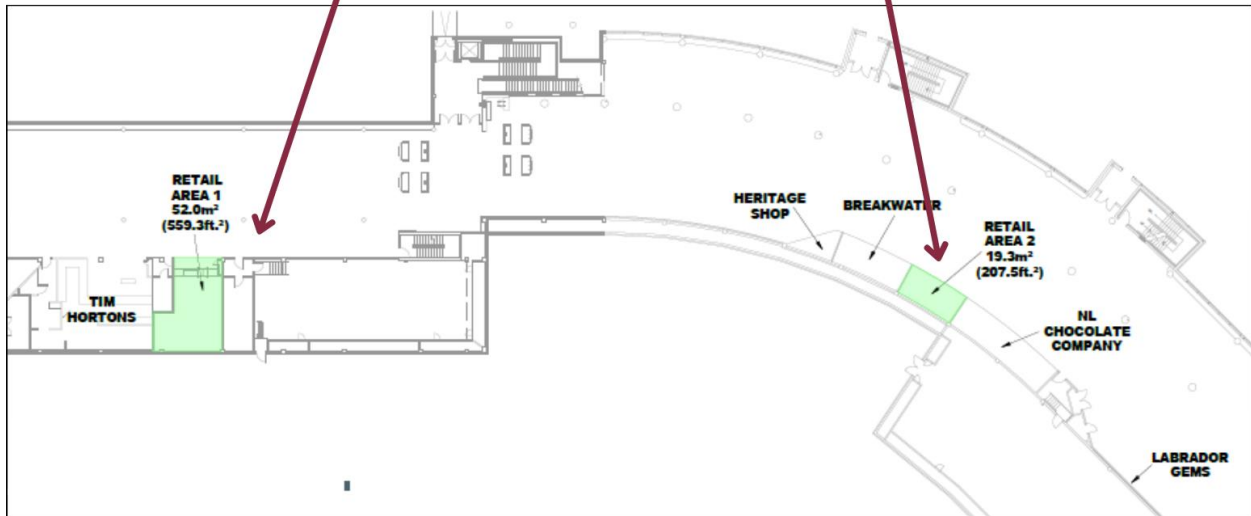
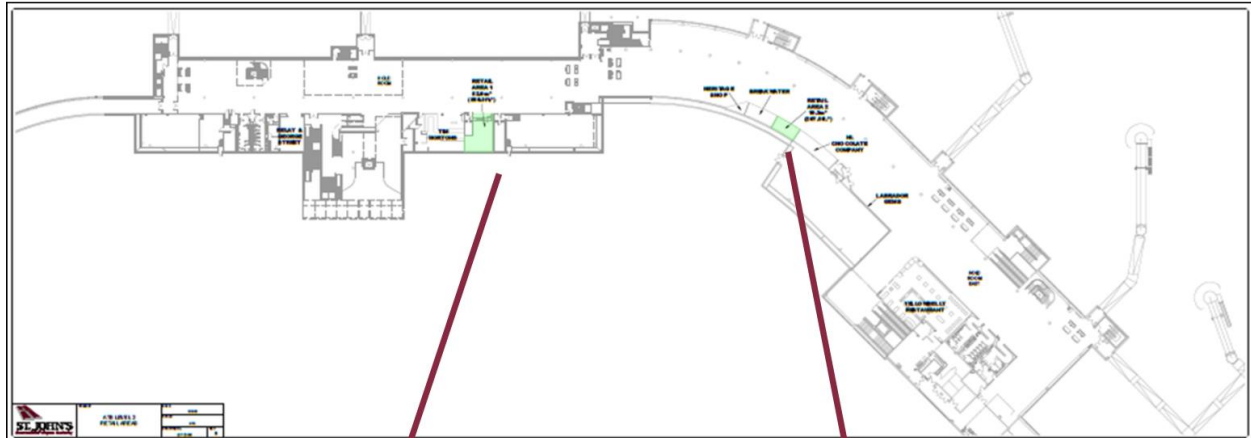
3.2 Notice

SJIAA will not provide public notice with respect to reviewed and short-listed submissions.

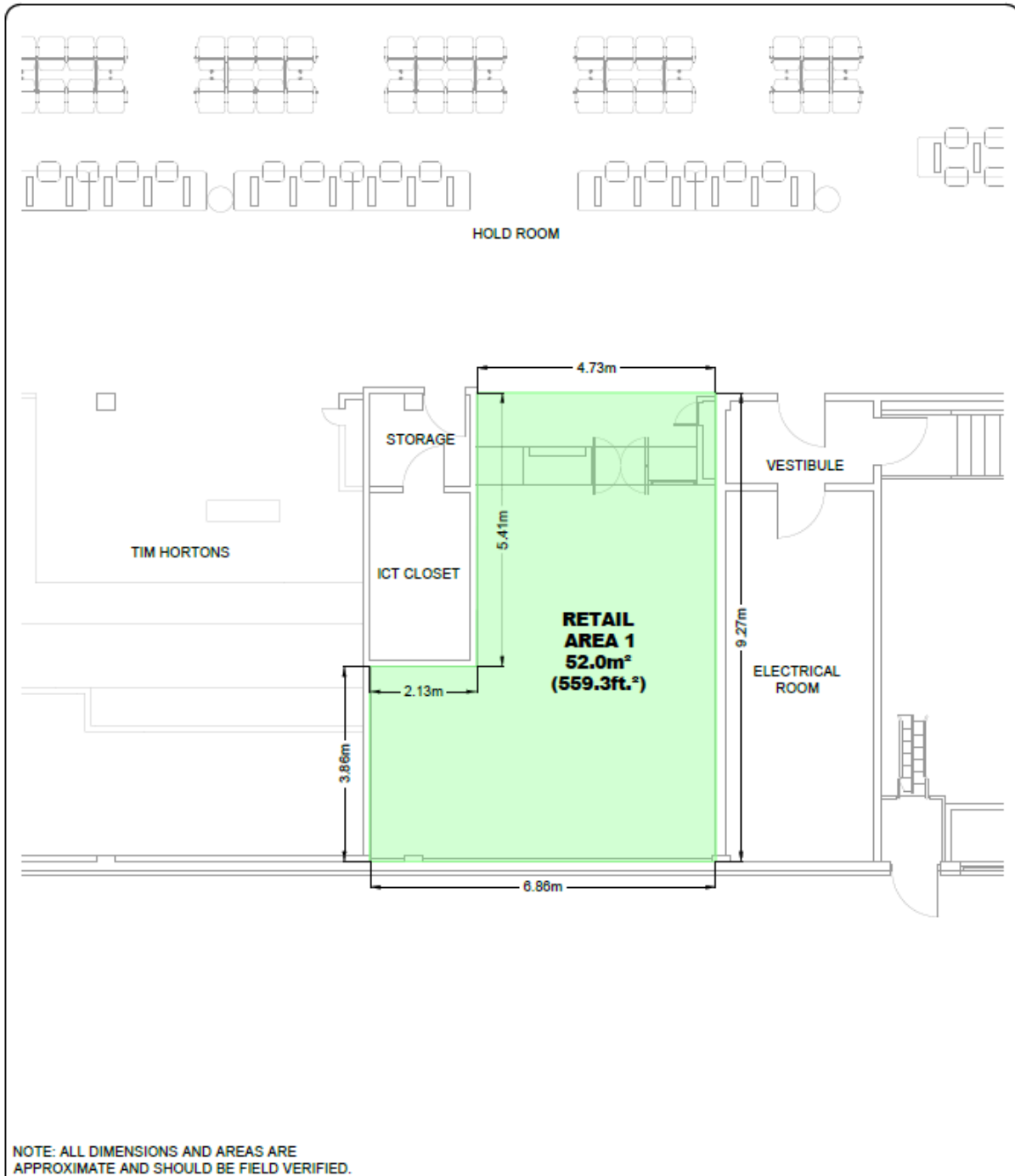
3.3 No Obligation

SJIAA will have no obligation with respect to this RFEOI. In its sole discretion, at any time during or following the closing of this RFEOI, SJIAA may choose to reconsider the use of the space and to not short-list any submissions for further consideration.


4. Schedule A – Site Plan

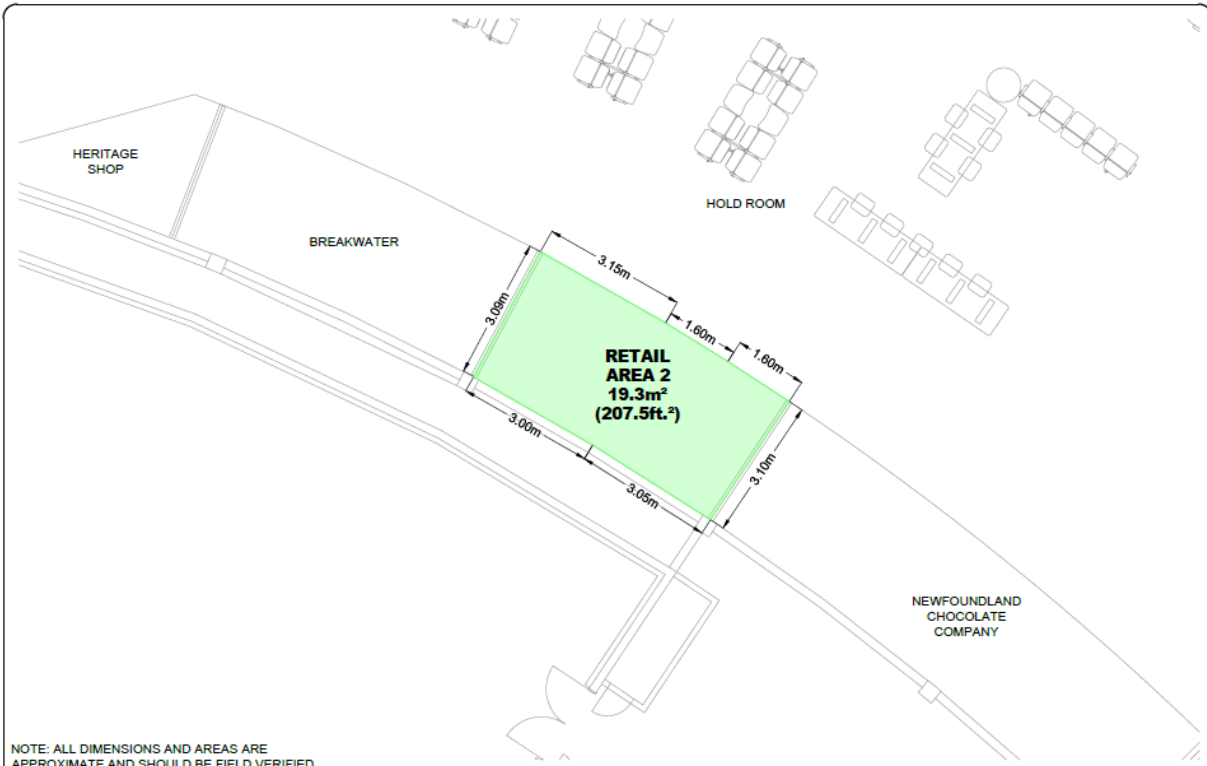


Detailed drawings of Retail Spaces #1 & #2 on following pages




NOTE: ALL DIMENSIONS AND AREAS ARE APPROXIMATE AND SHOULD BE FIELD VERIFIED.

| | | | |
|---|--|---------------------------|------|
|  | PROJECT | DATE | |
| | <p align="center">ATB LEVEL 2 RETAIL AREA 1</p> | 12/5/23 | |
| | | SCALE | |
| | | 1:100 | REV. |
| | | DRAWING No. LST-23-043 | 0 |



NOTE: ALL DIMENSIONS AND AREAS ARE APPROXIMATE AND SHOULD BE FIELD VERIFIED.

| | | | |
|--|---|----------|--|
|  | PROJECT | DATE | |
| | <p align="center">ATB LEVEL 2 RETAIL AREA 2</p> | 12/05/23 | |
| | | SCALE | |
| | | 1:100 | |
| | DRAWING No. | REV. | |
| | LST-23-044 | 0 | |

