

2025 BUSINESS >> *of* AIRPORTS



BUILDING NEW SMALL BUSINESS CAPACITY

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Network: ACINA Conference
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mazars



STIFEL



ACDBE/SBEC Programs at DEN

Purpose:

As a **primary** airport **receiving FAA funding**, DEN ensures **Airport Concessions Disadvantaged Business Enterprises (ACDBEs)** have equal opportunities to compete for all concession contracts, in accordance with **49 CFR Parts 23 and 26**.

The **Small Business Enterprise Concessions (SBEC)** program is a **locally funded, race- and gender-neutral, defined-pool set-aside** program in accordance with **Chapter 28, Article 7** of the **Denver Revised Municipal Code (DRMC)**.

Requirements:

- **ACDBE** Concession-specific Goals: Calculated as a **percentage** of total **estimated annual gross receipts** from the concession ([23.25\(e\)\(1\)\(i\)](#)).
 - Concession **goal** can be **met** through **Direct Ownership, Joint Venture, or G&S purchases** from ACDBEs
- **SBEC** Concession program requirements: **ONLY** small businesses certified with CCD as SBEC in applicable NAICS codes can propose as a concessionaire.
 - Concession must be **owned** and **operated** by certified **SBEC firm(s)**.

Certification:

- **Apply for** certification with the **City & County of Denver**
- **Maintain** access in the Small Business Certification & Contract Mgmt. System (BG2Now)

How to Get Involved:

- **Scan** the QR Code to learn more about the **ACDBE Program at DEN!**
- **Contact** us at DEN-ACDBE@flydenver.com



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO)

BRITTANY EROEN, DIRECTOR OF COMPLIANCE

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DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

- As a condition of City and County of Denver **local funding** expenditures and city-owned property:
 - Funding sources: City and County of Denver's tax revenue
 - DSBO's office and responsibilities were created by Executive Order
 - DSBO is responsible for administering the DSBO Ordinance found in D.R.M.C. Chapter 28
 - Article III: MWBE Construction & Associated Professional Services;
 - Article V: MWBE & SBE Goods & Services;
 - Article VII: SBE Construction & Associated Professional Service.
 - The purpose of the DSBO ordinance is to enable the city, through its departments and agencies, to undertake specific activities to promote equity, maximize opportunities, and prevent discrimination and its effects against business enterprises that have been certified as MWBEs and SBEs.
- As a condition of the City and County of Denver being a direct recipient and subrecipient of **federal funding** expenditures:
 - Funding sources: Federal Highway Administration (FHWA), Federal Transit Admin (FTA), Federal Aviation Admin (FAA)
 - DSBO is delegated as the USDOT's DBE Liaison Office for City and County of Denver
 - DSBO is responsible for administering the DOT DBE Program rule found in the US Department of Transportation's 49 CFR Part 26 and the USDOT Approved City's DBE Process and Procedures Manual
 - The purpose of 49 CFR Part 26 is to ensure nondiscrimination, create a level playing field, ensure that the DBE program is narrowly tailored, ensure firms meet the eligibility standards, help remove barriers, and assist in the development of firms to compete successfully outside the program
- **City agencies, businesses, certified businesses as well as DSBO must comply with these local and federal laws.**

DSBO'S OVERSIGHT & COORDINATION WITH CITY AGENCY PARTNERS



**Dept. of
Transportation
& Infrastructure
(DOTI)**

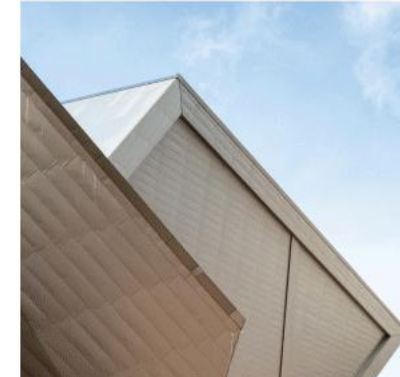
**Inclusive Elevate
Bond*



**Denver
Parks &
Recreation
(DPR)**



**General
Services**



Arts & Venues



**Denver Int'l
Airport (DEN)
(Construction,
Concessions,
Maintenance,
etc.)**

**As well as 30+ additional city agencies, National Western, cultural (zoo/museum) and Denver Health.*

PILLARS OF DSBO



DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY



CITY AND COUNTY OF DENVER (LOCAL) PROGRAMS

- Governed by the Denver Revised Municipa Code (D.R.M.C.) Articles III, V, and VI:
 - Minority/Women Owned Business (MWBE)
 - Small Business Enterprise (SBE)
 - Emerging Business Enterprise (EBE)
 - Small Business Enterprise Concessionaire (SBEC)

US DEPT. OF TRANSPORTATION FEDERAL PROGRAM

- Based on the Code of Federal Regulations (CFR) Parts 26 and 23:
 - Disadvantaged Business Enterprise (DBE)
 - Airport Concessionaire Disadvantaged Business Enterprise (ACDBE)



Contract Participation Goal

- City projects that are locally funded (city dollars) or on city land for **MWBE** participation goals
- Federally funded projects for **DBE** goals
- Colorado Convention Center
Design – 22% - \$4.2M
Construction – 17% - \$38.5M

SBE Defined Selection Pool

- Prime contracting opportunities on construction, goods and services to certified **SBEs**
- Citywide ADA Ramp and Concrete Repair - historically SBE Defined Pool, awarded annually to 3-5 SBEs, \$1M-\$3M



DSBO STRATEGIC DEVELOPMENT OVERVIEW



DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

Connecting small businesses to the DSBO program and providing the necessary resources to help them successfully develop and pursue work with the city.

- Delivers Small Business **Strategic Development Programs**: [Citywide Bridging the Gap to Success](#), [Citywide Mentor Protégé Program](#), Training Programs
- **Facilitates and partners on community engagement events** with internal and external partners: [DSBO Equity and Empowerment Council \(DEEC\)](#)
- Serves on **internal policy teams, external boards, and committees** to foster collaboration and engagement (BELT, HCC, BCG, AGC, COMTO etc.)
- **Connects small business community** to important information and exciting opportunities

**Strategic
Development**

Certification

Certified Business
Utilization

Compliance

Forensics

Questions?

Thank You!

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ECONOMIC DEVELOPMENT
& OPPORTUNITY

DFW International Airport Small Business Program and Transitioning to a Small Business Program

Amela Lee

ice President, Business Diversity and Development



Legal Trends

Disadvantage/Minority/Women Business Enterprise (D/M/WBE) Programs

- **Summary of Recent Cases for MBE/WBE/DBE Programs Removing Ethnicity and/or Gender programs**
 - State of Texas H.B. 5140 (2023)
 - US Department of Commerce MBDA (6/5/23)
 - Ultima Servs. Corp. V. Department of Agriculture affecting the SBA 8(a) Business Development program (7/19/23)
 - City of Houston, Texas, and Midtown Management District (9/19/23)
 - U.S. Department of Transportation, Peter P. Buttigieg, Shailen Bhatt, & Todd Jeter/ Mid-America Milling Company and Bagshaw Trucking – DBE (10/26/23)
 - State of Texas H.B 167
 - American Alliance for Equal Rights vs AA (2/11/25)
 - (10/23)



Small Business Enterprise (SBE)

Program Elements

- Definition: Business Enterprise that meets the size standards established by the Small Business Administration (SBA) using the North American Industry Classification System (NAICS)
- Eligibility
 - Firm Size: SBA size standards
 - Number of employees or revenues averaged over three years
 - No personal net worth requirement (?)
 - Bid/Proposal based on responsiveness
 - Good Faith Effort



Small Business Enterprise (SBE)

Program Elements *(continued)*

- Certification Entities
 - NCTRCA, WBCS, DFWMSDC, SBA 8(a)
- Relevant Market Area
 - Does not need to meet narrowly tailored legal requirement for geographic market
 - Based on the Disparity Study and legal input 4-county area
 - Dallas, Tarrant, Collin, and Denton,

Historical SBE Programs

Small Business Enterprise (Federal Program)

- Component to the Disadvantaged Business Enterprise (DBE) Program
- Pursuant to 49 CFR Part 26, a final rule was issued on 01/28/2011, requiring a DBE Program to have a small business element
- Resolution Number 2012-07-239 dated 07-12-2012
- No Relevant Market Area

Small Business Enterprise (Local Program)

- Program recommendation from the 2008 Availability & Disparity Study
- Applicable to the following industry areas: Goods & Services, Construction under \$1M
- Resolution Number 2012-09-327 dated 09-06-2012
- Relevant Market Area Applicable

Required Updates

- Determine applicability of Personal Net Worth Threshold

Required Updates

- Determine applicability of Personal Net Worth Threshold
- Determine applicability of relevant market area

Current SBE Program

Small Business Enterprise Concessions

- FAA in its FY2019 ACDBE Program Targeted Compliance review Close Out recommended an SBE Program for Concessions
- Resolution Number 2021-09-185 dated 09-02-2021

Required Updates

- No updates required

Current Small Business Enterprise Concession Program





Background

Ensure Fair Access to Contract Opportunities

ACDBE Direct Negotiations violate federal regulations

Race-Neutral measures are encouraged by federal regulations such as Small Business Enterprise Programs

FAA audit recommended SBE program for Direct Negotiations

Disparity Study Recommended all forms of contractual relationships, not just Joint Ventures (JV)



Small Business Enterprise Concession Program

Ensure Fair Access to Contract Opportunities

For all businesses and particularly for Disadvantaged, Small, Minority and Women Business Enterprises (D/S/M/WBEs)

Unique opportunity for smaller firms to independently operate as DFW concessionaires.

Increases opportunities for D/S/M/WBEs to manage and control their own locations

Remove barriers to participation

Promote the utilization of D/S/M/WBEs

Assist the development of firms that can compete successfully in the marketplace

Business Diversity Program

Local Program

Small Business Enterprise Concession (SBEC)

- Business size based on Small Business Administration size standards
- Personal net worth threshold

Other Certification Requirements

- Relevant Market Area
- Gross receipts averaged over three (3) years
- Site Visits (randomly selected)
- Local certifications expire & require renewal
- ACDBEs qualify for SBEC program
- Sustained business activity, within the RMA, in the NAICS code described in the certification application for a minimum of six (6) months prior to the date of application



L'OCCITANE
EN PROVENCE



Program Requirements

To ensure program compliance

No program or concession specific goal

Mandatory training but can opt out

Can JV with another SBEC but not with a non SBEC

Direct negotiations must be competitively bid among SBECs

Long-term leases and not greater than seven (7) years should be evaluated

Extensions or renewals should be evaluated

An existing ACDBE at DFW that receives SBEC certification must be in compliance with all Airport requirements

Thank You

Ontario International Airport

ACI / Small Business Capacity



ONT at a Glance



- ✓ ONT - one of the fastest growing airports in California
- ✓ Serves key markets across U.S., Mexico and Taiwan

7.1M
2024
passengers

+10%
2024 vs. 2023

90
peak day
departures

OIAA Office of Business Opportunities

MISSION STATEMENT

Ontario International Airport Authority (OIAA) values the surrounding communities and local businesses our air travel supports. Through the Office of Business Opportunities, the OIAA is committed to **supporting local and small businesses by providing awareness of upcoming opportunities, and education on how to best achieve success for the presented opportunities** within the ONT airport ecosystem.

Disadvantaged & Small Business Goals

ACDBE

Airport Concessions
Disadvantaged Business
Enterprise

- ✓ Non-Rental Car -
13.9% to **15.7%**
- ✓ Rental Car –
6.41% to **3.7%**

DBE

Disadvantaged Business
Enterprise

- ✓ 6.41% to **9.38%**

TO COME!

SBE

Small Business Enterprise

- ✓ Construction,
Engineering,
Architecture - 3%
- ✓ Non-Rental Car
Concessions –
13%
- ✓ Rental Car – 3.7%
- ✓ Program under
development &
more to come!

Small Business Enterprise Program – On the way!



CULTURE



ANALYSIS



GOALS

Closing Remarks



ONT is planning for the future!



Let's Connect!

Small Business Information

BusinessOpportunities@flyontario.com



Fill out our Small Business Interest Form to stay updated on opportunities!



Keep watching [Opengov.com](https://www.opengov.com) for future RFPs!

Avolta

ACI - BOA

Building New Small Business
Capacity

Monday, June 23, 2025



Journey on with Avolta

Dufry, the parent company of Hudson, and Autogrill, the parent company of HMSHost, were the global leaders in travel retail and travel food & beverage.


We joined forces to establish a distinctive and integrated brand with the power to offer travelers an experience that makes the journey as exciting as the destination.


Avolta exists to harness our expertise and innovation across travel convenience, specialty retail, food & beverage, and duty free

to make travelers happier.



North America at a Glance






We operate over


2,000

locations in more than

110

travel venues throughout North America



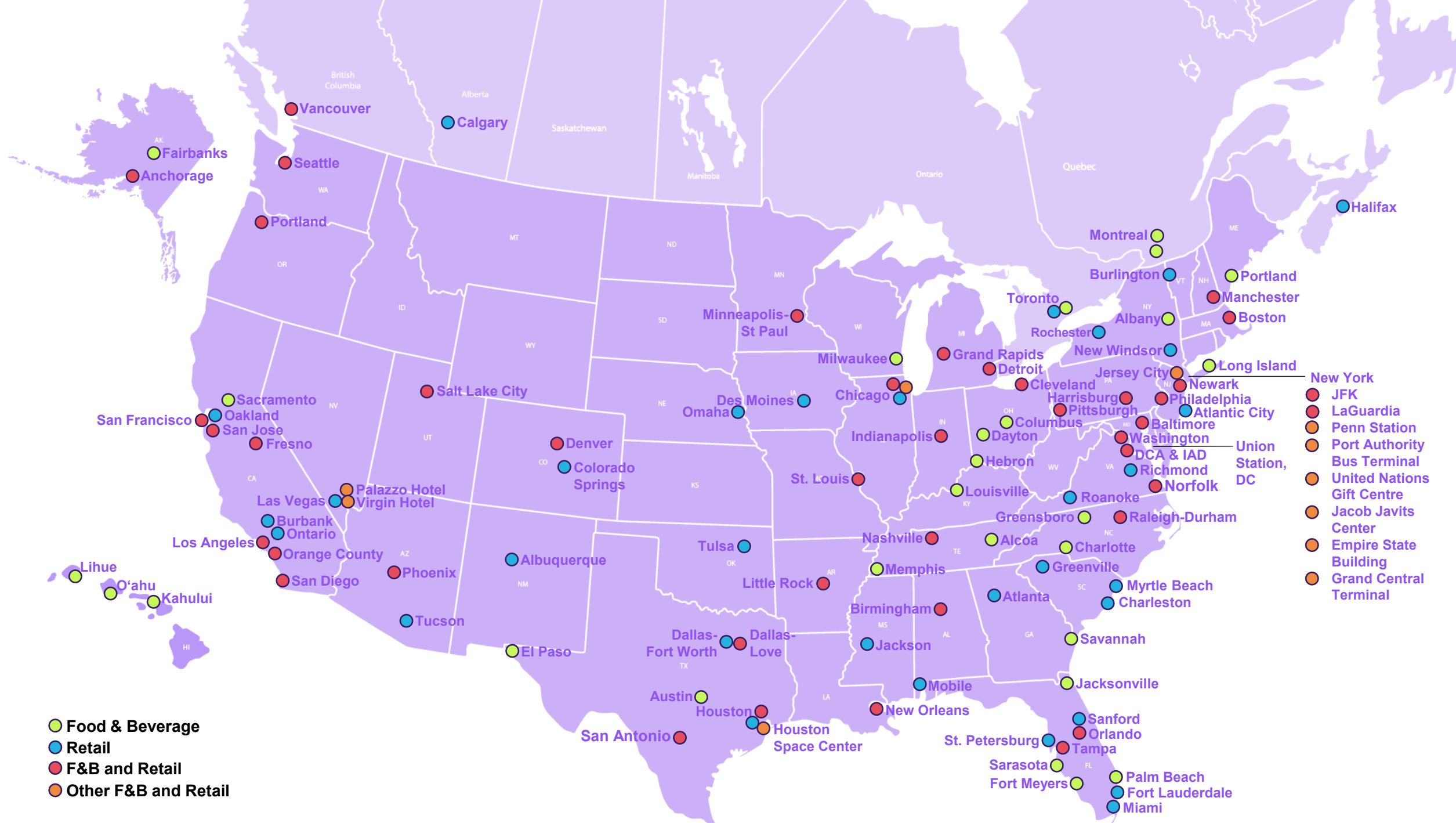


We are powered by our people with

30,000+

team members across North America





- Food & Beverage
- Retail
- F&B and Retail
- Other F&B and Retail

- New York
- JFK
- LaGuardia
- Penn Station
- Port Authority Bus Terminal
- United Nations Gift Centre
- Jacob Javits Center
- Empire State Building
- Grand Central Terminal

Union Station, DC

An Unmatched Portfolio

Proprietary Concepts | Global & Local Brands | Chef Partnerships



A Vast Range of Concepts

Retail

Travel Convenience



Specialty & Exclusive



Local



Duty Free



Frictionless



Hybrid
F&B & Retail

Food & Beverage

Quick Service
Restaurants



Coffee



Local



National



Frictionless





We Are a Leader in Creating Dining for Travel Venues



1897

Founded as the Van Noy Railroad News Co., the company begins with humble roots selling candy, snacks, fruit, magazines, newspapers, and convenience items from newsstands in train stations.



1954

Our first airport concessions contract is awarded at San Francisco International Airport — a contract we still have today.



1999

HMSHost becomes part of Autogrill.

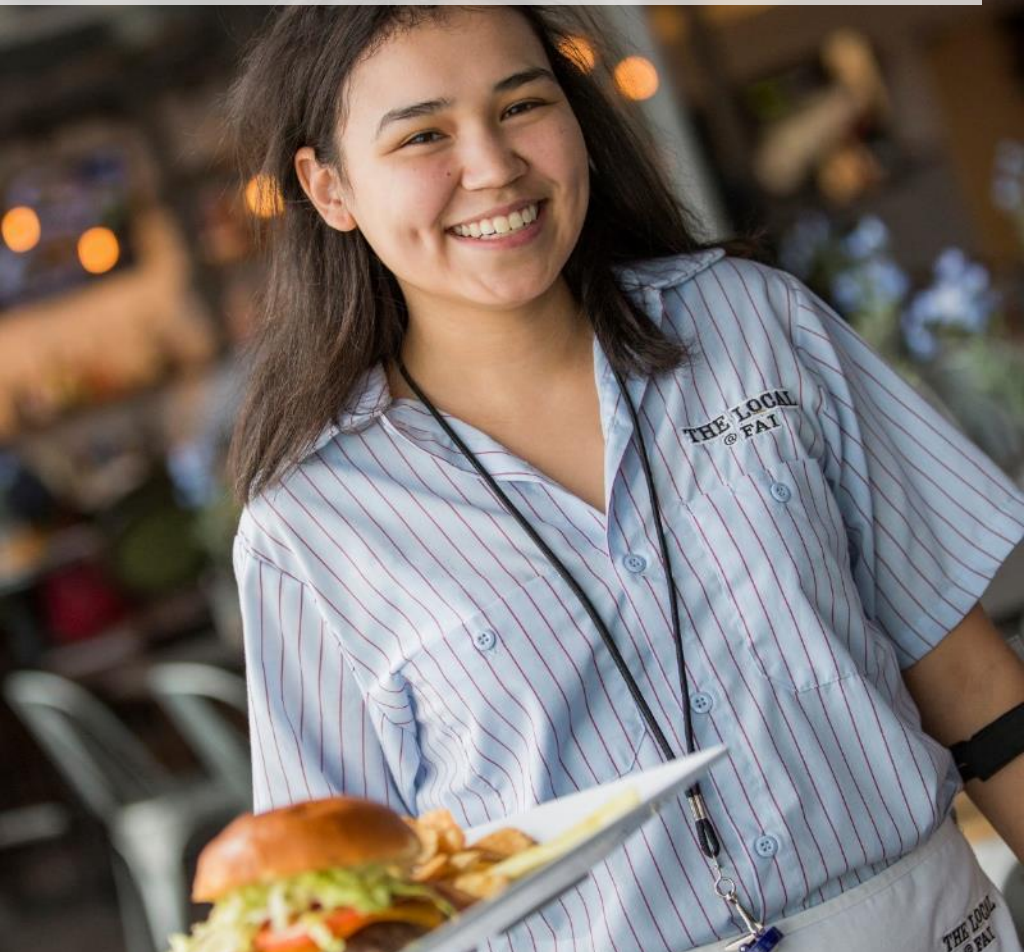


2023

HMSHost embarks on its next journey as part of Avolta following the business combination of Autogrill and Dufry.

Avolta

Today We Are...



HMSHost
ByAvolta



Nearly 80
airports



1,000+
dining venues



400+
proprietary, national,
regional, and local
concepts

We've Been the Traveler's Best Friend Since 1987



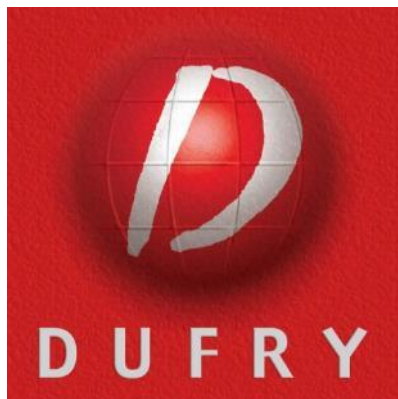
1987

Opened our first branded Hudson News stores in LaGuardia Airport.



1994

Hudson wins contracts at JFK International Airport and expands outside of the tri-state area with Boston Logan International Airport and Dallas Love Field Airport.



2008

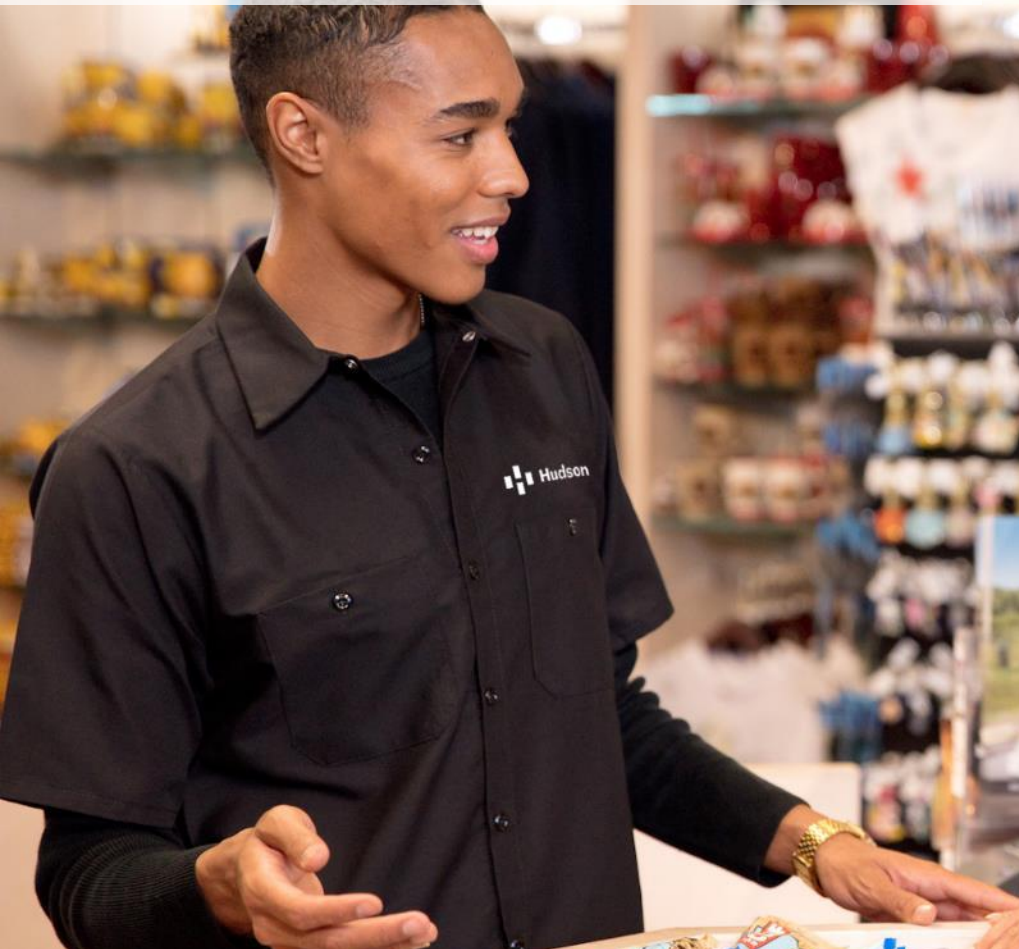
Hudson becomes part of Dufry.



2023

Hudson embarks on its next journey as part of Avolta following the business combination of Dufry and Autogrill.

Today We Are...



Hudson
ByAvolta



Nearly 90
airports, commuter hubs,
landmarks, & tourist
destinations



1,000+
stores across travel
convenience, specialty
retail, and duty free



175+
proprietary, national, and
local concepts



Locally **Made**,
Globally Loved

Thank you!



Create and implement a formalized local small business program that **fosters** opportunities for growth in the airport environment, **generates** a pipeline of brands for our stores, and **establishes** a path to growth for emerging brands and small businesses via mentorship and **collaboration**.

Rooted in Community, Soaring with Innovation

The "Roots and Wings" local mentorship program is designed to empower local makers by providing comprehensive support and guidance through various challenges faced in owning and operating a small business. Build a strongly rooted foundation enabling elevated performance and opportunities for local businesses to soar while driving incremental sales.

Roots

- Symbolizes the deep connection to the local community.
- Emphasizes nurturing and strengthening the foundation of local businesses.
- Highlights the importance of community involvement and solidarity.

Wings

- Represents growth, opportunity, and the ability to soar to new heights.
- Signifies empowerment and the potential for success.
- Reflects the program's mission to provide local partners the tools to thrive and expand their businesses.

Program Objectives

- Foster a sense of community among local makers making a difference in people lives.
- Provide mentorship, guidance, and support to local businesses.
- Empower small business owners to navigate challenges unique to ownership.

Mentorship Focus

- Marketing and branding strategies.
- Inventory management and supply chain logistics.
- Customer service and experience enhancement.
- Product Development, Retail Strategy and Quality Assurance
- Labor management and financial acumen

Program Initiatives:

Guidance

One-on-One Mentorship: Pairing each participating retailer with an experienced mentor who can provide personalized guidance, advice, and support tailored to the specific needs and challenges of their business.

Workshops and Training Sessions: Organizing regular workshops and training sessions covering various topics relevant to small business ownership, such as logistics, marketing strategies, and customer service.

Opportunities

Networking Opportunities: Facilitating networking events, mixers, or meet-ups where local retailers can connect, share experiences, and learn from each other. This fosters a sense of community and encourages collaboration among participants.

Promotional Opportunities: Providing opportunities for businesses to showcase their products or services through promotional events, pop-up shops, or marketing campaigns, both within the airport and in the local community.

Resources

Access to Resources: Providing access to resources and tools that can help businesses streamline operations, such as templates for business plans, budgeting spreadsheets, marketing guides, ticketing/labels and industry reports.

Feedback and Evaluation: Conducting regular feedback sessions and performance evaluations to assess the effectiveness of the program and identify areas for improvement, ensuring that it remains responsive to the evolving needs of participating businesses.

Support

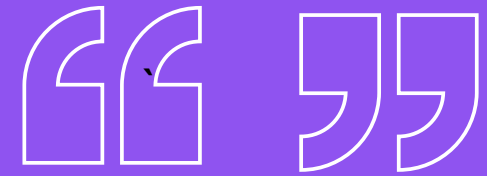
Continued Support and Follow-Up: Maintaining ongoing communication and support beyond the initial mentorship period, providing continued guidance and assistance as businesses grow and face new challenges.

Provide support, merchandising guidelines and planograms to operations.

Community Mentorship Program

Outreach and Criteria Principles

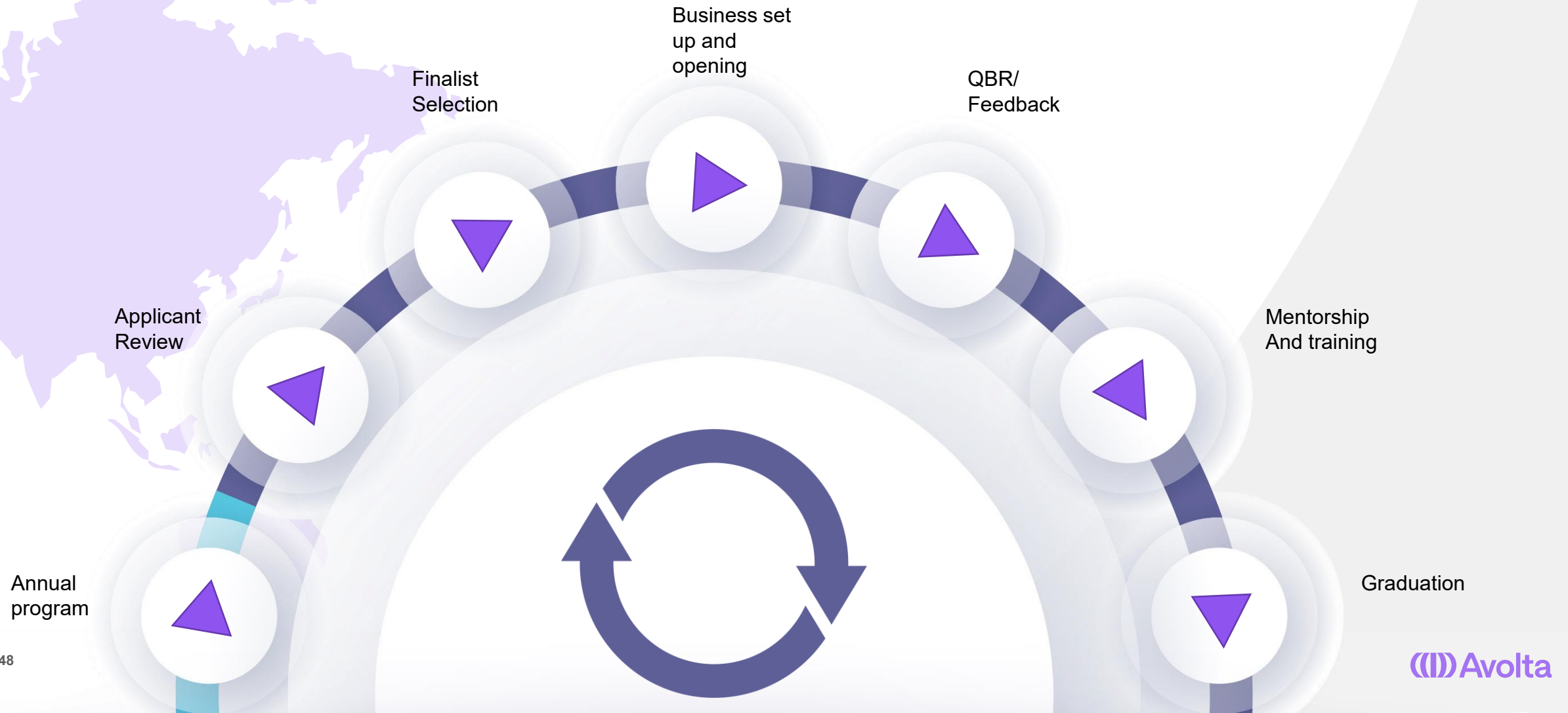
- Outreach will include (but not be limited to) a grassroots campaign to visit local neighborhoods and connect with small business owners that have an interest in the airport community.
- Town Halls will be held to provide an overview of the airport business: hours of operation, operating standards, staffing, logistics, badging and permitting and how to build a store in an airport. All interested businesses are invited to attend.
- A dedicated website and application portal will be available to all small businesses. The website will have information on criteria to be considered, application information, class info and training opportunities.
- Qualified candidates will be invited to interview with our leadership team. Program inclusion readiness will be determined and then an invite to participate will be shared.
- Length of term will be 1 year for successful applicants. Terms will be staggered between the locations to ensure stores are open and operating.
- Mentorship and classroom opportunities will be at no cost to the applicants.
- 2% management fee will be waived.
- Goal is to graduate into a pop-up or permanent shop in the program. Meet the Maker Events, seasonal events, signings and tastings etc., (subject to Airport approval) to expand Community representation in the Airport creating opportunities for incremental sales.
- It's not just about creating an extensive list of local makers, it is about creating expansive opportunities within local communities and an elevated customer journey in stores.
- Close collaboration with City's Small Business Advocacy division to ensure a unified approach and best possible outcome.



*Mentoring small businesses in
Retail, Duty Free and Food &
Beverage will help create and
elevate a more vibrant,
productive and successful local
business community*

Community Mentorship Program

Our Process is continuous





What We Provide to Our Incubator Participants

- Corporate/Leadership direction, commitment and support of the program
- Develop fixture catalog for store activation and provide resources for purchasing of fixtures and displays
- Support for developing graphics, merchandising guidelines, & planograms to stores to tell local stories.
- Financial support for select stores to update fixture options
- Consistent activation and continuation in Stores- help with promotional activity and experiential offerings
- Webinars, LMS training modules and additional training support for key business learning
- Negotiating support for N30 Payment Terms for small local vendors (if applicable)
- Badging and permitting training and support
- Logistics and delivery support and training
- Performance tracking mechanism and KPI's
- Quality Assurance procedures for food related businesses
- Financial training, labor forecasting and staffing support using current recruiting methods
- Quarterly check-in with incubators to discuss progress report, activities and results
- Strategic alliances, ACDBE program overview to support business owners who want to become certified.

Tailored Training and Mentorship

The cornerstone of the NY/NJ Incubator Program is its comprehensive training module, which equips aspiring entrepreneurs with the tools necessary to succeed in a competitive marketplace:

- **DEFINING BUSINESS OBJECTIVES.** We help businesses clarify their goals and strategic direction to ensure a focused and purpose-driven approach to market entry and growth.
- **CREATING BRAND NARRATIVES.** Understanding the power of storytelling, we guide businesses in crafting compelling brand stories that resonate with their target audience, enhancing brand visibility and customer engagement.
- **BUSINESS MODELING GUIDANCE.** Our experts provide hands-on assistance in developing robust business models that are both scalable and adaptable, ensuring long-term sustainability.
- **COLLABORATION ON BUSINESS PILLARS.** We collaborate closely with businesses to establish solid foundations across key operational areas including financial planning, merchandising strategies, sales forecasting, packaging, compliance, and inventory investment.
- **ADAPTING TO MARKET CHANGES.** In a rapidly changing business environment, we assist businesses in evolving their models to stay aligned with current trends and market demands.

ANNUAL PROGRAM CYCLE

As part of our NY/NJ Incubator program, local small businesses have the opportunity to participate in our annual mentorship cycle. The cycle kicks off with a series of "Shark Tank"-style events, where entrepreneurs are invited to pitch their businesses. From these presentations, we select a cohort of participants who will then work closely with our experts over the course of a year. During this period, they receive guidance to develop and expand their businesses. Participants also have the unique chance to test their products in an airport setting. If these ventures prove successful, the participants can graduate from the program and earn the opportunity to supply products regularly to our permanent assortment.





NY/NJ Incubator Program (NYNJIP)

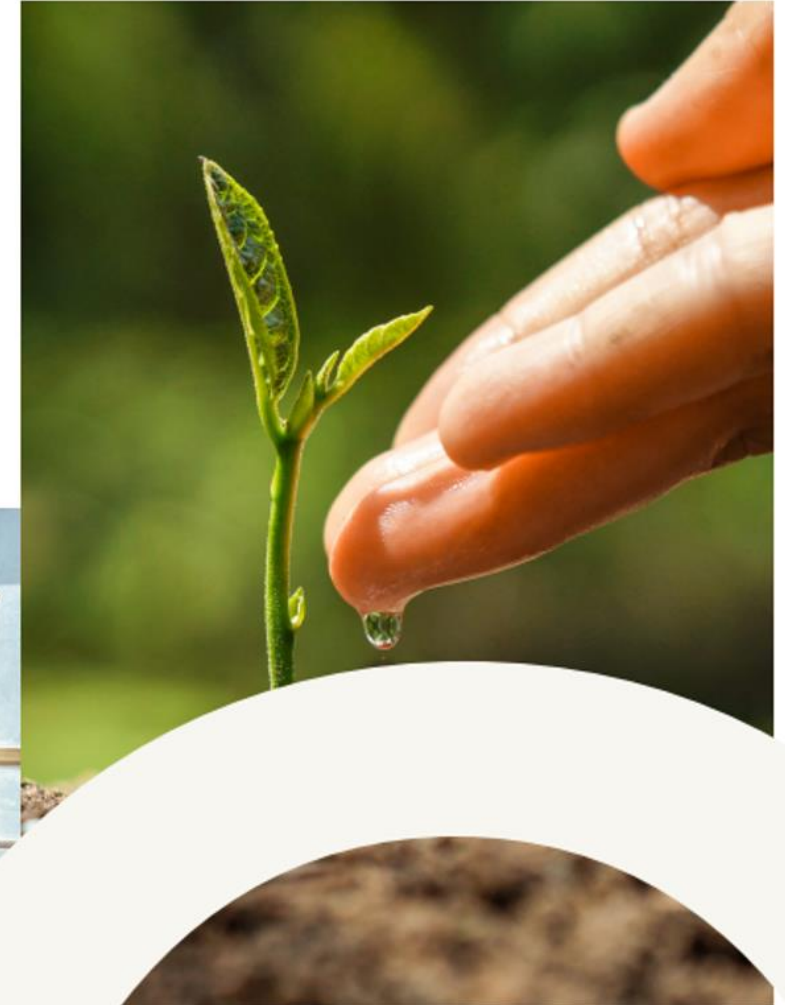
Fostering Community Growth and Innovation

We are committed to the principles of sustainable business practices and making entrepreneurial opportunities accessible, recognizing these elements as crucial to our success. Inspired by this vision, we have established the NY/NJ Incubator Program, a strategic initiative aimed at fostering the growth of small businesses. This program is designed to help these enterprises thrive, minimizing risk while maximizing economic benefits for them. As part of this commitment, we are pleased to commit to the 5% local product inclusion in our program.



A COMPREHENSIVE APPROACH TO BUSINESS DEVELOPMENT

Our NY/NJ Incubator Program participates in the PA/JFK Institute of Concessions (IOC) Program and enhances it through a unique set of mentoring and development strategies tailored to the distinctive needs of small businesses within an airport's unique ecosystem. This initiative is carefully crafted to create a more vibrant local business community by focusing on key sectors such as Retail, Duty-Free, and Food & Beverage.



COMMUNITY AND ECONOMIC IMPACT

By integrating into the broader PA/JFK IOC mentoring initiatives, the NY/NJ Incubator Program not only fosters individual business success but also contributes to the overall economic health of the region. This program is designed to minimize the barriers that often hinder small business growth and to maximize the potential for these businesses to contribute positively to their communities.



How To Do Business with Hudson

- Dedicated partner relations and business diversity team
- Outreach events across North America
- Ready, Willing & Able



- Joint Venture Partners, Licensors & Supplier
- Local, Credible and Involved in the Community
- Experience



Empowering Local Makers Featuring Local Entrepreneurs in NYC's Busiest Terminals

Our NY/NJ Incubator Program has produced outstanding outcomes. Through this initiative, we have successfully introduced local small businesses across multiple terminals—Terminal 1, Terminal 4, Terminal 5, Terminal 7, and Terminal 8 at JFK, as well as at EWR and LGA. Within these spaces, we have specifically designed areas to support local NYC makers and the initiatives of the Institute of Concessions.

LOCAL NYC BRAND PARTNERSHIPS

Through a focused outreach in the greater NYC region we've been able to source locally produced goods and bring these merchants into the travel convenience space providing exposure for their brand as well as a true sense of place for the traveler. These are a small sampling with dozens more local brands ready for inclusion upon award.

WET IN
BROOKLYN

BEAN & BEAN
COFFEE ROASTERS, NYC

PARTAKE

EVEN KEEL

Eleni's
NEW YORK

AVALAH
ALL NATURAL SKINCARE

HAND CRAFTED IN NYC
"I make it here so you can take it anywhere!"
David Chang

TERMINAL B

BROMA
organic

96

FINE & RAW
chocolate



tembo NYC™



Literie

BRITTLE
&
BEYOND



EVOLVED

HoneyGramz

Avolta

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Thank you

