

APPENDIX 5 TO CONDITIONS OF TENDER

EVALUATION CRITERIA

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1 Eligibility Criteria

1.1 Tenderer must first meet and satisfy all of the following Eligibility Criteria before its proposal will be further evaluated by JTC.

- a) It is a company that is incorporated in Singapore. The Form of Tender and all documents submitted shall be duly signed by an authorised representative of the Company who is at least 21 years old.
- b) It is not a person, company or business that is currently suspended or debarred by the Standing Committee On Debarment, of the Ministry of Finance from participating in public sector projects at any time from the Tender Closing Date until the date of the tender award. For avoidance of doubt, any Tenderer who is suspended or debarred shall have its tender proposal precluded from further evaluation by JTC.
- c) It does not have any outstanding debts due and owing to JTC as at the date of the Tender.
- d) It does not have a petition for winding-up presented against it in the High Court.
- e) It is not in liquidation, placed under receivership or judicial manager.
- f) It does not have a receiver being appointed to manage its affairs, or for which an application has been made for the appointment of a judicial manager.
- g) It must have a sound financial health status.
- h) The proposal must fully comply with all the instructions and requirements set out in this Tender Packet, in particular but not limited to all the instructions and requirements contained in the Instructions to Tenderers.

2 Project Specific Critical Criteria

- 2.1 The Successful Tenderer is required to commit to pay a monthly variable rent to be paid to JTC at a fixed rate of at 1.5% of the Total Gross Operating Revenue (TGOR) per month.
- 2.2 The Successful Tenderer is required to comply with all the Tenancy Design Guidelines and Technical Requirements as required in **Appendix 4** (*Technical Conditions of Tender*). For the avoidance of doubt, all proposed CAPEX works submitted in this tender shall comply with the guidelines and requirements stated in Appendix 4.

3 Evaluation Method

- 3.1 Tenders that are compliant with all the terms and conditions contained in this Invitation to Tender shall be evaluated based on a 2-stage approach. For the avoidance of doubt, Tenderers who are bidding for more than one Parcel are expected to **submit one Concept and Price Tender each for every Parcel**. The award of the tender for each Parcel will be assessed based on all Concept and Price submissions received from all Tenderers for that particular Parcel. Tenderers shall also ensure that their Concept and Price proposals submitted for each Parcel remain operationally and financially feasible should they not be awarded with all the Parcels they have tendered.

First Stage Evaluation – Concept Tender

- 3.2 JTC will first evaluate the Tenderer’s concept proposals against the Evaluation Criteria set out in **Appendix 5** (Evaluation Criteria).
- 3.3 Without prejudice to all rights JTC including the right to select and decide on the award of tender in its sole and absolute discretion, only concept proposals that are assessed and selected by JTC in its absolute discretion to have:
1. met and satisfied all the “Eligibility Criteria” as defined and set out in **Appendix 5** (Evaluation Criteria);
 2. met and satisfied all the “Critical Criteria” as defined and set out in **Appendix 5** (Evaluation Criteria); and
 3. achieved at least 50% mark under the “Other Criteria” as defined and set out in **Appendix 5** (Evaluation Criteria).

will be shortlisted for the second stage of the tender evaluation (Price Tender).

- 3.4 Any tender proposal by a tenderer who does not meet or satisfy any of the Eligibility Criteria or any of the Critical Criteria shall be precluded from further evaluation by JTC.

Second Stage Evaluation – Price Tender

- 3.5 At the second stage, only the price envelopes of the concept proposals that pass the first stage will be opened by JTC for consideration.
- 3.6 The tender for each Parcel will then be awarded by JTC to the tenderer which has been shortlisted after the first stage with the highest bid. However, JTC reserves the right not to award the tender for each Parcel if the highest bid does not satisfy its minimum price requirements.
- 3.7 In the event there are two or more tenderers who submit the same highest bid, JTC may on or before expiry of the Tender Validity Period carry out a random ballot in the manner as set out in **Condition 16.2** (*Acceptance of Tender*) of the Conditions of Tender.

4 Other Criteria

- 4.1 In addition to the Eligibility Criteria and the Project Specific Critical Criteria, the following are other criteria (“**Other Criteria**”) which will be considered or evaluated by JTC in its sole absolute discretion.

4.1.1 Business Proposal (88%)

Concept

- a) Write-up on the proposed concept(s) and related themes for the parcel(s). The proposed concept(s) should contain interesting and unique offerings that transform Market Village into a go-to destination in the Punggol region. The concept(s) introduced on site should also leverage on the site’s waterfront and park views, and be well-differentiated from offerings typically found in a mall. Introduction of an experiential element that sets the concept apart from other offerings in the market are highly encouraged (e.g. concepts showcasing Singapore’s food and culture, or incorporate significant environmentally sustainable elements). Tenderers who are keen on more than one parcel should state their proposed concept for each parcel clearly.
- b) Regular series of events and/or weekend activities throughout the year to engage the wider public, attract visitors to PDD, and inject vibrancy to the area. A calendar of events for the term outlining the proposed initiatives to be carried out at the premises, including the identified themes and collaboration partners (if any), should be submitted as part of the proposal. Activation of the outdoor space in front of the respective pavilion and the Colonnade Court for ad-hoc events and activities is highly encouraged and plans to utilise these spaces should be proposed and included as part of the proposal.
- c) Proper design and space planning of the premises, with details on how the indoor and outdoor areas are envisioned to look like through sketches, renders, and/or schematic plans. The design of the Premises should be aesthetically pleasing and complementary to the waterfront and courtyard features on site.

The proposed capital expenditure (CAPEX) for fitting out the parcel(s) and its corresponding breakdown should be included as part of the proposal.

- d) Smart solutions and/or smart retail initiatives to be implemented at the premises in order enhance visitors' experience and/or improve business operations at the premises (e.g. smart retail technologies, automated inventory monitoring, smart sensors, service robotics, automated back-of-house operations such as kitchen robotics and autonomous cooking, integrated digital solutions).

Business model

- a) The concept proposed for the parcel(s), including all the costs and expenses incurred to fulfil the concept, shall be financially and operationally sustainable throughout the term. As part of the proposal, the Tenderer shall include:
 - i. The proposed operating hours at the premises and proposed operating expenditure (per month) for each parcel. A detailed breakdown of the operating expenditure (per month) for the parcel(s) shall be submitted as part of the proposal.
 - ii. Clear financial projections for each parcel and the estimated breakeven point.
- b) Findings based on appropriate market studies or research carried out in the community to justify the need for the proposed use(s) or concept at the premises, and how the proposed concept introduced can potentially value-add to PDD.

Marketing plans

There should be targeted and sustained efforts to brand the premises actively throughout the term and draw crowds to the precinct on a regular basis. As part of the proposal, the Tenderer is highly encouraged to plan for and provide the following:

- a) Details on the concept's target market segment(s) and the strategies to reach out to these segment(s), including the use of marketing agencies or strategy partners (if any).
- b) A series of marketing campaigns before, during, and after the launch of the concept on site to reach out to the public and raise awareness of the precinct. A calendar of events outlining the marketing plan for the parcel(s) throughout the term shall be submitted as part of the proposal.
- c) Details on collaborations or partnerships such as joint-promotions, and/or collaborations to create new concepts and experiences with other tenants or stakeholders within PDD. Discounts or privileges extended to the PDD community (e.g. office workers, hotel guests) are highly encouraged.

Sustainability plan

The Tenderer shall propose green initiatives in various areas of their day-to-day business operations within the premises to contribute to a more sustainable PDD. As part of the proposal, the Tenderer shall outline their proposed initiatives for the Premises in these three areas:

- a) Operational Processes - Environmentally-friendly/ sustainable operational practices which can help to facilitate green practices on site (e.g. designating spaces to promote recycling/ upcycling within the premises, setting up a green garden within the premises, facilities to segregate waste, implementing packaging- or plastic-free retail and dine-in practices, measures for food waste tracking and management).
- b) Programming - Curate programmes that promote awareness on sustainability (e.g. recycling programmes, hands-on workshops/ activities, exhibitions or special events on the themes of sustainability, green design competitions) to the public and visitors of the premises.
- c) Infrastructural improvements – carbon monitoring and real-time optimization through the provision of smart power meters integrated with an energy management system with a dynamic feedback loop for optimization of air-conditioning, lighting and fans within the premises.

4.1.2 Track Records and Experience (12%)

The Tenderer shall submit details of their track record and accreditations received over the last 5 years from 2019 to 2023 for the following purposes:

- a) Operations of similar uses or concepts proposed for the Parcel;
- b) Organising or managing of placemaking or space-activating programmes, events or activities.

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