

**APPENDIX 3 TO CONDITIONS OF TENDER**

**PARTICULARS OF TENDERER'S QUALITY PROPOSAL**

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*(Unless the context otherwise requires, terms and references used in this Appendix have the same meaning and construction as defined or construed in the Conditions of Tender for the aforesaid Tender.)*

The information and proposals described in Section A and Section B below must be attached to the Form of Tender as the "Quality Proposal Enclosure" and submitted to JTC as part of the Tenderer's Form of Tender.

# If any part of Section A or Section B is not applicable, the Tenderer shall insert "NIL" or "N.A."

All supporting plans and documents mentioned in Section A and Section B must also be submitted together with the Tenderer's Form of Tender.

Every sheet of the Tenderer's Quality Proposal Enclosure must bear the Tenderer's name and be signed by the Tenderer's authorised signatories.

If the space provided is insufficient, please use additional sheets which must bear the Tenderer's name and be signed by the Tenderer's authorised signatories.

## **SECTION A**

Please submit the information requested in this Section A. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

<p><b>A1. TENDERER'S PARTICULARS</b> Tenderers must submit the following documents as attachments to the Form of Tender at the "<u>Quality Proposal Enclosure</u>". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.</p>	
<b>A1.1</b>	<p>Please provide details of the profile and particulars of the Tenderer. The following should be provided:</p> <ul style="list-style-type: none"> <li>(i) Updated copy of Business Profile from the Accounting and Corporate Regulatory Authority (ACRA)</li> <li>(ii) Names of directors, shareholders, holding company/companies and beneficial owners, including government or state ownership of the Tenderer</li> <li>(iii) Organization chart of Tenderer</li> <li>(iv) Contact number and email address of key personnel</li> </ul>
<b>A1.2</b>	<p>Where tenderers are a joint venture (JV) or consortium of pre-existing entities or a franchisee, tenders should provide an organisational chart depicting the working relationship/ contributions of the parties involved.</p>

<p><b>A2. TENDERER'S FINANCIAL STANDING</b> Tenderers must submit the following documents as attachments to the Form of Tender at the "<u>Quality Proposal Enclosure</u>". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.</p>	
<b>A2</b>	<p>The evaluation of financial health shall consider certain financial factors in the Tenderer's Audited Financial Statements as well as other qualitative factors. A Tenderer whose overall financial strength is found to be inadequate will not be eligible for tender award, if deemed fit and proper by JTC.</p> <p>The evaluation of Tenderer's financial health may be carried out by JTC and/or JTC's appointed credit rating agency. Tenderer shall submit the following documents for evaluation:</p> <ul style="list-style-type: none"> <li>(i) <b>Where the Tenderer is a company and is required by law to audit its financial statements, the Tenderer shall submit the following documents for evaluation:</b></li> </ul>

	<p>a. the Tenderer’s audited financial statements for the last three (3) consecutive years (including profit and loss accounts, balance sheets and cash flow statements), of which the period between the financial year-end of the most recent statement and the Tender Closing Date does not exceed 18 calendar months. For example, if the Tender Closing Date is in June 2024, the financial year-end of the most recent Audited Financial Statement should be October 2022 or later. The Audited Financial Statements shall be prepared in recognized accounting standards and in the English language;</p> <p>b. Declaration of financial solvency in the form prescribed in “Declaration on Solvency” (<i>in Annex-7B of Appendix 7</i>);</p> <p>c. Financial Health Checklist in the prescribed form (<i>in Annex-7D of Appendix 7</i>); and</p> <p>d. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-7E of Appendix 7</i>).</p> <p>(ii) <b>Where the Tenderer is a company and is exempted from submitting an Audited Financial Statement under Singapore’s current legislation, the Tenderer shall submit the following documents for evaluation:</b></p> <p>a. the Tenderer’s Director’s Report (i.e. A set of financial statements that complies with accounting standards, and the Independent Auditor’s Statement) for the last three (3) consecutive years, of which the period between the financial year-end of the most recent report and the Tender Closing Date does not exceed 18 calendar months. In the event that Tenderer is unable to provide Director’s Report, Tenderer shall submit Management Accounts (i.e. Income Statement, Balance Sheet and Cash Flow) over the same duration. The Director’s Report shall be prepared in recognized accounting standards and in the English language;</p> <p>b. Latest Management Account, of which the period between the Management Account and the Tender Closing Date does not exceed 3 calendar months. The Management Account shall be prepared in recognized accounting standards and in the English language;</p> <p>c. Declaration of financial solvency in the form prescribed in “Declaration on Solvency” (<i>in Annex-7B of Appendix 7</i>);</p> <p>d. Declaration on unaudited financial statements in the prescribed form (<i>in Annex-7C of Appendix 7</i>);</p> <p>e. Financial Health Checklist in the prescribed form (<i>in Annex-7D of Appendix 7</i>); and</p>
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	<p>f. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-7E of Appendix 7</i>).</p> <p>Notwithstanding the above, the Tenderer shall submit also such other documents that may be required by JTC and/or JTC’s appointed credit rating agency.</p> <p>JTC reserves the right also to reject any Tender Proposal if the Tenderer fails to submit the aforesaid Audited Financial Statements, Declaration of Solvency, etc., and/or any additional documents that may be required for evaluation by JTC and/or its appointed credit rating agency.</p>
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**A3. DECLARATION OF TENDERER’S DEBARMENT STATUS**

Tenderers must submit the following documents as attachments to the Form of Tender at the “Quality Proposal Enclosure”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

<b>A3</b>	<p>Has the Tenderer, including any of its directors or partners and their companies, limited liability partnerships societies or corporations, been debarred from public sector contracts for any line of business?</p> <p><b>Yes / No (Please choose one)</b></p> <p>If Yes to the above, please provide additional details including the persons/ companies/ limited liability partnerships/ societies/ corporations involved, the year of debarment, name of the public agency, and contract details.</p>
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**A4. TENDERER’S EXPERIENCE**

Tenderers must submit the following documents as attachments to the Form of Tender at the “Quality Proposal Enclosure”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

<b>A4</b>	<p>Does the Tenderer have past experience in completing, developing, operating commercial mixed-use project of at least 3,000 sqm in GFA?</p> <p><b>Yes / No (Please choose one)</b></p> <p>If Yes to the above, please list the project details below:</p>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Project Name</th> <th style="width: 25%;">Address</th> <th style="width: 10%;">GFA (sqm)</th> <th style="width: 10%;">Year of Completion</th> <th style="width: 30%;">Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Project Name	Address	GFA (sqm)	Year of Completion	Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)										
Project Name	Address	GFA (sqm)	Year of Completion	Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)												


**A5. DECLARATION OF TENDERER’S COMMITMENT TO FULFIL PROJECT CONDITIONS**

Tenderers must submit the following documents as attachments to the Form of Tender at the “Quality Proposal Enclosure”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

<b>A5.1</b>	The Tenderer commits to adhere to the monthly Variable Rent structure of 1.5% of the Total Revenue throughout the Initial 5-Year Tenancy Term.  <b>Yes / No (Please choose one)</b>
<b>A5.2</b>	The Tenderer commits that all proposed CAPEX works and expenditure amounts submitted in this Quality Proposal shall be fully incurred within <b>two (2) years</b> from the date of tender award.  <b>Yes / No (Please choose one)</b>
<b>A5.3</b>	The Tenderer commits to comply with the Urban Design Guidelines (Annex-4A) should they be the Successful Tenderer.  <b>Yes / No (Please choose one)</b>
<b>A5.4</b>	The Tenderer declares that the proposed commercial, F&B, and retail component submitted in this Quality proposal does not exceed a total GFA of 6,900sqm.  <b>Yes / No (Please choose one)</b>

**SECTION B**

Please submit the information requested in this Section B. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

**B. TENDERER’S PROPOSAL**

Tenderers must submit the following documents as attachments to the Form of Tender at the “Quality Proposal Enclosure”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

**B1. Track Record**

<b>B1</b>	Please demonstrate the Tenderer’s track record by providing the accreditations or awards received as a lifestyle, sports and tourism facility operator within the past 5
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	<p>years from 2019 to 2023. Where tenderers are a joint venture (JV) of pre-existing entities or a franchisee, Tenderers should elaborate if the accreditations from one entity is representative of the track record and accreditations of the Tenderer.</p> <p>The following must be provided for evaluation:</p> <p>(i) Prior experience in managing or operating related concepts/ uses proposed;</p> <p>(ii) Awards or accreditations relevant to the field or industry of the proposed uses; and</p> <p>(iii) Composition of the team based on relevant credentials, experience, and size of the proposed team (including support staff).</p>
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<b>B2. Business Proposal</b>	
<b>B2.1</b>	<p>The concept should synergise with the overall vision for one-north and provide differentiated and exciting offerings to what is currently available at one-north. The concept and programming for the space should have the elements of lifestyle, tourism, and sports. They should also include social and community objectives. There must be regular events or activities organised within the premises throughout the year to engage the wider public and create a vibrant community.</p> <p>The proposed facilities should encourage interactions with the general public/ one-northerners/ tourists and be made available to these groups as far as possible (e.g. rentable courts by the public, F&amp;B, retail and attractions). The proposal should offer programming opportunities (e.g. co-sharing of space for lifestyle/ sports/ tourism events) which cater to a wider spectrum of users that can enhance lifestyle, sports, and tourism offerings at one-north. Similarly, there should be adequate activities to encourage social integration and community bonding.</p> <p>The following must be provided for evaluation:</p> <p>(i) How the proposed concept(s) for the premises(s) is/are different from existing offerings within the one-north estate, and/or include any unique initiatives or concepts that are new to Singapore;</p> <p>(ii) Proposed calendar of events and/or activities to activate the premises on a regular basis and engage the wider public;</p> <p>(iii) Proper design and space planning within the premises, with details on how the internal and external premises are envisioned to look like through sketches, renders, and/or schematic plans. Plans on how the area will be used or activated, how much of the areas would be publicly accessible for <math>x</math> number of hours each day and how these would translate to programming opportunities for proposed user groups should be clearly outlined in the proposal;</p>

	<p>(iv) Plans for smart solutioning or initiatives to be implemented at the premises in order enhance the experience for visitors of the premises and/or increase the efficiency of business operations at the premises (e.g. smart retail, smart inventory tracking, automated back-of-house operations); and</p> <p>(v) Proposed sport(s) including a draft implementation plan of the proposal (drawing with how space activation can be done meaningfully and timeline of construction and proposed operating hours).</p>
<b>B2.2</b>	<p>The concept proposed for the premises, including forecasted revenue and expenses incurred to fulfil the concept, shall be financially sustainable throughout the Term. The fees proposed should be affordable to the general public.</p> <p>The following must be provided for evaluation:</p> <p>(i) The proposed operating hours at the premises, forecasted revenue streams, proposed OPEX (per month) and the proposed CAPEX (including any Building Works as defined in the Conditions of Tender). A detailed breakdown of the OPEX and items under the CAPEX committed for the premises(s) shall be submitted as part of the proposal. The business should provide comprehensive cashflow models with reasonable assumptions backed up by market research. The business should present evidence of their sources of finance to uphold future OPEX/ CAPEX commitments (e.g. past financial statements, new overdraft facilities);</p> <p>(ii) Current trends and supply and demand analysis of the proposed sport(s) such that the facility continues to serve the needs of the market (i.e. agile to market changes). The business proposal should highlight major internal and external risks which could threaten the business sustainability / viability, and provide corresponding mitigating measures or contingency plans to address the same (e.g. proper space planning, mitigating measures to address potential traffic, noise and dust dis-amenities with surrounding neighbours); and</p> <p>(iii) Proposed fee structure for commercial offerings and a comparison table against at least two other private service providers and ActiveSG rates.</p>
<b>B2.3</b>	<p>The business proposal should demonstrate clear sustainability goals and outcomes in line with the Singapore Green Plan 2030, such as infrastructure improvements, environmentally friendly practices in daily business operations and curating of programmes to raise awareness on sustainability. The Tenderer shall propose green initiatives in various areas of their day-to-day business operations within the premises to promote a more sustainable development at one-north.</p> <p>The following would be considered if provided:</p> <p>(i) Infrastructural Improvements - Measures to develop a more sustainable built environment (e.g. use of solar panels, designing open-air ventilation within the premises, use of LED lights with smart sensors, use of green-labelled building</p>



	<p>fittings or furniture, incorporating 3-ticks water-efficient water fittings in washrooms, implementing the use of A/C, refrigerator chillers with low GWP refrigerant, use of efficient energy consuming appliance/ equipment under Mandatory Energy Labelling Scheme (MELS)). The corresponding capital expenditure should also be clearly outlined and whether the facility will be constructed to achieve BCA's Green Mark Certification. In addition, the proposal should also outline on the reduction in superstructure embodied carbon from BCA's baseline of 1,000 kg CO<sub>2</sub>/m<sup>2</sup> and illustration on how the facility plans to carry out carbon monitoring and real time optimization.</p> <p>(ii) Operational Workflow - Environmentally friendly/ sustainable operational practices which can help to facilitate businesses' 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, encouraging the use of equipment which meet the latest ENERGY STAR standards, implementing packaging- or plastic-free retail and dine-in practices, measures for food waste tracking and management); and</p> <p>(iii) 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 occupants of the premises.</p>
<p><b>B2.4</b></p>	<p>The Tenderer shall ensure targeted and sustained efforts through a comprehensive branding and marketing plan detailing the strategy to reach out to its target audience(s) through marketing and PR efforts (e.g. through partnerships with other brands, channels across owned, paid and earned media such as social media, engagement of Key Opinion Leaders, etc.).</p> <p>The following must be provided for evaluation:</p> <p>(i) 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);</p> <p>(ii) 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 premises(s) throughout the Term shall be submitted as part of the proposal; and</p> <p>(iii) Details on collaborations or partnerships such as joint-promotions with other tenants or neighbours within the one-north estate. Discounts or privileges extended to the one-north community (e.g. residents, employees) are highly encouraged.</p>