

**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 prior experience in completing, developing, or operating at least one commercial mixed-use project of at least 3,000 sqm in GFA .
  - h) It must have a sound financial health status.
  - i) 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 carry out all committed CAPEX for the Premises submitted in the tenderer's Quality Proposal (attached at **Appendix 3**) within 2 years from the date of the tender award.
- 2.2 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.
- 2.3 The Successful Tenderer is required to comply with all the Urban 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.
- 2.4 The Successful Tenderer is required to ensure that the maximum GFA or built-up area on site (including all proposed commercial, F&B and retail components) submitted in the tenderer's Quality Proposal (attached at **Appendix 3**) shall not exceed 6,856 sqm.

## 3 Evaluation Method

- 3.1 Tenders that are compliant with all the terms and conditions contained in this Invitation to Tender shall be evaluated using the Price-Quality Criteria as outlined below. In the Price-Quality Criteria, Price and Quality criteria are assigned weightages and translated into quantitative scores (P-score and Q-score) which are then totalled up to give a combined score during evaluation.
- 3.2 The P-score will be computed based on the lump sum Tendered Monthly Total Rent submitted by Tenderers. The P-score will be normalised such that the Tenderer with the highest Tendered Monthly Total Rent will be given the maximum price score. The P-score of the other Tenderers will be calculated proportionally to the highest Tendered Monthly Total Rent bid. The formula is as follows:

$$\text{Price Score (P score)} = \frac{\text{Tenderer's Tendered Monthly Total Rent}}{\text{Highest Tendered Monthly Total Rent}} \times \text{Price Weightage}$$

- 3.3 Quality points of each attribute will be computed to derive at the total quality points for each Tenderer. The Q-score will be normalised such that the Tenderer with the highest total quality points will be given the maximum quality score. The Q-score of other Tenderers will be calculated proportionally to the highest total quality points obtained. The formula is as follows:

$$\text{Quality Score (Q score)} = \frac{\text{Tenderer's total Quality Points}}{\text{Highest total Quality Points}} \times \text{Quality Weightage}$$

- 3.4 The P-score and Q-score are then summed up into a combined score (maximum of 100 points) during tender evaluation. The P-score shall make up **40%** of the combined score and the Q-score (inclusive of a 10% CAPEX score) shall make up **60%** of the combined score.

#### **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.

##### **4.2 Price Criteria [40%]**

4.2.1 Tenderers will be evaluated based on the Tendered Monthly Total Rent submitted in the Form of Tender (attached at **Annex-7A** of **Appendix 7** (*Instructions to Tenderers*)). The Tendered Monthly Total Rent comprises a Base Rent and a Variable Rent of 1.5% of the projected Total Gross Operating Revenue (TGOR) per month.

4.2.2 JTC reserves the right to reject the highest or any tender or any part thereof without being liable to or be required to provide any explanation, justification or reason whatsoever and shall have the sole and exclusive right to select the Successful Tenderer in its sole discretion based on JTC's internal policies and criteria. Should the Successful Tenderer eventually fail to obtain all necessary approvals for the undertaking of the Project, JTC reserves the right to award the Project to any other bidder that shall be determined by JTC in its absolute discretion.

##### **4.3 Quality Criteria [60%]**

The quality attributes which will be used to evaluate each tender and its respective weightage are set out below.

###### **4.3.1 Business Proposal (50%)**

###### **a) Business Concept**

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, 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.

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&B, retail and attractions). The proposal should offer programming opportunities which (e.g. co-sharing of space for lifestyle/ sports/ tourism events) cater to a wider spectrum of users that can enhance lifestyle, sports, tourism offerings at one-north. Similarly, there should be adequate activities to encourage social integration and community bonding.

The following must be provided for evaluation:

(i) How the proposed concept(s) for the Parcel(s) is/are different from existing offerings within the one-north estate, and/or included any unique initiatives or concepts that is new to Singapore;

(ii) Proposed calendar of events and/or activities to activate the premise on a regular basis and engage the wider public;

(iii) Proper design and space planning within the Parcel(s), 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 x number of hours each day and how these would translate to programming opportunities for proposed user groups should be clearly outlined in the proposal;

(iv) Plans for smart solutioning or initiatives to be implemented at the premises in order to 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);

(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).

## **b) Business Sustainability**

The concept proposed for the Parcel, including forecasted revenue and expenses incurred to fulfil the concept, shall be financially sustainable throughout the Term. Fees proposed should be affordable to the general public

The following must be provided for evaluation:

(i) The proposed operating hours at the premises, forecasted revenue streams, proposed OPEX (per month) and the proposed CAPEX. A detailed breakdown of the OPEX and items under the CAPEX committed for the Parcel(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);

(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

(iii) Proposed fee structure for commercial offerings and a comparison table against at least two other private service providers and ActiveSG rates.

### **c) Green Initiatives**

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 Parcel to promote a more sustainable development at one-north.

The following would be considered if provided:

(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 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 obtain 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 kgCO<sub>2</sub>/m<sup>2</sup> and illustration on how the facility plans to carry out carbon monitoring and real time optimization.

(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

(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.

#### **d) Branding & Marketing Plans**

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.).

The following must be provided for evaluation:

(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);

(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 Parcel(s) throughout the Term shall be submitted as part of the proposal; and

(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.

#### **e) Track Records & Accreditations**

Track record of tenderer and accreditations received as a lifestyle, sports and tourism facility operator within the past 5 years from 2019 to 2023. Where tenderers are a joint venture (JV) of pre-existing entities or a franchisee, tenders should provide an organisational chart depicting the working relationship/ contributions of the parties involved and whether the track records and accreditations from one entity is representative of the track record and accreditations of the tenderer.

(i) Prior experience in managing or operating related concepts/ uses proposed;

(ii) Awards or accreditations relevant to the field or industry of the proposed uses; and

(iii) Composition of the team based on relevant credentials, experience, and size of the proposed team (including support staff)

*\*Note: Negative scoring for bidders with adverse track records (2 points).*

#### **4.3.2 CAPEX (10%)**

Tenderer's committed lump sum CAPEX to be invested in the Premises within 2 years from the date of tender award.