



**REQUEST FOR PROPOSALS
FOR
THE DESIGN, FINANCE AND OPERATION OF
A FOOD AND BEVERAGE CONCESSION
IN THE US DEPARTURE TERMINAL,
AT LYNDEN PINDLING INTERNATIONAL AIRPORT**

RFP# NAD-19-251

Release Date:

Monday, May 27, 2019

Pre-submission Meeting & Tour:

Tuesday, June 18, 2019 or Wednesday, June 19, 2019

4:00 p.m.

NAD Boardroom

Lynden Pindling International Airport

Nassau, The Bahamas

RSVP By Friday, June 14, 2019

Deadline for Submission of Questions/Requests for Clarification:

Submit all questions and requests for clarification in writing to: LPIARFP@nas.bs

no later than 3:00 p.m. on Friday, July 12, 2019

Requests for Proposal Due Date:

no later than 3:00 p.m. on Friday, July 26, 2019

RFPs should be submitted to:

Commercial Development
Attn: Mr. Dexter Bodie
Nassau Airport Development Company Limited
International Arrivals Terminal, 3rd Floor
Lynden Pindling International Airport
Windsor Field Road
Nassau, The Bahamas

TABLE OF CONTENTS

SECTION 1 – GENERAL INFORMATION	1
SECTION 2 – ANTICIPATED LEASE	6
SECTION 3 – GENERAL INFORMATION ABOUT THE CONCESSION	7
I. THE CONCESSION	7
II. REQUIRED CAPITAL IMPROVEMENTS	8
III. SECURITY REQUIREMENTS	8
IV. EVALUATION OF PROPOSALS	9
SECTION 4 – PROPOSAL REQUIREMENTS	10
SECTION 5 – FINANCIAL OFFER.....	14
SECTION 6 – BASIC LEASE TERMS AND DRAFT CONCESSION LEASE.....	16
SECTION 7 – REQUIRED/PERMITTED ITEMS.....	19
SECTION 8 – INSTRUCTIONS FOR THE SUBMISSION OF PROPOSALS AND QUALIFICATIONS	20
SECTION 9 – ADMINISTRATIVE REQUIREMENTS.....	22
SECTION 10 – TERMS AND CONDITIONS FOR PROPOSALS	25
SECTION 11 – PROPOSAL FORM.....	27
APPENDIX A – LPIA AIRLINES AND DESTINATIONS	35
APPENDIX B – HISTORICAL PASSENGER NUMBERS	36
APPENDIX C – PASSENGER TRAFFIC FORECAST	37
APPENDIX D – TENANT DESIGN CRITERIA MANUAL AND DRAFT CONCESSION AGREEMENT	38
APPENDIX E – KEY DESIGN, DEVELOPMENT AND CONSTRUCTION CONSIDERATIONS.....	39
EXHIBIT I – LOCATION AND FLOOR PLAN	41
EXHIBIT II – RFP CHECKLIST	42

SECTION 1 – GENERAL INFORMATION

A. The Opportunity

LPIA is seeking prescribed proposals from prospective bidders (“Proposers”) interested in financing and operating an internationally branded food and beverage concession at Lynden Pindling International Airport (LPIA). This RFP is not an agreement and is not an offer to the Proposers or any other person.

Nassau Airport Development Company (NAD), the operator of LPIA, is interested in attracting experienced, enthusiastic and imaginative operators for a food and beverage concession, which must serve food and non-alcoholic beverages to customers who may consume those items in the general seating areas provided. The concession is located in the post security area of the US Departures Terminal (Terminal C).

We invite you to submit a creative proposal, based on the guidelines and information contained in this document and your independent investigation. The food and beverage use should be complementary to the current offering in the food court and US Terminal. The concession must provide a breakfast and lunch/dinner menu.

The enclosed guidelines have been developed as criteria against which proposals will be judged. Submissions should address each guideline in detail. NAD will evaluate each proposal on its merits. Once written proposals are reviewed, selected Proposers may be requested to make oral presentations.

The final selection will be made on the basis of NAD's evaluation of the Proposer's overall ability to finance, operate, and manage the concession to be awarded. NAD reserves the right to accept or reject any and all proposals, to waive irregularities or technical deficiencies and to negotiate any desired change in the proposal which, in the judgment of NAD, best meets its requirements.

A pre-proposal meeting and tour of the facility will be held on the dates and times indicated on the cover page of this document. Interested Proposers may attend on one of the two dates indicated.

All interested and qualified parties are requested to submit one (1) original proposal and three (3) hard copies of the original proposal, along with one (1) electronic copy of the proposal on a USB Drive, to the Executive Offices, Nassau Airport Development Company Ltd., 3rd Floor Arrivals Terminal, Lynden Pindling International Airport, Windsor Field Road, Nassau, Bahamas, by the proposal due date on the cover of this document. Additionally, one (1) electronic copy of the proposal should be emailed to LPIARFP@nas.bs.

It is NAD's intent that this Request for Proposal (RFP) process will result in a Lease¹ with the successful Proposer approved by NAD, subject to the terms and conditions of the Lease (see Section 6 for basic terms of the Lease).

This RFP provides specific instructions regarding proposal format and other requirements. Pertinent data about LPIA and the food and beverage location are also included.² Section 9 of the RFP outlines other administrative requirements and conditions pertaining to this RFP.

B. Background Information

The Bahamas

The Bahamas has a population of approximately 350,000 (based on 2010 Census), spread over a 1,000-mile-long archipelago of more than 700 islands and cays. The population is concentrated in the country's capital, Nassau, and Paradise Island, with approximately 246,000 living in those areas. The remainder of the population is dispersed over 30 islands. The Bahamas is a major year-round international tourist destination, with some six (6) million tourists visiting the islands each year via air and sea. Census projections for 2020 have the population at approximately 390,000 with 285,000 living in Nassau (source: Bahamas Government Statistics).

Lynden Pindling International Airport - Nassau

As the primary international gateway to The Bahamas, LPIA is the fourth busiest airport in the Caribbean. Named for Sir Lynden Pindling, the first Prime Minister of The Commonwealth of The Bahamas, the airport sits just 10 miles west of the capital city of Nassau and a short drive from some of the finest resorts and hotels in the world. Services include scheduled and charter flights to the United States, Canada, Europe, Latin America, the Caribbean and the majority of the neighboring islands in The Bahamas (23). In 2018 LPIA handled more than 146,000 aircraft takeoffs and landings.

LPIA primarily serves the tourist market, with around 67 percent of its traffic originating in, or destined for, North America. Other international destinations, including the United Kingdom and the Caribbean, account for approximately 11 percent while a further 22 percent serve the

¹ Technically the document will be a sublease between NAD and Lessee but for purposes of this RFP, the term used will be Lease.

² **DISCLAIMER: TO ASSIST PROPOSERS IN DEVELOPING A SUBMISSION, NAD HAS INCLUDED IN THIS DOCUMENT CERTAIN INFORMATION. NAD SHALL NOT BE RESPONSIBLE OR LIABLE FOR THE ACCURACY OF SUCH INFORMATION OR FACTS, CONCLUSIONS, OPINIONS CONTAINED THEREIN. PROPOSERS ARE ENCOURAGED TO SEEK INDEPENDENT ADVICE IN PREPARING THEIR SUBMISSION.**

Bahamian Family Islands. LPIA serves as a hub airport for the neighboring islands in The Bahamas and a key transit point for travelers going to and from the various Family Islands.

Currently, 21 commercial air carriers provide scheduled and charter service to 55 domestic, transborder (US) and international destinations (see Appendix A for a list of carriers and destinations).

Nassau Airport Development Company Limited

NAD is a Bahamian company owned by the Government of The Bahamas and operated by Vantage Airport Group, a Canadian airport development and management firm. In April 2007 NAD signed a 30-year Lease with the government to manage and operate LPIA on a commercial basis while providing Bahamians with opportunities for business and investment. In 2019, the Lease was extended to 2057.

NAD is responsible for the majority of LPIA's infrastructure including parking lots, terminals, runways and taxiways, and all revenue-generating and commercial development projects. Responsibility for airport security, aircraft rescue and firefighting fall under the purview of the Airport Authority. As a private company, NAD receives no government guarantees or grants and is a self-sustaining commercial entity based on international best practices.

NAD Vision:

No Ordinary Airport: Exceptional Service, Motivated People, Uniquely Bahamian

NAD Mission Statement:

To operate a safe, region-leading airport focused on offering quality customer experiences, while incorporating our local sense of place, embracing diverse commercial opportunities and investing in the continued development of our team members.

Airport Development

In its 11+ years of operating LPIA, NAD has invested some \$410 million to transform the airport into a world-class, award-winning airport. A five (5)-year, three (3)-phased capital expansion plan saw the development of a new US Departures and Arrivals Terminal, and a new combined Domestic & International Terminal, with each project delivered on time and on budget. Additional projects have upgraded LPIA's parking amenities, baggage system and commercial offerings to enhance the overall passenger experience.

Commercial Program

Under NAD's operation, LPIA's commercial program has transformed into a well-appointed, exciting and memorable dining and shopping experience for visitors to The Bahamas. Incorporating a local sense of place through uniquely Bahamian art, architecture and design elements; the airport offers a range of options for travelers. Driving non-aeronautical revenue through amenities for shopping, dining and relaxing is an important focus for NAD.

Enplaning and Deplaning Traffic Numbers

Arriving and departing passenger traffic numbers by sector for the most recent calendar year are outlined below; for historical passenger numbers from 2007 through 2018, see Appendix B.

Arriving and Departing Passenger Traffic Calendar Year 2018	
Domestic Passengers	800,820
International Passengers	420,480
US Passengers	2,471,850
TOTAL:	3,693,150

The passenger numbers for calendar year 2018 represent an 11% increase over the 2017 passenger numbers.

For the first quarter of 2019 NAD received 534,070 passengers representing 17.42% increase over prior year for all passenger sectors. It is important to note that US passengers yielded a 24.5%, 30% and 19% increase in passengers over prior year for the months of January, February and March respectively.

It is important to note that only departing passengers will have access to the proposed concession. The numbers quoted above are arriving and departing passengers. Departing passengers represents 50% of the numbers above.

Passenger Demographic Information

This information was collected via surveys conducted by Bahamas Ministry of Tourism and NAD passenger survey conducted in August 2018.

- Gender Split: Female 55% / Male 45%
- Average Age: 40.2 years
- Gross Annual Income: \$115,000.00 USD

LPIA Passenger Traffic Forecast – See Appendix C

Existing Infrastructure at LPIA – See Appendix E

SECTION 2 – ANTICIPATED LEASE

NAD intends to enter into a Lease with the successful Proposer (Lessee) substantially similar to the Lease document to be included as part of this RFP. The Lease sets forth, among other things:

- (a) the obligations of the Lessee, including the design, construction, financing, and operation of the food and beverage location;
- (b) requirements for coordination between the Lessee and NAD during both the design, construction and operation periods;
- (c) financial payments due to NAD during the term of the Lease; and
- (d) preliminary and basic business terms as well as standard NAD provisions.

See Section 6 for **Basic Terms of the Lease** that include a minimum guaranteed rent and a percentage rent component along with other terms.

SECTION 3 – GENERAL INFORMATION ABOUT THE CONCESSION

Please note that more extensive information is contained in the draft concession agreement in Appendix D.

1. **Level of Service.** The selected Proposer must provide the high-quality service and sell required and permitted products to the public. The clientele is expected to include ticketed air travelers and Airport employees who have security badges. Service should be offered for breakfast and lunch/dinner.
2. **Term.** The concession agreement expires five (5) years after the commencement date.
3. **Insurance.** Operator of the concession shall arrange to provide insurance with limits specified in the draft concession agreement.
4. **Fees and Rents.** Fees and rents will be payable as outlined in the draft concession agreement. The minimum bid is inserted in the agreement. Bids below the minimum will not be considered.
5. **Construction/Fixturing Period.** The tenant is responsible for all development costs and utilities. Fees and Rents will not apply during the agreed construction/fixturing period.
6. **Pricing.** NAD requires that the operators of the concessions provide high quality products and services at reasonable prices. Prices to be charged shall be proposed by the selected operator and approved by NAD. Thereafter, the operator may submit requests to NAD to adjust prices on an annual basis. NAD will review any requests for adjustments to pricing annually or on a reasonable and as needed basis.

I. THE CONCESSION

1. **Leasehold.** The concession area consists of approximately 625 sq. ft. of space. The area will be leased “as is” and must be improved as outlined in Section II. NAD is seeking a recognized international food brand for the location.
2. **Location.** The concession is situated in the post-security area of the US Departures Terminal. Therefore, it is only accessible to passengers who have cleared US Customs or employees with airport identification badges granting access to the area.
3. **Concession Agreement.** The successful Proposer shall be expected to sign an agreement, the terms and conditions of which are substantially similar to Appendix D. The successful Proposer shall be expected to sign the required agreement no later than fourteen days after award, and to commence service at the airport on or before the agreed commencement date.

4. **Food and Beverages Sold.** Required, permitted and prohibited menu items are described in Section 7. The concession must serve a full range of food and non-alcoholic beverages; it may also sell specialty food items. All items sold from the premises must be tasteful and of high quality. NAD reserves the right to approve all items offered for sale.

5. **Hours of Operation.** At a minimum, the hours of operation for the concession shall be as follows: **5:30 A.M. – 7:00 P.M. or until the departure of the final scheduled flight.** Hours of operation may be adjusted from time to time at the direction of NAD upon written notice.

II. REQUIRED CAPITAL IMPROVEMENTS

1. As noted above, NAD is seeking a Proposer who will make capital expenditures to improve the concession. Proposals for the operation of the concession must contain the commitment to improve the façade and overall presentation of the concession with a capital investment not less than **Two Hundred Dollars (\$200.00) per square foot or \$125,000. Please note that fixtures and equipment are not included in the expected investment.**

2. The proposal should detail the construction proposed and include:

- (a) A narrative description of the improvements proposed
- (b) Renderings/conceptual drawings showing floor plan, elevations and sections of the proposed improvements to the space including signage and menu boards
- (c) A tentative construction schedule
- (d) The estimated cost of such improvements

3. Capital expenditures should not include changes to the size or boundary walls of the concession space. Such expenditures may include, but are not necessarily limited to, mechanical, electrical and plumbing systems, digital signage and menu boards. All proposed renovations must be in accordance with the Tenant Design Criteria Manual provided as Appendix D and should take note of Appendix E “Key Development and Construction Considerations.”

4. The successful Proposer will be responsible for all design and construction costs along with obtaining all necessary approvals and permits.

III. SECURITY REQUIREMENTS

As noted above, the food and beverage concession will be located in the secure area of the terminal. Accordingly, concession employees must pass security clearance testing prior to being allowed to work post-security. Further, all inventory, equipment and team members are screened by security upon entering the secure area. It is extremely important for employers and their staff to understand and fully comply with all security restrictions.

More information on these security requirements may be obtained from the Airport Authority Security Department upon request.

IV. EVALUATION OF PROPOSALS

Proposals will be evaluated based on the written proposal submissions and any requested oral interviews. Proposers are required to fully respond to each question and request for information. Points will be awarded based on the following:

- Experience and Qualification of Proposer – 100 points maximum
- Management Plan for the Operation – 115 points maximum
- Menu/Marketing Plan – 110 points maximum
- Design & Concept (Concept, Use, Presentation of Concession etc.) – 100 points maximum
- Financial Offer – 125 points maximum

Proposers must clearly and unambiguously show that they have the experience, capability and financial capacity to successfully develop and operate the proposed food and beverage concession.

SECTION 4 – PROPOSAL REQUIREMENTS

Responses to information requested in this section **must be complete and submitted in the order requested below**. Each response must be clearly marked to identify the question which the response addresses. A proposal checklist is contained in Exhibit II for ease of reference.

A. Cover letter. Each Proposer must submit a cover letter executed by an authorized representative of the Proposer who is empowered to bind the proposing entity.

B. Proposal Form. Each proposal must be accompanied by a completed and executed “Proposal Form,” located in Section 11 including required attachments, concerning both the Proposer's experience in the operation of food and beverage sales facilities as well as the Proposer's financial status. All information must be complete, accurate and in the form requested. The Proposal Form is also available for download at <http://nassaulpia.com/wp-content/uploads/2019/05/Proposal-Form.pdf> as a file named “Proposal Form”.

C. Written Proposal. In addition to information required on the Proposal Form, Proposers must submit a written proposal containing all required information as follows, and in the following order:

1. Proposed Food and Beverage Concept/Utilization and Capital Investment

- a) Proposals should include the Proposer's concept and utilization of existing space and assets. NAD is looking for the most creative, attractive and efficient utilization of existing space. This should include rendering/conceptual drawings showing floor plan, elevations and sections of the proposed improvements to the space. Details of branding, signage and any proposed video/digital menu boards or other decor should also be included. Submittals will be evaluated on the innovativeness of the theme, and compatibility with the food and beverage offerings in the surrounding area.

Proposals must address the proposed plan for display of any food and beverage items to be sold, including location and type of fixturing, considering the requirements as set forth in the Tenant Design Criteria Manual (Appendix D), this document and the restricted space to be utilized.

- b) Proposals should include justification for the proposed brand concept, explaining the strength of the brand, how it relates to the passenger mix and how it complements the existing food and beverage offerings in the area.
- c) Proposals should include a proposed dollar amount of capital to be expended for the development of the concession operation, which shall not be less than the investment of

two hundred dollars (\$200.00) per sq. ft or \$125,000. Please note that this investment amount does not include fixtures and equipment.

2. Operations/Management Plan

Each Proposer must submit the following information with regard to how the operations will be managed:

- a) Operational plan must be strong with a comprehensive description of the strategic mode of operation and use of the premises with emphasis on the type and means of services to be provided;
- b) Staffing Plan
 - i. Organization chart for the proposed operations, including all personnel to be involved in all aspects of the operation and the reporting structure for such personnel;
 - ii. Resumes for proposed management staff;
 - iii. Staffing plan to include number of employees and shifts by job classification to cover the operating hours and seasonal business variations (management and non-management);
 - iv. An outline of the employee dress code and images of the proposed uniform programme;
- c) Senior Management Presence

The amount of time that senior manager(s) are present at the facility to observe the operation, make decisions, train staff and to contribute to improving operational and customer service experience;
- d) Customer Service Philosophy/Programmes
 - i. A description of the Proposer's goals with regard to customer service;
 - ii. Training programmes to be employed to achieve customer service goals;
 - iii. Source of management and non-management labour;
- e) Cash Control System. A description of the proposed cash control system, including the make and model of cash register or point of sale equipment;
- f) Sanitation. The philosophy and plan for maintaining sanitation standards at the facility;
- g) Facility Maintenance Plan. A description of the plan for maintaining the facility in accordance with the requirements of the agreement;

- h) Transition plan. The Proposer's plan for the facility and a tentative schedule and plan for the commencement of operations, including the anticipated concept design and construction period, staffing and training.

3. Menu/Marketing Plan

Each Proposer must submit the following information with regard to the proposed menu and marketing plans for the operations:

- a) A complete list of proposed menu items based on operating hours and including portion size and estimated prices for each item;
- b) Any proposed daily and/or weekly menu "specials," seasonal and holiday offers and a description/calendar of how often the menu will adjust to include such changes;
- c) The proposer must have a strong marketing and promotional plan to launch the concession and sustain awareness and desire for the concession. Please indicate the budget to be spent on marketing initially and ongoing on an annual basis. Please indicate if a professional marketing agency will be used or if marketing of the concession will be done in-house by the Proposer;
- d) A proposed signage plan for the location, in accordance with the Tenant Design Criteria Manual;
- e) Visuals of the proposed branding for the concept;
- f) A description of the proposed pricing policy, including how initial prices will be determined and how price increases will be determined. Future changes in pricing shall be subject to the approval of NAD on an annual basis:
- g) Proposed airport employee discount and awareness programmes;
- h) Procedures to be implemented to ensure quality control; and
- i) Procedure for handling customer complaints.

4. Concession Agreement

A draft concession agreement will be provided as Appendix D of this RFP. The draft concession agreement should be carefully reviewed prior to submitting a proposal. The successful Proposer will be required to execute the concession agreement within 14 days after the award of the concession.

- a) Please signify your willingness to sign a concession agreement, the terms and conditions of which are in substantially the same form as Appendix D. If there are any items or sections of the concession agreement you wish to discuss or negotiate, please specify in detail during the question and answer period.

SECTION 5 – FINANCIAL OFFER

Please fill in the Minimum Annual Guaranteed Rent (MAG) that is offered in both written words and dollar amounts and the Percentage Rate of Gross Sales offered in the spaces provided below and have this page initialed by an authorized company officer.

Note: The Minimum Annual Guaranteed Rent (MAG) must be stated in Bahamian Dollars. The MAG and Percentage Rate offered cannot be less than the minimum rates shown in the draft concession agreement and Section 6. Please limit the percentage rate to two digits after the decimal point.

NO LUMP SUM INCENTIVE PAYMENTS WILL BE ENTERTAINED OR ACCEPTED

Period/Year	MAG in B\$ for the Period/Year <i>written words</i>	Dollar amounts in B\$	Percentage Rate of Gross Sales for the Period / Year
For the period 2019 to 2020		\$	%
For the period 2020-2021		\$	%
For the period 2021-2022		\$	%
For the period 2022-2023		\$	%
For the period 2023-2024		\$	%

Date

Authorized Signatory

FINANCIAL Offer cont'd:

Each Proposer is required to prepare pro-forma statements covering the five (5) year period of the concession agreement. A breakdown of revenues and expenditures shall be provided for each Period/Year.

Revenues can be detailed by major product categories. Expenses shall be broken down into the following categories: Operating costs, merchandise, wages and salaries, interest, insurance, advertising, depreciation, other expenses (before fees and taxes).

All assumptions and key hypotheses supporting the financial projections should be stated. The financial projections should be based upon management's best and reasonable estimates with respect to the likely future operating results.

Financial Proposal – Pro Forma Statements

Numbers in thousands

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenues	\$	\$	\$	\$	\$
Expenses:					
Operating Costs	\$	\$	\$	\$	\$
Merchandise	\$	\$	\$	\$	\$
Wages & salaries	\$	\$	\$	\$	\$
Interest	\$	\$	\$	\$	\$
Insurance	\$	\$	\$	\$	\$
Advertising	\$	\$	\$	\$	\$
Amortization	\$	\$	\$	\$	\$
Other Expenses Before Minimum Fees Bid & Taxes	\$	\$	\$	\$	\$
Total Expenses	\$	\$	\$	\$	\$
Net Profit – Before Minimum Fees Bid & Taxes	\$	\$	\$	\$	\$

Basic Terms of the Lease**(PDF File of Draft Lease Available)**

Term:	Five (5) years
Premises:	See Drawing at Appendix 11
Minimum Guaranteed Rent (MAG):	Minimum Acceptable MAG – \$100,000.00 per annum
Percentage Rent:	Minimum acceptable Percentage Rent is 15% of gross sales
Construction/Fixturing Period	2 months. Tenant is responsible for all development costs and utilities. Minimum Rent and Percentage Rent will not apply during the agreed Construction /Fixturing period
Lease Commencement Date	TBD
Open for business on:	TBD – Financial penalty applies if not open on time
Operating Name	As proposed by Tenant and approved by NAD
Services and Menu	As proposed by Tenant and approved by NAD

Minimum Guaranteed Rent and Percentage Rent

The Minimum Guaranteed Rent is due and payable from the commencement date of the concession agreement, subject to the waiver of such rent during the agreed Fixturing Period. The rent structure for the concession must be based on a percentage of gross revenue with a minimum annual guaranteed rent.

The Fees payable by the Proposer to the Landlord under the Lease will be **THE GREATER OF:**

Minimum Annual Guaranteed (MAG) Rent as bid by the successful Proposer

or

A prescribed Percentage Rate of Gross Revenue as bid by the successful Proposer

Proposers may propose a stepped minimum guaranteed rent and percentage rent that escalates annually after the first full calendar year. Proposers should take into consideration the stipulated minimum acceptable percentage and guaranteed rent. Gross revenue is defined in Schedule B of the attached standard concession agreement.

Security Deposit

Upon execution of the concession agreement, the successful Proposers shall deposit with NAD a concession security deposit equal to six (6) months' Minimum Guaranteed Rent in the form and manner further described in Article 8 of the attached standard concession agreement. Additionally, the Tenant shall post a Performance Bond or other additional security with regards to the fit-up of the space; such security to equal the value of the planned fit-up.

Exclusive Rights

The Landlord will not grant exclusive rights to develop and operate any concessions at Lynden Pindling International Airport. Notwithstanding, the Landlord may, if considered to be in the best interests of the Landlord or most advantageous, limit and/or restrict the number and types of outlets that will be developed at the Airport at any time.

Successful Proposer

The successful Proposer will be granted the right to develop and operate the Proposed Concession in a manner that complies with the concepts outlined in the Form of Proposal and all Sections of this RFP Document and the Concession Lease.

Special Considerations

To operate successfully in an airport environment, the successful Proposer must meet and adjust to challenges that generally do not exist in a typical mall or shopping center environment. Some of the challenges are:

- Required hours of operation are typically longer in airports given a variety of flight schedules. This food and beverage concept will need to provide a breakfast, lunch and dinner option.
- Inventory replenishment to individual concessions must be scheduled for hours that do not conflict with the airport's peak traffic times and it must meet the requirements of the Airport Authority (AA) security screening process.
- Only ticketed passengers and employees holding appropriate security passes are permitted access to the post-security, airside locations. Accordingly, airside employees must pass security clearance testing prior to being allowed to work post-security. It will be extremely important for employers and their staff to know and fully comply with all security restrictions. Failure to do so could result in cancellation of working privileges and/or cancellation of the tenant's concession agreement.

Storage and Support Space

Storage and support space within the airport facilities is limited. Should the successful Proposer wish to lease additional storage space, NAD will endeavor to accommodate the Proposer's needs. Charges for storage space will be based on current terminal rental charges for the applicable class of space.

Costs and Coordination

The successful Proposer will be responsible for all costs associated with the design and construction of their concession space along with obtaining all necessary approvals, permits, construction and financing for the operation of the concept. Facilities will be required to follow NAD's Tenant Design Criteria Manual.

PROPOSER'S UNDERTAKINGS

The successful Proposer shall be required to undertake, among other things, to:

- (a) Design, construct and fit out the premises at its sole cost and expense.
- (b) Fixture and have in place all of its premises and equipment, as approved by NAD, and be open for business on the date agreed to with NAD. If the business is not open on the date specified, the Proposer will pay late opening penalties/fees as set out in the Concession Lease.
- (c) Purchase or otherwise obtain such cash registers or other devices from suppliers approved by NAD which may be required to be connected to a point of sale system or central computer network as approved or designated by NAD.
- (d) Operate the premises in a manner acceptable to NAD and to provide the optimum level of customer service and sales.
- (e) Abide by NAD's Regulations, Rules and Policies

GOVERNING LAWS

Proposers are advised and acknowledge that the laws of the Commonwealth of The Bahamas will govern the Lease and that the language will be in English.

SECTION 7 – REQUIRED/PERMITTED ITEMS

CATEGORY 1 - REQUIRED FOOD/BEVERAGE ITEMS

Full breakfast meal service, including hot and cold items

Full lunch/dinner meal service, including hot and cold items

Daily and/or weekly specials

Desserts

Beverage including juices, milk, soft drinks, water, coffee, hot tea

CATEGORY 2 - PERMITTED FOOD/BEVERAGE ITEMS

Bakery Items (i.e. cake and pie slices)

Other specialty food and beverage items as approved by NAD

CATEGORY 3 - PROHIBITED FOOD/BEVERAGE ITEMS

Liquor

SECTION 8 – INSTRUCTIONS FOR THE SUBMISSION OF PROPOSALS AND QUALIFICATIONS

To facilitate the most efficient, comprehensive and objective review and comparison of proposals, it is necessary that all submissions conform to the prescribed format. Proposals submitted in response to this RFP must meet all requirements outlined in this section and must be received at the address indicated by the date and time specified to be accepted by NAD.

A. RFP Package

1. Please review the RFP package upon receipt to ensure that you have in your possession all of the necessary documents. If you find that any documents or pages are missing from the package, you should notify Dexter Bodie by telephone at (242) 702-1000 and via email at LPIARFP@nas.bs to obtain a complete package.
2. NAD will not be responsible for any oral instructions given regarding the completion and submission of any proposal.
3. A pre-proposal conference and tour of the facility will be held on the dates, and times indicated on the cover page of this at the Executive Offices of the Nassau Airport Development Company, 3rd Floor, Arrivals Terminal, Lynden Pindling International Airport, Windsor Field Road, Nassau, Bahamas.
4. All requests for clarification of this Request for Proposals must be submitted in writing and received on or before the date indicated on the cover page of this proposal. All such written requests should be submitted by email to: LPIARFP@nas.bs.

NAD shall have the sole and absolute discretion to respond to any written requests for clarification as submitted pursuant to this section. Clarification appendices, if any, shall be distributed to all parties on the distribution list for the RFP.

B. Submission of Proposal

1. Sealed proposals should be submitted as one original and three (3) copies and will be accepted no later than the date and time indicated on the cover page of this proposal. Proposals must be received, and not merely post-marked, by that time.
2. Proposals must be typewritten and hand-delivered or delivered via courier to the following address:

Attn: Manager, Commercial Business Development
Nassau Airport Development Company Limited
3rd Floor Arrivals Terminal, Lynden Pindling International Airport
Windsor Field Road
Nassau, Bahamas

3. No proposal received after the time fixed in the RFP will be considered. Any late proposal will be returned to the Proposer unopened.

C. Award of Agreements

1. The agreement(s), if awarded, shall be awarded by NAD to the Proposer(s) who, in NAD's opinion, best meet the requirements as specified in this proposal package.

2. Qualifications of each Proposer will be determined from the information furnished by the Proposer in the proposal documents, from the information submitted by the Proposer at any interview, and from other sources which NAD considers credible. An award will not be made until after such investigations as are deemed necessary are made regarding the experience and financial responsibility of the Proposer. Each Proposer by submitting its proposal expressly agrees to and permits such investigation.

3. A Proposer may withdraw its proposal prior to the time set for receipt of proposals, provided its request is in writing and is received by the Manager, Commercial Business Development before the date and time set for the receipt of proposals. After this date and time, no Proposer may withdraw its proposal except with the consent of NAD. Corrections to errors made by the Proposer in the proposal will not be accepted after submission of the proposal.

4. NAD reserves the right to reject all proposals.

D. Description of Proposal

1. Proposers must submit one (1) original and three (3) copies of each proposal. The original must be marked "Original" on its front page or cover, and must contain the original signatures and, if Proposer is a corporation, the appropriate corporate seal.

2. Each Proposer will assume the responsibility for making sure all required documents are complete and submitted with the proposal.

3. No proposal by telephone or fax or modifications to a proposal by said means will be considered.

E. Definition of Proposer

"Proposer" means the company, corporation, partnership or entity submitting a proposal to operate a food and beverage concession at Lynden Pindling International Airport.

SECTION 9 – ADMINISTRATIVE REQUIREMENTS

1. The bid must be dated and signed by a duly authorized signing authority of the Proposer. Signatures must be in original handwriting.
2. Each proposal must contain the following certification and signature block:

The undersigned agrees and understands that this proposal and all attachments and information submitted herewith constitutes merely a suggestion to negotiate with NAD and is NOT A BID.

The undersigned confirms that any and all information contained in the RFP and its appendices have been carefully reviewed.

Submission of this proposal, attachments and additional information shall not obligate or entitle the Proposer to enter into an agreement with NAD for the required services. The undersigned agrees and understands that NAD is not obligated to respond nor is it legally bound in any manner whatsoever by the submission hereof. Further, the undersigned agrees and understands that any and all proposals and negotiations shall not be binding or valid against NAD, its members, officers, employees or agents unless an agreement is signed by a duly authorized officer of NAD.

It is understood and agreed that NAD reserves the right to reject any and all proposals including, but not limited to, proposals which are conditional or incomplete. It is further understood and agreed that NAD reserves the right to waive any informalities, defects or irregularities in the proposals.

It is represented and warranted by those submitting this proposal that no member, officer or employee of NAD is directly or indirectly a party to or in any other manner financially interested in this proposal or any subsequent agreement that may be entered into.

Dated this ____ day of _____, 2018.

Signature

Printed Name

Company/Partnership/Business Entity

Position

3. NAD will assume that all statements in writing, made by persons submitting bids are true, accurate, complete and not misleading. All such statements constitute representations and warranties made to NAD.
4. Bids which contain qualifying conditions or otherwise fail to conform to these instructions may be disqualified or rejected. Anything to the contrary herein notwithstanding, NAD may elect to retain for consideration (and may elect to accept regardless) bids that are non-conforming, and may waive any non-compliance, irregularity, error or time stipulation required by these instructions. The stipulations herein are for the sole benefit of NAD and may be waived by NAD unilaterally.
5. The evaluation of proposals will be based on the listed evaluation criteria in this document. Any implication that the proposal with the highest financial offer will be accepted, or that any proposal at all will be accepted, is hereby expressly negated. NAD reserves the right to accept the proposal that it deems most advantageous for the airport and NAD, and the right to reject any or all proposals for any reason. In no event will NAD be responsible for the costs of preparation and submission of proposals.
6. Following the evaluation of written proposals, the top scoring Proposers may be selected for further evaluation. Selected Proposers may be invited to attend an interview with the evaluation committee. If this step is used, the Proposer will be given a set time to make a presentation followed by an interactive session with the evaluation committee members. The number of key team members from each Proposer in attendance will be limited and Proposers will be requested to submit a list of attendees and their qualifications in advance of this presentation/interview stage.
7. NAD reserves the right to negotiate with any Proposer or with another Proposer or Proposers concurrently. In no event will NAD be required to offer any modified terms to other Proposers. NAD will incur no liability to any Proposer as a result of such negotiations or modifications.
8. NAD reserves the right to cancel this RFP; to reject any or all proposals; to re-advertise for proposals if necessary; to waive minor irregularities and formalities; and to accept the bids which offers, in NAD's sole judgment, the best response to NAD.
9. Each Proposer submitting a bid acknowledges and agrees, by submitting a proposal that NAD will have no liability or obligation to any Proposer except only the Proposer, if any,

awarded the Lease by NAD. Each Proposer agrees that if it is not awarded a Lease, then whether or not NAD has discharged any express or implied obligation, NAD will be fully and forever released and discharged of all liability and obligation in connection with this request for proposals.

10. This RFP does not constitute an offer. No Lease shall result upon submission of proposals. NAD will not be under obligation to enter into any agreements with anyone in connection with this RFP and responses received, nor to pay for any costs incurred in the preparation of proposals submitted in response to this RFP.

11. The successful Proposer will be required to undertake the feasibility of building and operating a successful food and beverage location at LPIA. NAD expects the selected Proposer will complete whatever market studies or analysis is needed to come to an independent conclusion on the viability of this project.

SECTION 10 – TERMS AND CONDITIONS FOR PROPOSALS

1. All proposals prepared in response to this RFP are at the sole expense of the Proposer, and with the express understanding that there will be no claim, whatsoever, for reimbursement from NAD for the expenses of preparation.

Each Proposer shall, before submitting a proposal, thoroughly examine and assess the requirements and specifications set out in this Request for Proposals, the equipment and materials needed, all relevant laws, rules, notices, directives, standards, orders and regulations, licensing and permit requirements and other circumstances which may affect its Proposal.

Each Proposer should conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this RFP and obtain independent advice from appropriate sources. Submission of a Proposal constitutes a representation by the Proposer that it has conducted its own due diligence and is familiar with and accepts all the contents of this document and its appendices.

NAD, its employees, directors, officers and agents make no representation or warranty and shall have no liability to any person, including any Proposer under any law, statute, rule or regulation or otherwise for any loss, damages, cost or expense which may arise from or be incurred as a result of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the RFP and any assessment, assumption, statement or information contained herein.

All proposals become the property of NAD and will not be returned unless a written request to withdraw is received prior to the submission closing date.

2. Confidentiality and Disclosure

Proposals submitted in response to this RFP may contain technical, financial, or other data the public disclosure of which could cause substantial injury to a Proposer's competitive position or constitute a trade secret. To protect this data from disclosure, the Proposer should specifically identify the pages of the proposal that contain such information by properly marking the applicable pages and inserting the following notice in the front of its proposal:

NOTICE (SAMPLE)

The data on pages ___ of this proposal identified by an asterisk (*) contain technical or financial information which is to be treated as confidential.

The Proposer requests that such data be used only for the evaluation of the proposal, but understands and agrees that disclosure will be permitted to the extent that NAD considers proper under the laws and regulations of the Commonwealth of The Bahamas or if disclosure is required in order to protect NAD's interests. If an Agreement is entered into with this Proposer, NAD shall have the right to use or disclose the data as provided in the Agreement, unless otherwise obligated by law.

NAD does not assume any responsibility for disclosure or use of marked data for any purpose. In the event properly marked data is requested pursuant to the laws of the Commonwealth of The Bahamas, the Proposer will be advised of the request and may expeditiously submit to NAD a detailed statement indicating the reasons it has for believing that the information is exempt from disclosure under the law. This statement along with all applicable circumstances will be considered by NAD in making its determination as to whether disclosure is proper under the law.

3. NAD has diligently prepared this RFP and has presented all known, pertinent data as accurately and as completely as possible. This data is provided for general information purposes only. This information does not form a part of any agreement between a Proposer and NAD. NAD does not guarantee or warrant the correctness of this information nor will any significant alteration of activity, from that suggested by the data, give rise to any obligation on the part of NAD to later alter any agreement. Moreover, NAD accepts no responsibility for any omissions or deletions of information relating to this Request for Proposals.

4. No proposal will be accepted from, or agreement awarded to, any person, firm, or corporation that is in arrears with or is in default of its obligations to NAD under any agreement or arrangement.

5. Proposals will be reviewed and evaluated based on overall qualifications, potential, financial responsibility, the type and mode of operation and other factors deemed by NAD to be relevant.

6. No commission will be paid to brokers by NAD in connection with the granting of the concession agreements.

7. Any and all statistical data provided in this Request for Proposal or otherwise by NAD is for information purposes only. NAD will not be responsible or liable for the accuracy of such information or facts, conclusions or opinions contained therein and does not warrant the validity of the data. Proposers are encouraged to seek independent advice in preparing their submission.

8. NAD reserves the right to modify the sample agreement contained in this RFP.

9. Proposers are required to submit questions regarding this RFP in writing. Responses will be in writing and distributed to all potential Proposers. Board members and NAD staff will not discuss or respond to any questions regarding this RFP prior to award of the concession agreement. Any responses not in writing will not be binding. All comments/questions regarding this RFP should be made in writing to:

Mr. Dexter Bodie, Manager, Commercial Business Development
Nassau Airport Development Company Ltd.
Lynden Pindling International Airport,
Email: LPIARFP@nas.bs

SECTION 11 – PROPOSAL FORM

All information requested in this questionnaire must be furnished by the Proposer and **MUST** be submitted with the proposal. Statements must be complete, accurate and in the form requested. Omission, inaccuracy or misstatement may be cause for rejection of the proposal. **Additional sheets may be attached hereto as necessary.**

SECTION I - GENERAL INFORMATION

i. Proposer is submitting this qualifications questionnaire for the following concession operation:

ii. Name of applicant exactly as it would appear on the concession agreement if selected:

iii. Address of applicant for purposes of notice or other communication relative to the proposal:

iv. Telephone number of applicant: _____

Fax number of applicant: _____

Contact person: _____

v. Form of business entity (check one and complete the appropriate business entity statement that follows):

Partnership Corporation Joint Venture

Individual Limited Liability Company

a) If Proposer is a subsidiary state name of Parent Company. Caution: All information provided herein must be as to Proposer (subsidiary) and not as to parent company.

b) If a corporation is a partner of a proposing partnership or a member of a proposing joint venture, the corporation statement that follows must be completed in addition to the appropriate Proposer's business entity statement.

vi. Complete one of the four sections below: either A, B, C or D, depending upon the organization of the applicant firm.

A. INDIVIDUAL STATEMENT

If a Sole Proprietorship, furnish the following:

1. Name in Full: _____
2. Residence Address: _____
3. Business Address: _____
4. Date of Birth: _____
5. Place of Birth: _____
6. NIB Number: _____

B. PARTNERSHIP/LIMITED LIABILITY COMPANY STATEMENT

If a Partnership or Limited Liability Company, furnish the following:

1. Date of Organization: _____
2. Type of Partnership (check one):
 - General Partnership
 - Limited Partnership
 - Limited Liability Company
3. Has the Statement of Partnership been recorded? Yes No
4. If the answer to question 3 above is “yes”:

Date: _____ Book: _____ Page: _____

5. Attach and mark as “Exhibit S-1” a complete copy of the Partnership Agreement or the Certificate of Incorporation and the Memorandum and Articles of Association or equivalent documents (as applicable).

6. For each partner or shareholder, attach and mark as “Exhibit S-2” the following information:

- a) Name
- b) Residence Address
- c) Percentage of ownership
- d) Indicate if the partner is a general or limited partner
- e) Birth Date

- f) Place of Birth
- g) Copy of passport

C. CORPORATION STATEMENT

If a **Corporation**, furnish the following:

1. Date of Incorporation: _____

2. Place of Incorporation: _____

3. Is the Corporation Registered to do Business in The Bahamas? Yes No

3a. Type of Corporation (check one):

- Public
- Private
- Limited Liability Company

4. If the corporation is publicly held, how and where is the stock traded? _____

5. Provide the following information

	Authorized	Issued	Outstanding
Number of Voting Shares			
Number of Non-Voting Shares			
Number of Shareholders			

	Par	Book	Market
Value of Common Stock			

6. For each officer, director and principal shareholder (any shareholder owning more than 10% of any class of stock), attach and mark as “Exhibit C-1” the following information:

- a) Name
- b) Title
- c) Residence Address
- d) Number of Voting Shares
- e) Number of Nonvoting Shares
- f) Copy of passport

D. JOINT VENTURE STATEMENT

If a Joint Venture, furnish the following:

- 1 Date of Organization: _____
- 2 Has the Joint Venture done business before? Yes No
- 3. If the answer to question 2 above is “yes,” attach and mark as “Exhibit JV-1” a description of the nature of the joint venture’s prior business.
- 4. Attach and mark as “Exhibit JV-2” a complete copy of the Joint Venture Agreement.
- 5. For each Joint Venture partner, attach and mark as “Exhibit JV-3” the following information:
 - a) Name
 - b) Residence Address
 - c) Percentage of ownership
 - d) Birth Date
 - e) Place of Birth
 - f) Copy of passport or certificate of incorporation (as applicable)

vii. All Proposers must respond to the following questions:

- a) Have any leases or concession agreements held by the Proposer ever been cancelled?
Yes () No ()

If yes, attach a description of the circumstances.

- b) Has the Proposer ever been notified of a lease, concession or permit default by the landlord or lessor?
Yes () No ()

If Yes, attach a description of the circumstances.

- c) Has the Proposer ever been involved in litigation with the lessor of property leased by the Proposer?
Yes () No ()

If yes, attach a description of the circumstances.

- d) Has the Proposer and or any of its officers, or employees responsible for obtaining or administering a contract been convicted of any of the following:

- (i) criminal offense related to a public or private contract violation; or
 - (ii) fraud or equivalent crimes which are indicative of a lack of business integrity
- Yes () No ()

If Yes, attach a description of the circumstances.

- e) Has the Proposer or any principal or partner undertaken or participated in other business projects at LPIA?
Yes () No () If yes, indicate

DATE: _____

LOCATION: _____

SECTION II - FINANCIAL AND BACKGROUND DATA

1. Financial Information

- a) Please provide a statement indicating how the proposed level of capital investment will be financed and how working capital needs will be met. Any person or entity providing a guarantee must provide a written statement indicating the level of commitment.
- b) Furnish a statement of income, balance sheet and statement of cash flow, including notes thereto, all reviewed by an independent Certified Public Accountant, and attested to by the Proposer's chief financial officer, in sufficient detail to show the Proposer's financial capability to undertake and complete all the obligations specified in the Agreement.

Said financial statements should be as of or for the period ending on the last day of your most recently completed fiscal year. A financial statement may be consolidated with that of a subsidiary or parent corporation as the case may be, but if consolidated with a parent corporation, the financial statement of the subsidiary shall be separately attested to by the chief financial officer of the subsidiary. A personal financial statement of an officer of a corporation shall not satisfy this requirement. If the Proposer is a recently formed entity, each participating member must submit their own financial documents, as required in the preceding paragraph.

2. Surety Information

Have you, or any entity you have had an ownership interest in, ever had a bond or surety cancelled or forfeited? Yes () No ()

If yes, state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture:

3. Bankruptcy Information. Have you, or any entity you have had an ownership interest in, ever filed a petition for bankruptcy, or been declared bankrupt or insolvent or had a receiver or liquidator appointed?

Yes () No ()

4. Have you ever entered into an agreement with the NAD or the Airport Authority of The Bahamas?

Yes () No ()

If yes, please explain:

5. Have you ever been sent a default notice concerning an agreement identified in question 4 above? Yes () No ()

If yes, please explain:

6. Experience Statement. Please attach a detailed description of the nature and extent of the Proposer's experience. The following information must be included:

a. Number of years the Proposer has operated a Food & Beverage sales or related business.

b. Description of the Proposer's other operations or experience, including:

i. Number and type of other operations (fast food, specialty food, concession, etc.).

ii. Locations of current operations.

iii. Description of menu.

iv. Photographs of existing operations.

v. Organizational chart and description of the organization and or suborganization(s) which would have responsibility for the proposed airport operation. Include resumes of individual managing operators who will be assigned to the operations or job descriptions and level of experience that would be required of these individuals.

vi. Resumes of any persons owning more than a 10% share of the business.

vii. Give name, location and date of any of the Proposer's food and beverage concession agreements or leases that have been terminated within the past five years, either voluntarily or involuntarily, prior to the expiration of their term and also list any judgments terminating, or any pending lawsuits for the termination of, any food and beverage concession(s) or operating agreement(s) operated by Proposer within the past five (5) years.

viii. Gross revenues for the past 5 years, if the business has operated for at least 5 years or gross revenues for the amount of time the business has operated if less than 5 years.

ix. Other information which may be relevant in determining the nature and extent of the experience of the firm and its principals.

SECTION III - REFERENCES

On the following pages, list four persons or firms with whom Proposer has conducted financial transactions related to business operations during the past three years. At least two of the references named are to have knowledge of Proposer's debt repayment history and at least one should be an entity with whom the Proposer has a lease for an existing operation if any such reference exists.

Reference #1:

Name: _____
Title: _____
Firm: _____
Address: _____
Telephone: _____

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference #2:

Name: _____
Title: _____
Firm: _____
Address: _____
Telephone: _____

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference #3:

Name: _____

Title: _____

Firm: _____

Address: _____

Telephone: _____

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference #4:

Name: _____

Title: _____

Firm: _____

Address: _____

Telephone: _____

Nature and magnitude of purchase, sale, loan, business association, etc.:

APPENDIX A – LPIA AIRLINES AND DESTINATIONS

Airlines	Destinations
1. Air Canada	1. Atlanta
2. American Airlines	2. Bahamian Family Islands (23 Destinations)
3. Bahamasair	3. Baltimore
4. British Airways	4. Boston
5. Caribbean Airlines	5. Calgary*
6. Copa Airlines	6. Cap Haitien
7. Cubana Airlines*	7. Charlotte
8. Delta Airlines	8. Chicago
9. Flamingo Air	9. Dallas
10. InterCaribbean Airlines	10. Detroit*
11. Jet Blue Airways	11. Dulles (Washington, DC) *
12. LeAir	12. Frankfurt, Germany*
13. Pineapple Air	13. Ft. Lauderdale
14. Silver Airways	14. Grand Cayman
15. Sky Bahamas	15. Havana, Cuba
16. Southern Air	16. Heathrow, London
17. Southwest Airlines	17. Houston
18. Sunwing*	18. Kingston, Jamaica
19. United Airlines (Skywest)	19. Miami
20. Western Air	20. Minneapolis*
21. WestJet	21. Montreal*
	22. New York
	23. Newark
	24. Orlando
	25. Panama
	26. Philadelphia
	27. Port au Prince
	28. Providenciales
	29. Tampa
	30. Toronto
	31. Washington, DC*
	32. West Palm Beach*

*Denotes seasonal service

APPENDIX B – HISTORICAL PASSENGER NUMBERS

**HISTORICAL ENPLANING AND DEPLANING PASSENGER NUMBERS
JULY 1, 2007 – MARCH 31, 2019**

Fiscal Year July 1, 2007-June 30, 2008	Passenger Numbers	Fiscal Year July 1, 2008-June 30, 2009	Passenger Numbers
Domestic	674,578	Domestic	651,812
International	347,826	International	332,734
US	2,317,564	US	2,087,520
Total	3,339,968	Total	3,072,066
Fiscal Year July 1, 2009-June 30, 2010	Passenger Numbers	Fiscal Year July 1, 2010-June 30, 2011	Passenger Numbers
Domestic	663,726	Domestic	671,732
International	311,650	International	335,092
US	2,149,336	US	2,096,492
Total	3,124,712	Total	3,103,316
Fiscal Year July 1, 2011-June 30, 2012	Passenger Numbers	Fiscal Year July 1, 2012-June 30, 2013	Passenger Numbers
Domestic	731,312	Domestic	729,532
International	362,260	International	359,328
US	2,175,706	US	2,171,252
Total	3,269,278	Total	3,260,112
Fiscal Year July 1, 2013-June 30, 2014	Passenger Numbers	Fiscal Year July 1, 2014-June 30, 2015	Passenger Numbers
Domestic	747,088	Domestic	737,612
International	364,374	International	385,602
US	2,090,748	US	2,137,646
Total	3,202,210	Total	3,260,860
Fiscal Year July 1, 2015-June 30, 2016	Passenger Numbers	Fiscal Year July 1, 2016-June 30, 2017	Passenger Numbers
Domestic	728,108	Domestic	758,018
International	367,592	International	364,388
US	2,202,450	US	2,166,464
Total	3,298,150	Total	3,288,870
Fiscal Year July 1, 2017-June 30, 2018	Passenger Numbers	Fiscal Year July 1, 2018-March 31, 2019	Passenger Numbers
Domestic	790,046	Domestic	592,666
International	391,488	International	330,586
US	2,311,852	US	1,950,826
Total	3,493,386	Total	2,874,078

Note: The information provided is for enplaning and deplaning service. Enplaning passengers represent 50%. Also note that the numbers are separated by terminal.

APPENDIX C – PASSENGER TRAFFIC FORECAST

NAD commissioned a study in September 2017 to forecast air traffic for LPIA. While the report outlines several growth scenarios and related impacts, the most likely scenario estimates compound annual passenger growth of 2% between 2016 and 2036, with 4.86 million passengers forecast for 2036. This scenario reflects increases in international air travel prompted by improved tourism competitiveness, more hotel capacity and targeted destination marketing strategies, as well as continued growth of domestic air travel to and from the Family Islands. The below table depicts the “most likely” air traffic forecast for the next twenty (20) years.

Year	International	Domestic	Total
2016	2,560,902	729,370	3,290,272
2017	2,619,000	754,000	3,373,000
2018	2,694,000	781,000	3,476,000
2019	2,776,000	801,000	3,577,000
2020	2,867,000	823,000	3,692,000
2021	2,919,000	843,000	3,763,000
2026	3,181,000	933,000	4,112,000
2031	3,467,000	1,007,000	4,473,000
2036	3,781,000	1,066,000	4,848,000
Compound Annual Growth Rate			
2016-21	2.7%	2.9%	2.7%
2021-26	1.7%	2.0%	1.8%
2026-31	1.7%	1.5%	1.7%
2031-36	1.7%	1.1%	1.6%
2016-36	2.0%	1.9%	2.0%

The above is based on projections prepared for NAD, solely for NAD’s purposes and does not guarantee traffic growth as projected. While a Proposer may use the information in its discretion, NAD strongly urges Proposer to conduct its own due diligence and determine air traffic projections based on the Proposer’s information.

The Tenant Design Criteria Manual and the Draft Concession Agreement can be found on the website for the Lynden Pindling International Airport at:

<http://nassaulpia.com/lpia-us-food-and-beverage-rfp-2019/>

Proposers should fully familiarize themselves with the Tenant Design Criteria Manual (TDCM). The successful Proposer will accept the premises on an “as is” condition and will be responsible for the complete financing, design, construction, fixturing, equipping, commissioning and operation of the premises. NAD will provide the space as is with exterior walls and electricity, water and drainage to the site per the TDCM. The successful Proposer will be required to retain designers, contractors and other professionals to prepare the requisite construction documents, specifications, equipment manuals and may select any qualified consultants certified to do business in The Bahamas.

Proposers are required to submit concept drawings/plans for the Premises as part of their proposal. Such plans shall include the following:

- Rendering/conceptual drawings showing floor plan, elevations and sections of the proposed improvements to the space including signage
- A tentative construction schedule
- The estimated cost of such improvements

Before any construction begins, all plans, contractors, sub-contractors and other companies doing work for the Proposer at the Airport must be approved by NAD. (See “Facility Alteration Permit” in Schedule I of the draft concession agreement and TDCM).

The successful Proposer is responsible for obtaining all required permits, paying all fees and obtaining all required approvals, including NAD approvals.

SAFETY AND SECURITY

It is the intent of NAD to provide a safe, secure and healthy workplace for all workers at the Airport. Safety rules and regulations must be strictly adhered to by successful Proposers and their contractors. The Proposer’s managers, supervisors and workers must accept responsibility to ensure that safety and security are top priority.

The successful Proposer shall take all necessary steps to secure the premises during the construction and fixturing period. NAD shall not be responsible or liable for any loss or damage including theft of building materials, equipment or supplies. All persons at the Airport in connection with the development of the Premises shall comply fully with all NAD and Airport Authority security and safety rules and regulations and shall cooperate with NAD in enforcing such rules and regulations. Minors shall not be permitted on the construction site at any time.

WORKING HOURS

Construction works should not interfere with the operations of the airport. Working hours must be approved by NAD. Should the anticipated progress of construction be insufficient for ensuring a satisfactory opening date, the Proposer may work additional hours after informing and obtaining the approval of NAD. Such additional work hours will also depend on the availability of escorts where required.

PARKING

The Proposer's contractor(s) and contractor employees shall park vehicles only in designated areas. Parking for the Proposer's employees is addressed in the draft concession agreement.

WASTE REMOVAL

The Proposer's contractor(s) shall maintain the terminal building and the construction area in a reasonably clean and orderly manner during construction and fixturing and shall remove all waste, excess materials, trash and cartons to the designated garbage dumpster or taken off site for disposal at the local land fill site daily, as determined by NAD. Recyclable waste materials are to be removed to a designated recycling facility if applicable.

ADDITIONAL INFORMATION

It is recognized that the successful Proposer will use its own form of contract to undertake the construction and development work. However, the Proposer must consider terms, conditions, rules and regulations in place at the Airport for construction activities.

EXHIBIT I – LOCATION AND FLOOR PLAN

DESCRIPTION & DRAWING(S) OF THE PREMISES

U S Terminal Food Court: F& B location 625 Sq. Ft.

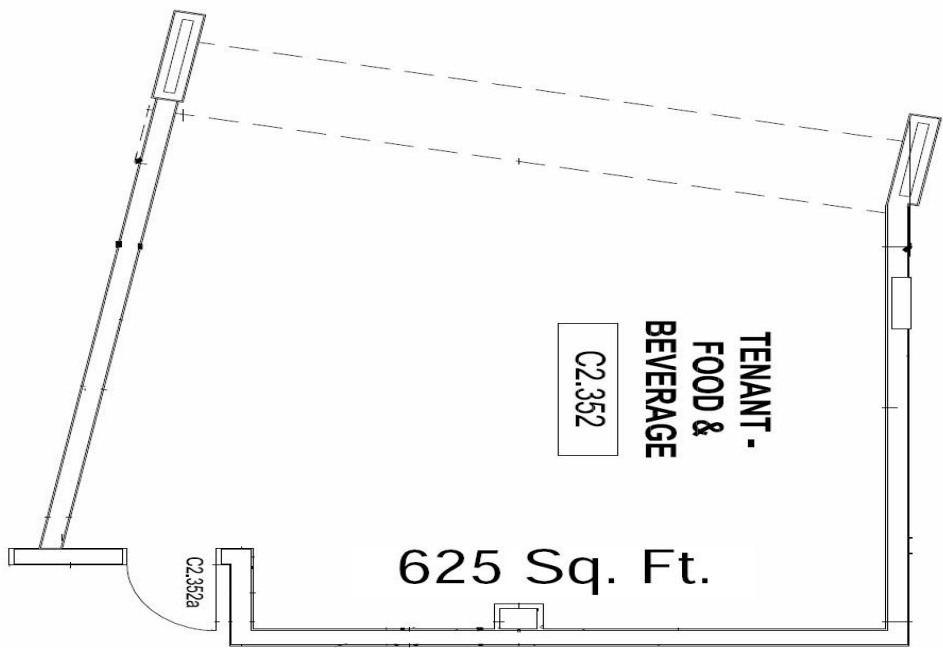


EXHIBIT II – RFP CHECKLIST

Reference	RFP Requirement	Tab & Page Number	NAD Use Only
Section 1	Table of Contents		
Section 2	Cover Letter with Contact information		
Section 3	Executive Summary		
Section 4	Completed Proposal Form		
Section 5	Written Proposal and relevant appendices		
Section 6	Proposed Facility Concept/Utilization and Capital Investment		
Section 7	Operations/Management Plan		
Section 8	Additional Information, services, features, or comments about your company or services		
Section 9	Proposal certification and signature block		