KAINAIWA

Request for Qualifications and Quotation Number 010

Operation of Concession Services
Blood Tribe Twin Rinks – Stand Off, Alberta

Distribution Date: August 6, 2026

Close Date: August 24, 2026

1. Invitation and Overview

The Blood Tribe/Kainai is inviting proposals from qualified food service Operators, entrepreneurs, community businesses, and/or non-profit organizations to operate the concession space within the Blood Tribe Twin Rinks facility in Stand Off, Alberta.

The intent of this RFQ is to identify a qualified and practical Operator that can provide reliable, safe, affordable, and community-oriented food and beverage services for arena users, visitors, families, athletes, tournament participants, spectators, staff, and other facility patrons.

For the purposes of this document, **RFQ** means Request for Qualifications and Quotation. This RFQ is intended to invite interested and qualified parties to provide simple information about their experience, operating approach, proposed menu and service model, and commercial terms for the concession opportunity. The RFQ process is intended to help Blood Tribe Administration identify one or more suitable respondents for further discussion, clarification, negotiation, and possible award of a concession agreement. This RFQ is not intended to create a binding procurement contract or require the Owner to accept the lowest-cost, highest-rent, or any submission.

For the purposes of this RFQ, **Owner** means Blood Tribe Administration. **Potential Respondent** means any person, business, organization, or group that is interested in submitting a response to this RFQ. **Respondent** means a person, business, organization, or group that submits a response to this RFQ. **Operator** means the successful Respondent that is selected to operate the concession under the final concession agreement.

The selected Operator will be expected to operate the concession as an independent business under a concession agreement with Blood Tribe Administration. The concession agreement will set out the Operator's rights and responsibilities, including food and beverage service expectations, operating standards, space use, rent and operating cost obligations, equipment and furnishings, utilities, insurance, WCB, food safety, and other agreement requirements.

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2. Facility Background

The Blood Tribe Twin Rinks facility is a newly built (July 2026), two-rink recreation facility located in Stand Off, Alberta on the Blood Reserve. The facility includes two NHL-sized ice surfaces, spectator seating, and related community recreation amenities. It is intended to serve both as a community asset for Kainai Nation members and as a regional sport, tournament, and recreation destination for southern Alberta.

The facility responds to important community recreation needs, including access to quality ice time, scheduling flexibility, youth and adult sport opportunities, community programming, and space for tournaments, camps, clinics, public skating, league play, and other ice and non-ice activities.

The facility is expected to draw from a broad geographic catchment, including Kainai Nation members and local users from Stand Off and the Blood Reserve, as well as surrounding towns, municipalities, Indigenous communities, regional sport organizations, and the broader southern Alberta market. This catchment may include Cardston, Pincher Creek, Piikani Reserve, Claresholm, Fort Macleod, the City of Lethbridge, Raymond, and other nearby rural communities within a practical driving distance of Stand Off.

For the concession opportunity, Respondents should be prepared to serve a varied customer base, including youth athletes, adult league participants, families, elders, spectators, coaches, tournament organizers, visiting teams, community members, facility staff, and regional visitors. Demand will depend on utilization, seasonality, event schedules, tournaments, and community programming.

The concession area is estimated at approximately 1,400 square feet (130.1 square metres), consisting of the following areas. These lease space amounts are provided for RFQ purposes. Respondents should review the space, equipment, utilities, storage, and operational requirements through any site visit or facility information provided by Blood Tribe Administration.

Lease Area	**Square Feet**	**Square Metres**
Back of House, including Janitorial Room, Mechanical Room, and Walk-in Freezer	344 SF	32.0 m^2
Back of House Kitchen Area	534 SF	49.6 m^2
Seating Area	524 SF	48.7 m^2
Total Lease Area	**1,400 SF**	**130.1 m^2**

It is anticipated that over **50,000 per year** will visit the Twin Rinks. Projected concession patronage is uncertain at this early stage of operations. For proposal planning purposes only, annual patronage may fall in the **approximate range of 8,000 to 11,600 patrons** during the first three years of operations, depending on utilization, tournaments, programming, and community events.

These figures are estimates only and are not guaranteed.

3. Existing Equipment, Furnishings, and Operator-Supplied Items

The main food service equipment is already installed within the concession area, including a walk-in freezer, grills, hood ventilation system, and fire suppression system. Respondents should review the equipment condition, suitability, capacity, utilities, furnishings, and operating requirements through the site visit and available facility information.

Standard furnishings, Owner-supplied equipment, signage, non-standard furnishings, and any proposed improvements will be addressed in more detail in the final concession agreement. Respondents should identify any important items they expect the Owner to provide and any items they intend to supply, install, brand, modify, or improve.

Respondents are strongly encouraged to attend a site visit or facility tour before submitting a response so they can review the premises, layout, equipment, utilities, storage, seating area, access, delivery arrangements, and any operational constraints. By submitting a response, Respondents acknowledge that they have reviewed, or had the opportunity to review, the premises and available facility information relevant to their proposed operation.

4. Opportunity and Agreement Term

The selected Operator will be granted the opportunity to operate the concession under a concession agreement for an initial term of three years, subject to final discussion, negotiation, and approval. Blood Tribe Administration may consider renewal options, performance-based extensions, or amendments where mutually beneficial. Blood Tribe Administration may also consider a longer initial term, up to five years, where a Respondent can explain why a longer term is needed to support its investment, start-up costs, improvements, financing, or business viability; however, Blood Tribe Administration is not obligated to accept a longer term.

The Owner is seeking a practical and sustainable operating model that balances affordability for facility users, quality of service, safe food handling, dependable hours of operation, and a fair financial return to the facility.

5. Operating Expectations

The selected Operator will be responsible for practical, safe, and reliable concession operations. Respondents should briefly explain how they would operate the concession, including staffing, hours, menu, pricing, community fit, compliance, and opening readiness.

- Provide food and beverage services during agreed facility operating periods, including evenings, weekends, tournaments, camps, clinics, league games, public skating, and special events where demand reasonably supports service.
- Offer a menu suitable for families, athletes, spectators, youth, elders, staff, and community visitors, including affordable core items and consideration of healthy, culturally appropriate, and locally relevant options.
- Identify proposed regular hours, event coverage, notice requirements, staffing assumptions, and any limits on extended or special event service.
- Maintain required permits, licences, insurance, WCB coverage where applicable, food safety certifications, Alberta Health Services compliance, and other regulatory approvals.
- Maintain the concession area in a clean, safe, sanitary, and professional condition and coordinate with facility management regarding schedules, events, and service expectations.
- Identify any proposed community benefits, including local, community, Indigenous, or youth employment, training, supplier relationships, sponsorship support, or other community-oriented initiatives.
- Briefly describe opening readiness, including expected timing for permits, inspections, staffing, training, inventory, point-of-sale setup, signage, menu boards, and launch preparation.

6. Owner and Operator Responsibilities

The final allocation of responsibilities will be confirmed in the concession agreement. For RFQ purposes, respondents should note the following general division of responsibilities and identify any important assumptions, exceptions, or requested changes in their response.

Owner Generally Provides / Administers	Operator Generally Provides / Is Responsible For
Base building systems, common areas, facility access, snow removal, and administration of recoverable Operating Costs.	Day-to-day concession operations, staffing, service, inventory, customer service, and coordination with facility management.
Installed food service equipment, subject to final confirmation of ownership, condition, and maintenance responsibilities.	Proper equipment use, routine care, cleaning, day-to-day maintenance, smallware's, utensils, cookware, service items, and operating supplies.
Review and approval of signage, branding, non-standard furnishings, equipment changes, alterations, and leasehold improvements.	Any proposed proprietary equipment, signage, branding, menu boards, décor, furnishings, fit-out work, or improvements, unless otherwise agreed.
Common area maintenance and facility waste procedures.	Cleaning and janitorial for the concession area, waste from operations, cooking oil disposal, grease management, and food service cleaning requirements.
Agreement requirements for insurance, reporting, and facility coordination.	Permits, licences, Alberta Health Services compliance, food safety, insurance, WCB where applicable, employment compliance, taxation, point-of-sale records, and sales reporting where required.

7. Term and Lease Proposal Options

The anticipated term is three years from the commencement date of the concession agreement. Respondents may request renewal options or, where justified, a longer initial term of up to five years if required to support investment, improvements, financing, start-up costs, or business viability. Any request for a longer term should be briefly explained in the response and will be subject to review, negotiation, and approval by Blood Tribe Administration. The final term, commencement date, renewal options, and any early termination rights will be confirmed in the concession agreement.

Respondents are asked to submit a simple lease proposal for the initial term. Base Rent and Operating Costs should be kept separate. Base Rent is the fixed lease amount proposed by the Respondent. Operating Costs are separate recoverable costs that the Operator will be expected to pay in addition to Base Rent, with the amount adjusted from time to time based on the Owner's actual operating costs and the terms of the final concession agreement.

This separation is important because Operating Costs may increase or decrease on an annual basis based on actual costs, while Base Rent may remain fixed for a period of time or increase according to agreed lease term increments. Respondents should not blend Operating Costs into the Base Rent amount unless the Owner expressly agrees to a different structure during final negotiations.

For RFQ purposes, the Owner expects lease proposals to start with Base Rent plus separate Operating Costs. Respondents may then propose one of the following three general rent methods, or another practical structure if clearly explained using Section 9 as the guideline for each of the commercial terms.

- **Option 1 – Base Rent plus Operating Costs:** The Respondent proposes a fixed monthly or annual Base Rent amount. Operating Costs are paid separately in addition to Base Rent and may be adjusted based on actual costs under the final concession agreement.
- **Option 2 – Base Rent plus Operating Costs plus Percentage Rent:** The Respondent proposes fixed Base Rent, pays separate Operating Costs, and also pays an additional percentage of gross sales above an agreed threshold. This allows the Owner to share in stronger concession performance while keeping Base Rent and Operating Costs separate.
- **Option 3 – Base Rent plus Operating Costs plus Percentage Rent on Major Events:** The Respondent proposes fixed Base Rent, pays separate Operating Costs, and also pays a percentage of sales from tournaments, special events, or other high-volume events. This may be easier to administer than percentage rent on all sales and may recognize the extra revenue opportunity created by major events.

8. Simple Commercial Definitions

The following definitions are provided to help Respondents prepare a clear and comparable lease proposal. They are not intended to require a complex submission or limit the Owner's ability to negotiate different terms with the selected Respondent.

- **Base Rent** means the fixed amount the Operator proposes to pay for the right to operate the concession. It may be stated as a monthly amount, annual amount, or both.
- **Operating Costs** means the Operator's separate contribution toward facility operating expenses connected to the concession space. Operating Costs are expected to be payable in addition to Base Rent and may be adjusted based on actual costs under the final concession agreement.
- **Percentage Rent** means an additional rent amount calculated as a percentage of gross sales. It may apply to all gross sales above an agreed threshold or only to certain sales, such as major events.
- **Major Events** may include tournaments, special events, major camps, special bookings, or other high-volume facility activities agreed to by the Owner and Operator.
- **Gross Sales** generally means sales generated from concession operations before deductions, except for agreed exclusions such as GST, refunds, approved discounts, tips, or payment processing charges.

9. RFQ Response Requirements

Each response should be practical, clear, and not overly complicated. Respondents do not need to prepare a formal business plan but should provide enough information for the Owner to understand who they are, how they would operate the concession, and what rent and commercial terms they are proposing. Each response should include the following information:

- Respondent name, contact information, business structure if known, relevant experience, and at least one reference if available.
- A short description of the proposed operating approach, including staffing, regular hours, event coverage, and ability to support evenings, weekends, tournaments, camps, clinics, league games, and special events.
- A sample menu with proposed pricing or price ranges, including affordable core items and any healthy, culturally appropriate, or locally relevant options.
- A simple lease proposal, including the proposed Base Rent and confirmation that Operating Costs will be paid separately in addition to Base Rent. The response should also identify whether the Respondent is proposing Base Rent plus Operating Costs only, Base Rent plus Operating Costs plus Percentage Rent, Base Rent plus

Operating Costs plus Percentage Rent on major events, or another practical lease structure.

- A short list of any equipment, furnishings, smallwares, signage, menu boards, service items, or improvements the Respondent expects to provide or expects the Owner to provide.
- Confirmation that the Respondent understands it will be responsible for food safety, permitting, Alberta Health Services compliance, insurance, WCB where applicable, business compliance, employment obligations, taxation, and other legal requirements.
- Confirmation that the Respondent can maintain commercial general liability insurance of not less than $2,000,000 per occurrence and provide a certificate of insurance naming the Owner/landlord as an additional insured or otherwise as required by the Owner.
- Any proposed community benefits, including local, community, Indigenous, or youth employment, training, supplier, or participation opportunities.
- A brief opening readiness plan, including expected timing for permits, inspections, staffing, inventory, point-of-sale setup, signage, menu boards, and launch readiness.

10. Submission Instructions

Responses must be received by the Owner no later than **August 24** at **2:00 p.m. MDT.** Responses received after the closing date and time may not be reviewed.

Respondents may submit a simple written response by email. A formal bound package is not required. Responses should clearly identify the Respondent's name, contact person, phone number, and email address, and may use any format that includes the information requested in this RFQ.

- **Email submission:** Submit one electronic copy by email to Courtney@larkspurprojects.ca. The email subject line should read: **Blood Tribe Administration – Twin Rinks Concession RFQ Response**.
- **Optional hard copy:** A paper copy may also be delivered to **2nd Floor, Shot Both Sides Administration Building** in **Stand Off, Alberta**, clearly marked with the RFQ title. Attention: Courtney Shearer, Larkspur Projects
- **Questions and addenda:** Questions should be submitted in writing by the deadline in the RFQ schedule. Only written updates or addenda issued by the Owner will change or clarify this RFQ.

- **Changes or withdrawal:** Respondents may amend or withdraw a response before the closing date and time by written notice to the RFQ contact.
- **Costs and confidentiality:** Respondents are responsible for their own costs and should clearly identify any information they consider confidential or commercially sensitive.

11. Anticipated RFQ Schedule

Milestone	**Anticipated Date**
Issue RFQ	August 6, 2026
Optional site visit / facility tour	August 14 at 2 pm
Deadline for questions	August 17, 2026
Responses to questions / addendum issued	August 19, 2026
RFQ response deadline	August 24, 2026
Preferred Respondent selected	September 15, 2026
Concession agreement finalized	September 30, 2026
Target commencement date	October 1, 2026

12. Submission Review Criteria

Responses will be reviewed based on overall suitability, practicality, reliability, affordability, community fit, and proposed commercial terms. The Owner is not required to select the highest-rent response and may consider the following review categories:

Review Category
Relevant experience and qualifications
Operating plan, staffing, reliability, and service standards
Menu, pricing, affordability, quality, and community fit
Lease proposal, including Base Rent, separate Operating Costs, any proposed Base Rent increases over the lease term, and any optional Percentage Rent or major event rent structure

Community benefits, with greater consideration for local, community, Indigenous, and youth employment and training opportunities
Completeness, clarity, and practicality of response

13. Owner Rights and RFQ Conditions

The Owner reserves the right, in its sole discretion, to accept or reject any response, waive minor irregularities, request clarification, meet with or negotiate with one or more Respondents, cancel or amend the RFQ, or not proceed with any agreement. The lowest-cost or highest-rent response will not necessarily be accepted.

This RFQ is not intended to create a legally binding procurement contract. No legal obligations will arise until a final concession agreement has been approved and executed by the Owner and the successful Respondent.

Appendix A – Simple Lease Proposal Form

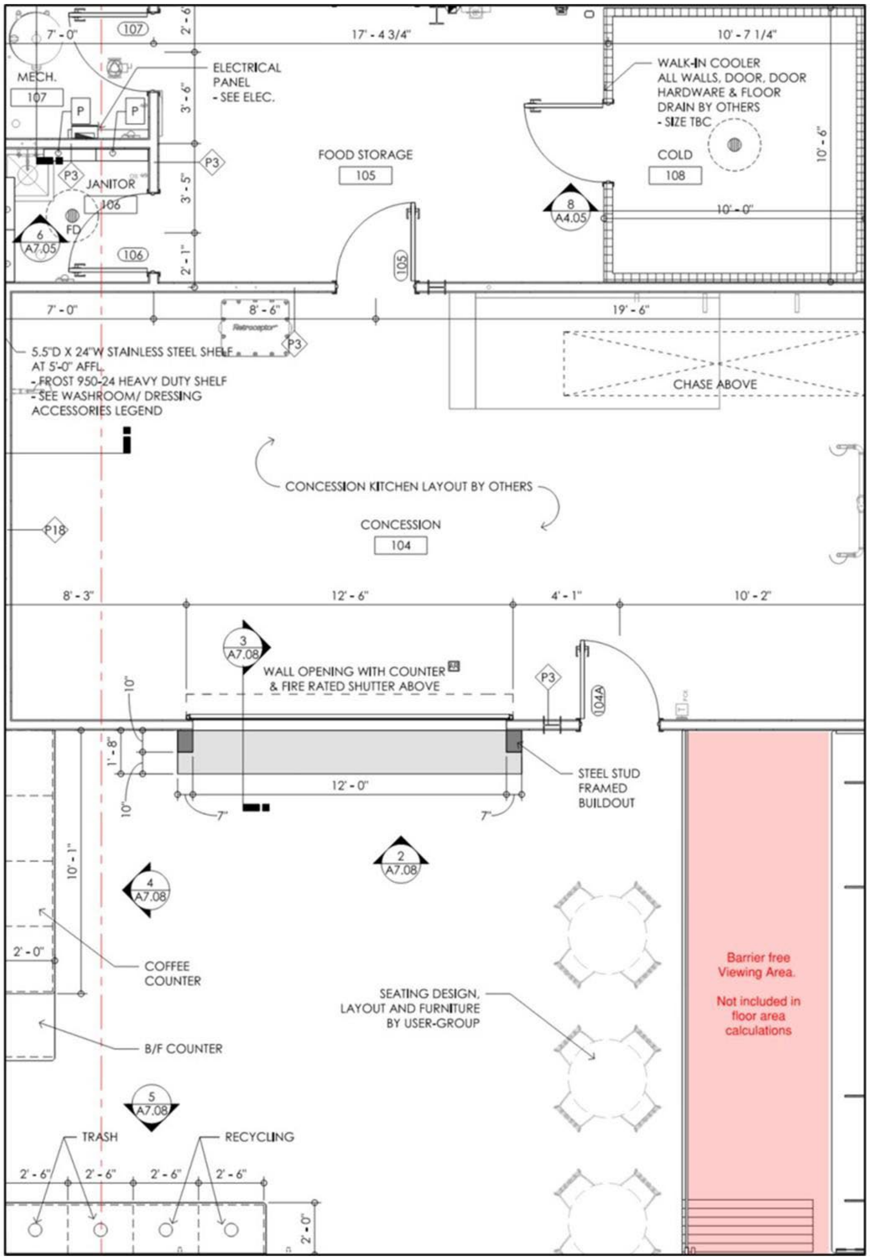
Item	Respondent Response
Proposed annual Base Rent	$__________ per year
Proposed monthly Base Rent	$__________ per month Proposed Base Rent increases over the term, if any: __________
Operating Costs	Payable separately in addition to Base Rent, subject to annual or periodic adjustment based on actual costs under the final concession agreement.
Preferred lease proposal method	Base Rent plus Operating Costs / Base Rent plus Operating Costs plus Percentage Rent / Base Rent plus Operating Costs plus Percentage Rent on major events / Other: __________
Other financial assumptions or conditions	__________

If proposing Percentage Rent, please also identify: the sales threshold before Percentage Rent applies, the proposed percentage rate, whether Percentage Rent applies to all gross sales or only major events, any proposed gross sales exclusions, and the proposed reporting frequency.

Respondents may use this form, modify it, or provide the same information in another simple format.

Attachment 1 – Plan, Photos and Renderings

Plans, photos, and renderings of the concession area are provided as a separate attachment for respondent review. Respondents should review the attachment together with any available site visit or facility tour information before submitting a response.

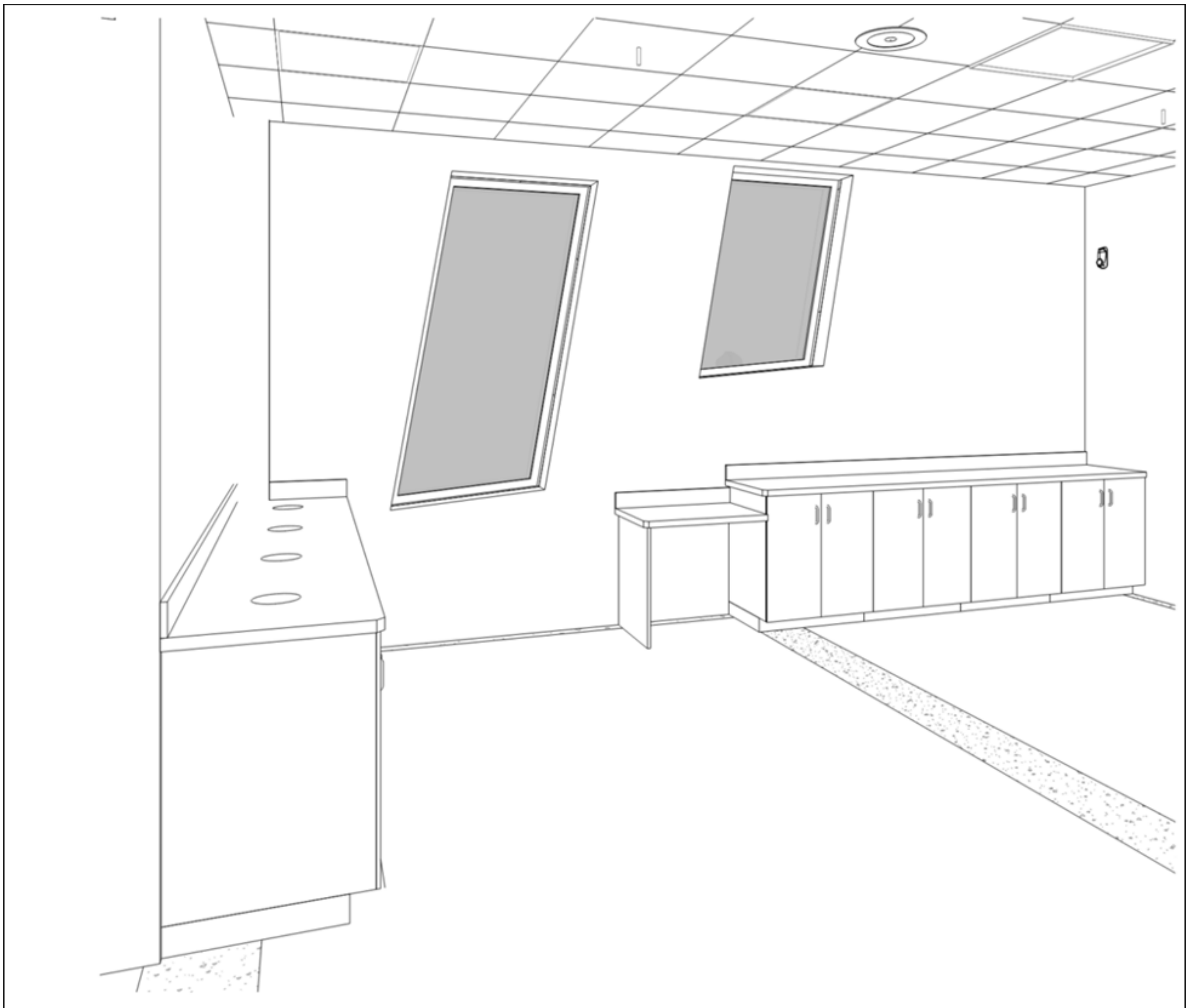


Walk-in cooler/storage area shown as Room 108 on the plan.

Kitchen Area, shown as Room 104 on the plan, with coolers, refrigerator, grill, and deep fryer.

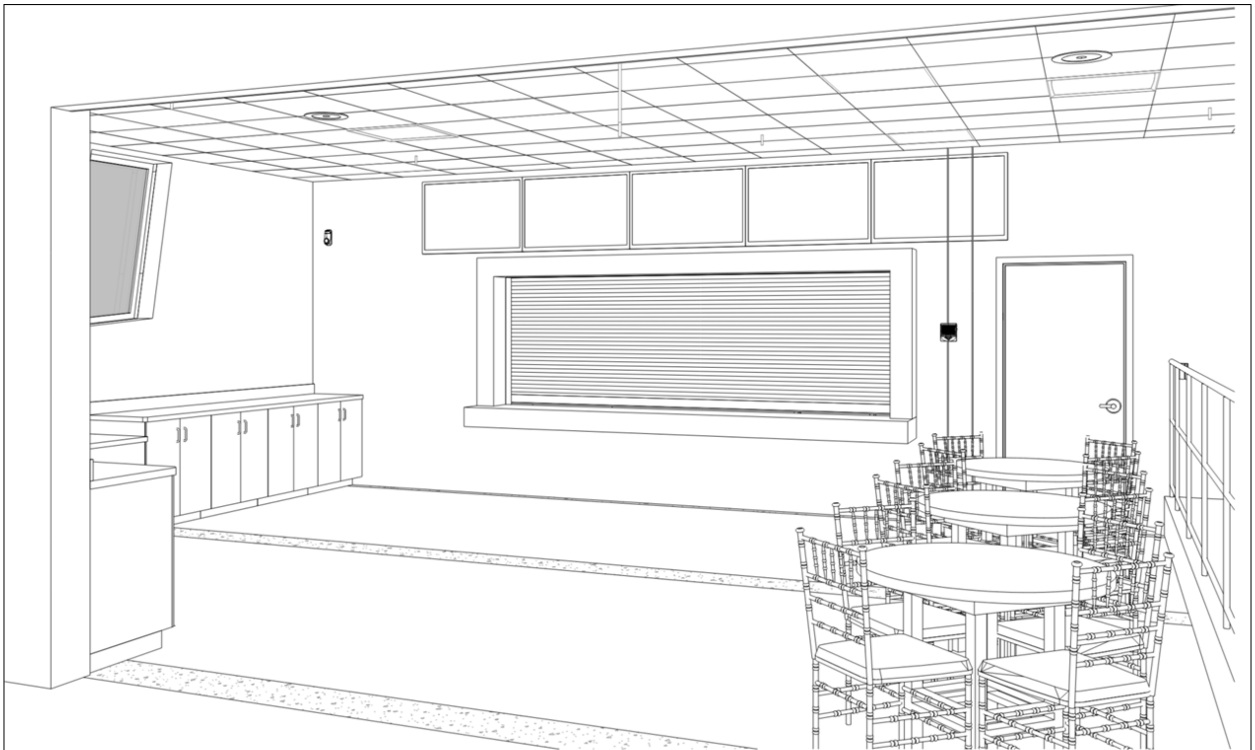
Kitchen area with cleanup and storage, shown as Room 104 on the plan.

Seating area looking north, with potential recycling and waste station.



CAFETERIA - 3D VIEW

Seating area looking east, with sample seating shown, shutter window, and man door into the kitchen.



CONCESSION - 3D VIEW

END OF RFQ