

Request for Expression of Interest (REOI) Proposals for Leasing the North Market Café

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EXECUTIVE SUMMARY

The City of Toronto invites Expressions of Interest from qualified food and beverage establishments to lease and operate a café space within the North St. Lawrence Market. The City is seeking an experienced and financially stable food establishment that will contribute to the vibrancy of the St. Lawrence Market District (SLMD), enhance the visitor experience, and operate as a welcoming, high-quality destination for both locals and visitors.

The North Market café is envisioned as a key element in animating the North St. Lawrence Market building throughout the week, complementing and supporting the established Saturday Farmers' Market and the Sunday Market. Through consistent daily operations, the café will help create continuity of activity beyond market days, strengthening the building's role as an active, engaging public destination and encouraging repeat visitation.

The successful proponent will enter into a commercial lease agreement with the City of Toronto for a five (5) year term, with an option to extend for an additional five (5) years, subject to compliance with lease terms. The café space offers flexibility for custom fit-out and presents an opportunity to expand operations seasonally with an adjacent patio during warmer months.

BACKGROUND

Since its establishment in 1803, the St. Lawrence Market has been a public asset that brings people together around shared values and experiences of food, community, culture, and heritage. Located in and around the original Market Reserve of the Town of York, the Market has served as an anchor for the St. Lawrence Market neighbourhood, as well as an important social, civic and economic hub for Toronto, for over 200 years. The buildings of the St. Lawrence Market District are key downtown landmarks and are among the most valuable historical sites in Toronto. The district is a place that convenes diverse groups of people, merchants, shoppers, rural and urban, locals and visitors, young and old to exchange goods and ideas and to celebrate community.

The Market is a major tourist destination and is currently listed on Trip Advisor as the most popular attraction in Toronto. The St. Lawrence Market District is a key economic generator for the city and the broader region, creating economic opportunities, jobs, and networks for local independent businesses. The St. Lawrence Market is one of the last strongholds of independent food merchants who provide personalized service and quality merchandise that reflects the diversity of Toronto, Ontario and Canada. These entrepreneurial, independent, and diverse tenants play a strong role in the success of the district.

The St. Lawrence Market District is a public asset managed by the City of Toronto and under the direct jurisdiction of the Corporate Real Estate Management Division, Key Assets unit.

The Market district is comprised of four (4) main buildings, being the St. Lawrence Hall, the North St. Lawrence Market, the South St. Lawrence Market and the Temporary Market building. The district also includes outdoor public spaces, Market Lane Park (under redevelopment), Market Street and abutting public realm and pedestrian right-of-ways.

The St. Lawrence Market District is the area bound by King Street to the north, Market Street to the west, Wilton Street to the south and Jarvis Street to the east. In addition to the spaces listed

above the district includes the office spaces located at 95, 105 & 115 The Esplanade.

The café space located on the main floor of the North St. Lawrence Market building is intended to serve as an accessible, everyday food destination that supports Market activity throughout the week and contributes to the overall energy of the building.

PURPOSE

The purpose of this Request for Expression of Interest (REOI) is to enter into a lease agreement with a food establishment who:

- Demonstrate experience operating successful food establishments
- Can operate consistently seven (7) days per week during core business hours, with flexibility to extend hours at their discretion
- Can design, fit out, and operate a café or food concept that aligns with the St. Lawrence Market's values of quality, authenticity, and community
- Are financially stable and prepared to enter a long-term lease arrangement

This REOI will be used to assess market interest and identify proponents suitable for further discussion and potential lease negotiations.

The successful proponent will be required to enter into a lease agreement on terms satisfactory to the Corporate Real Estate Management (CREM) Division and in a form satisfactory to the City Solicitor.

THE MISSION AND VISION FOR THE ST LAWRENCE MARKET DISTRICT

In 2022, the City of Toronto developed a new Strategic Plan for the St Lawrence Market. The new plan includes a new vision, a single strategic goal supported by six guiding principles and a series of actions to achieve the goal.

The Market Vision: To be recognized as a community of cultural, social, and commercial places and spaces that inspires, connects and enriches residents and visitors and provides opportunities for merchants, vendors and creators to thrive.

The Market Mission: A welcoming and vibrant destination that offers unique, culturally diverse, and authentic Toronto experiences rooted in history and food heritage.

The Market Goal: To create a Market district in Toronto.

CITY'S STRATEGIC PRIORITIES

The City of Toronto recognizes both the importance of investing in neighbourhoods and that barriers to access and participation exist for many members of Toronto's diverse communities, particularly for low-income residents, women, persons with disabilities, ethno-cultural and racialized community members, immigrants and refugees, Indigenous peoples, 2SLGBTQ+ communities, and seniors. The City of Toronto expects its suppliers to partner in acting as positive forces in helping to eliminate these barriers, foster greater access and promote Toronto's diversity.

Several City of Toronto strategic documents provide the direction and prioritize the importance of space, access to space for the programs, and equity and accessibility including:

City of Toronto Corporate Strategic Plan: <https://www.toronto.ca/wp-content/uploads/2019/10/9886-DS-19-0438-Corporate-Strategic-Plan-V4-MG1.pdf>

Building Back Stronger: Report of the City of Toronto's Economic and Culture Recovery Advisory Group: <https://www.toronto.ca/legdocs/mmis/2020/ec/bgrd/backgroundfile-159197.pdf>

Economic Development and Culture Divisional Strategy: <https://www.toronto.ca/wp-content/uploads/2020/01/8e45-2019-EDC-Divisional-Strategy.pdf>

Reconciliation Action Plan (2022-2032):
<https://www.toronto.ca/legdocs/mmis/2022/ex/bgrd/backgroundfile-222934.pdf>

Confronting Anti-Black Racism: <https://www.toronto.ca/community-people/get-involved/community/confronting-anti-black-racism/>

Equity, Diversity and Inclusion: <https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/>

Accessibility and Human Rights: <https://www.toronto.ca/city-government/accessibility-human-rights/>

PROGRAM

The mission for the St. Lawrence Market is to become a welcoming and vibrant market district that supports a range of cultural, social and commercial activities. The City envisions the property to be a magnet for people interested in the intersection of food, arts, culture and retail as well as a place for tourism and the community to gather in the neighborhood.

The City of Toronto is seeking a food and beverage tenant and operator that demonstrates the experience, operational capacity, and financial strength required to successfully lease and operate a café within the North St. Lawrence Market building.

The ideal tenant will possess the following attributes:

- Food Concept and Service Model
 - Operates a food establishment that offers high-quality grab-and-go options, catering to customers seeking quick, convenient service during market visits and weekday operations
 - May also offer limited sit-down service, creating a comfortable space for patrons to linger while maintaining efficient throughput during peak periods
 - Presents a menu and service approach that complements the St. Lawrence Market environment and appeals to a broad and diverse customer base
- Relevant Experience and Operational Capacity
 - Demonstrated experience operating one or more successful food and beverage establishments, cafés, or similar concepts in high-traffic public-facing environments
 - Proven ability to manage daily operations seven (7) days per week, including staffing, inventory, food safety, and customer service
 - Experience working within public markets, food halls, mixed-use developments, or comparable environments is considered an asset
 - Demonstrated understanding of the business operations that balance speed, quality, and consistency, particularly during peak market periods
- Financial Sustainability
 - Demonstrates financial stability and long-term sustainability, with a clear understanding of operating costs, revenues, and cash flow management
 - Has the capacity to meet the financial obligations of the Lease, including base rent, percentage rent, taxes, and operating costs
 - Is prepared to share sales figures, audited financial statements, and other relevant sales data as part of the evaluation and lease negotiation process
 - Maintains transparent accounting practices and has access to appropriate financial controls, including professional bookkeeping and/or accounting services
- Alignment with the Market
 - Shows a commitment to contributing positively to the overall animation and success of the North St. Lawrence Market building including incorporating equity, diversity, and inclusion in its business model
 - Demonstrates an understanding of the Market's role as a public asset and a willingness to operate in a manner that enhances the experience for visitors, vendors, and the surrounding community

The business must support and enhance the vision for the Property through proposed uses of the Property, programming, and support for the community. The Tenant will work closely with the City of Toronto to deliver on its strategy for the program.

The Successful Applicant must also ensure that they incorporate values of community, collaboration, diversity, equity and inclusion into the business and activities that take place within the Property. As the Property owner, the City will monitor the success of the Property and Tenant to ensure compliance.

Applicants should familiarize themselves with the St Lawrence Market Leasing Guidelines https://www.stlawrencemarket.com/rental_form/1635941427_9165.pdf

PREMISES DETAILS

The North Market Café space is provided in a base condition and allows for flexibility in layout and design. Proponents will be required to submit a concept and proposal outlining how they intend to model, fit, and operate the space.

- Location: North St. Lawrence Market Main Floor
- Use: Café / food establishment
- Interior Area: Approximately 1,229 square feet
- Patio Opportunity: Seasonal patio expansion may be available during warmer months, subject to City approvals

- Premises Services:
 - Concrete flooring
 - Power – one main electrical service of 3 phase 100 Amp Service with disconnect switch
 - Plumbing - to include one 50mm domestic cold water line, and two floor drains .
 - Sprinkler Main - a sprinkler system sufficient to protect the unfinished shell of the Leased Premises as currently setup
 - Heating, Ventilating and Air-Conditioning System - heating, ventilating and air-conditioning equipment and distribution system for an unfinished shell space
 - Two Entry points – main front facing double door exterior and single door interior

HOURS OF OPERATION

The City is seeking a tenant that will:

- Operate seven (7) days per week, ideally aligned with North Market business hours
- Maintain regular daytime service
- Have the option to operate beyond core business hours, at the tenant's discretion, subject to building and City requirements

Please note the following key hours of operation:

North St. Lawrence Market:

- Saturday Farmers Market Program
Retail Hours: Saturdays, 5 a.m. – 3 p.m.
Load-In: Friday afternoons through early Saturday mornings
- Sunday Market Program
Retail Hours: Sundays, Hour's tbc.
Load-In: Sunday mornings
- Community Food Distribution Program
Hours of Operation: Saturdays, 7 p.m. – 9 p.m.
- Court Services
Hours of Operation: Monday-Friday, 9 a.m. – 5 p.m.
- Market Hall Event Rentals
24/7 outside of weekend programs

South St. Lawrence Market

- Main Building Retail Hours:
Tuesday-Friday, 9 a.m. – 7 p.m.
Saturday, 7 a.m. – 5 p.m.
Sunday, 10 a.m. – 5 p.m.
- Arts at the Market (located outside along Front Street):
Operational season runs from Easter through Thanksgiving
Friday and Saturday, 9 a.m. – 5 p.m.
Sunday, 10 a.m. – 5 p.m.

BUILDING DETAILS

The North St. Lawrence Market is a City-owned \$128 million dollar landmark building that serves as a multi-use hub designed to support a range of public, civic, and commercial functions. The five-storey, building accommodates provincial courtrooms and administrative spaces on the upper floors, with a ground-floor Market Hall that serves as a central public destination, an event rental facility with regularly booked events and home to other market-related activity.

The building also includes four (4) levels of underground parking, providing convenient access for visitors, patrons, and staff. As a mixed-use civic facility, tenants are expected to operate in a manner that is compatible with the building's public function and surrounding uses.

The North St. Lawrence Market building premises includes several built-in amenities that are integrated into the existing infrastructure.

These amenities include:

- Modern design with a central atrium
- Vegetated Green Roof
- Future pedestrian bridge connection to the St Lawrence Hall

SUPPLIER CRITERIA

The City of Toronto's priority in conducting this Expression of Interest process is to identify a tenant to lease and operate the North St. Lawrence Market building's café space in accordance with the terms of the lease and the objectives of the SLMD.

The Tenant:

- Should have previous experience operating a food and beverage establishment, café, or similar concept comparable to what is being proposed
- Will be responsible for the full operation of the café, including food service, staffing, day-to-day operations, and customer experience
- Must be in good financial standing, with the capacity to manage operating costs and meet all financial obligations throughout the term of the Lease
- Must have the administrative and operational capacity to manage a public-facing food establishment within a City-owned facility
- Must adhere to the City of Toronto's policy of providing a workplace and program and/or service space that is free from harassment and discrimination
- Current programmatic considerations for tenants that align with the St Lawrence Market Strategic plan:
<https://www.toronto.ca/wp-content/uploads/2023/05/9803-St.-Lawrence-MarketStrategic-Plan-Updated-Photos-Version-3-compre...-FINAL-AODA.pdf>
- Business owned, operated, or servicing the City's diverse communities, particularly women, persons with disabilities, ethno-cultural and racialized community members, Aboriginal and Indigenous peoples, and 2SLGBTQ+ communities are encouraged
- Should not be a multinational franchise or corporate chain (local independent business with multiple locations may be considered)

The following are the City's key considerations in reviewing prospective operators:

- Demonstrated success operating cafés, food service businesses, or similar establishments, particularly in high-traffic or public market environments
- Ability to offer a balanced service model, including grab-and-go food options and, where applicable, limited sit-down service
- Ability to operate consistently seven (7) days per week, including during peak market periods associated with the Saturday Farmers' Market and Sunday Market
- Capacity to collaborate, where appropriate, with Market programming and contribute to the overall animation of the North Market building
- Financial capacity to meet lease obligations, operating costs, and any required fit-out or equipment investments
- Credit history and business plan for operating expense, revenues, and cash flow as well as sales projections
- Cash flow adequacy after accounting for debt obligations and ongoing operating requirements
- Prior business experience, credit record and financial strength
- The extent to which the proposed café contributes positively to the visitor experience and vibrancy of the St. Lawrence Market District
- The level of investment in equipment, inventory, business fixtures the applicant must make.
- Must incorporate equity, diversity, and inclusion in its business model.

LEASE TERM AND EXTENSION OPTION

- Initial Term: Five (5) years
- Commencement: On the Lease Commencement Date
- Expiry: On the Lease Expiry Date
- Extension Option: Upon compliance with the Lease, the Tenant shall have the right to extend the Lease for one (1) additional period of five (5) years for the entire Leased Premises.

LEASE AGREEMENT KEY TERMS

The successful proponent will be required to enter into a commercial lease agreement with the City of Toronto, in a form satisfactory to the City. The following outlines the key lease and financial terms for the North St. Lawrence Market Café. Final terms will be subject to lease negotiations and City approvals.

Rent and Financial Terms

The Tenant shall pay Semi-Gross Rent to the Landlord, plus all applicable taxes, in equal monthly installments in advance, based on the rentable area of the Leased Premises.

- Base Rent: starting at \$70.00 per square foot of rentable area per annum and increases by 3% per year. Extension Term base rates will be set at market rates of that time.
- Rent Structure: Semi-Gross Rent, subject to scheduled rental increases over the lease term, as set out in the Lease
- Percentage Rent: In addition to Base Rent, the Tenant shall pay Percentage Rent equal to Seven percent (7.0%) of annual Gross Sales from the Leased Premises, calculated on the amount by which Gross Sales exceed the Breakpoint, in accordance with the Lease
- Breakpoint: The Breakpoint is currently estimated at \$1,263,528.57 (2026) and is calculated by multiplying the annual Semi-Gross Rent by the rentable area of the Leased Premises and dividing by the Percentage Rent Level, in accordance with the Lease

Taxes and Operating Costs

The Tenant shall be responsible for paying all taxes allocated to the Leased Premises in accordance with the Lease, including property taxes attributable to the space.

The Tenant shall also be responsible for all maintenance and operating costs associated with the operation of the café, including but not limited to:

- Utilities (electricity, water, and any other applicable services)
- Common Area Maintenance charges, as applicable
- Waste management and other operational services required for day-to-day operations

Fixture Period

The City will provide a fixture period of approximately three (3) months to allow the Tenant to complete fit-up and prepare the café for opening.

- Base Rent: No base rent will be charged during the fixture period
- Tenant Responsibilities During Fixture Period:
 - Property taxes
 - Utilities
 - Common Area Maintenance

The Successful Applicant will be expected to work with the City's team on finalizing the design of the new café space, and will assume all responsibilities for the construction and fit out of the premises, and assume a proportionate share of common area maintenance costs and operating costs during the fit-out period.

APPLICATION PROCESS

REOI PROCESS

This REOI will be a process to identify Successful Applicants who meet the eligibility requirements and have the operating capacity to participate in the competitive selection process.

MAIN CONTACT INFORMATION

The City of Toronto main contact for this REOI is Daniel Picheca, Manager of St. Lawrence Market Complex. REOI submissions, questions or concerns must be sent to Daniel Picheca at Daniel.picheca@toronto.ca

SUBMISSION INSTRUCTIONS

Applicants must include their REOI proposal documents **attached in one email to Daniel Picheca at Daniel.picheca@toronto.ca**

Applicants must submit their completed REOI proposals as well as the required documents as one compiled document. If the file is too large, it can be submitted via a file sharing platform such as WeTransfer.

Submissions will only be accepted electronically and must be clearly labeled as **“Applicant Name – REOI Leasing North Market Café”**.

Do not submit any documentation that has not been requested in the Required Documents checklist or this REOI form. Documentation not requested will not be reviewed and evaluated. If further information is required, City staff will reach out as appropriate.

Please note, multiple proposal emails from the same Applicant / Corporation, incomplete proposals and documents received after the submission deadline of **March 13, 2026, at 5 p.m., Eastern Standard Time, will not be accepted and you will automatically be deemed ineligible. No exceptions.**

SUBMISSION DEADLINE

Applicants are required to submit their proposals through email by the submission deadline of **March 13, 2026, at 5 p.m., Eastern Standard Time**. Proposals received after the deadline will not be accepted.

DROP IN – SITE VISIT

Applicants can visit the space on **February 20, 2026, between 10 a.m and noon., Eastern Standard Time**. This date is subject to change, and all applicants will be provided 1 week notice of any changes. The information session and tour will take place in the North Market Café space located in the North St. Lawrence Market building. Address 92 Front Street East, Toronto ON.

TIMELINE

The following timeline is associated with the REOI. Dates may be subject to change.

Activity	Date
Request for Expression of Interest Release	February 13, 2026
Drop In – Site Visit	February 20, 2026
Submission Due Date	March 13, 2026
Submission Review and Applicant Selection	April 1, 2026
Commencement of Contract	May 1, 2026

SUBMISSION REQUIREMENTS

Applications must submit a business plan that includes the below information to be considered complete.

PLEASE FOLLOW THE EXACT FORMAT BELOW WHEN SUBMITTING YOUR BUSINESS PLAN

Proposal Submission Requirements – Expression of Interest Business Plan:

A. Executive Summary

B. Applicant Profile and Proposed Operating Structure

- a. Applicant Overview – a summary of the Applicant (Tenant) corporation, including:
 - i. Applicant information – Corporate name, address, lead contact information
 - ii. Business structure (e.g., sole proprietorship, partnership, corporation). Include any Articles of Inc or Master Business License for business.
 - iii. Corporation history:
 1. Date incorporated.
 2. Mission and mandate
 3. Total number of employees
 4. Business partners information
 - iv. Proof of a current corporation profile
- b. Experience and Qualifications
 - i. Experience – relevant business experience with delivering similar programs and services.
 - ii. High level overview of proposed operating structure – including proposed management structure, team and staffing information to deliver the proposed program and services. (Please include information about skills, experience, and expertise necessary to implement and deliver the program and services including any staffing guidelines)
 - iii. References or examples that demonstrate consistency, quality, and operational reliability. If applicable, please include former landlord letter of reference.

C. Concept overview and Proposed Use of the Property

- a. A clear description of the proposed café concept, including food and beverage offerings (submit full sample menu items with proposal)
- b. Explanation of how the concept supports both grab-and-go service and, where applicable, sit-down dining
- c. Description of how the café will contribute to the animation of the North Market building and complement the Saturday Farmers Market and Sunday Market
- d. Overview of how the concept aligns with the values and character of the St. Lawrence Market District
- e. Includes waste reduction and environmental strategies with concept

- f. High-level description or preliminary sketch of the proposed layout (diagram included in the package)
- g. Description of how the space would be fitted out to support efficient operations, customer flow, and seating, if applicable
- h. Identification of any anticipated equipment or infrastructure requirements
- i. Acknowledgement that the space allows for tenant-led customization, subject to City approvals
- j. Proposed days and hours of operation, including confirmation of the ability to operate seven (7) days per week
- k. Description of how hours may adjust to align with peak market activity, including Saturdays and Sundays
- l. Indication of any intention to operate beyond core market hours
- m. The level of investment in equipment, inventory, business fixtures the applicant must make and cost for these improvements.
- n. How they plan to incorporate equity, diversity, and inclusion in its business model
- o. Outline what do you required from the St Lawrence Market to support this proposal.
- p. Proposed schedule and timeline

D. Marketing and Sales Strategy

- a. Provide a marketing, communications, and sales strategy.
- b. Include a market analysis with details about the target market. Could be in the form of a SWOT Analysis which focuses on both the proposed business and concept plus location
- c. Include any information and links to websites and social media channels.

E. Financial Plan

- a. Financial forecast (profit and loss statement) for the Applicant's first three years of operation including:
 - 1) Sales projections
 - 2) Business expenses incurred and expenses passed on to clients including if any debt servicing costs/borrowing costs that are being repaid.
 - 3) Investments and /or rental requirements
 - 4) Profit margins
- b. Current Credit report or letter from financial institute
- c. Outline of credit facilities to which the proponent has access
- d. All pricing in Canadian dollars

F. Declaration of Conflict of Interest – provide a statement of any conflict of interest, if applicable

G. Declaration of Compliance with Anti-Harassment / Discrimination Legislation and City Policy – review, complete and submit form (<https://www.toronto.ca/wp-content/uploads/2017/10/9670-cc-declaration-anti-harassment-policy.pdf>)

H. Signature Page – see **Appendix D**

EVALUATION AND SELECTION CRITERIA

REVIEW PANEL

The City's Corporate Real Estate Management Division will assess all REOI proposals received by the submission deadline of **March 13, 2026, at 5 p.m., Eastern Standard Time**. A Review Panel consisting of City staff from Corporate Real Estate Management, in consultation with other city departments, as well as external member(s) will review all REOI proposals, as appropriate.

The Review Panel will assess each REOI proposals against the evaluation criteria set out below.

EVALUATION RESULTS

Upon conclusion of the evaluation process, a final recommendation of the corporation will be made by the Review Panel. The Review Panels' decision will be final. Corporate Real Estate Management will inform the Successful Applicant that they have been chosen as the Successful Applicant.

Once an Applicant has been determined to be the Successful Applicant and the provisions of a lease agreement have been mutually agreed upon by the City of Toronto and the Successful Applicant, Corporate Real Estate Management, will approve the terms of the agreement and authorize its execution by the Successful Applicants and the City.

By responding to this REOI, Applicants are agreeing that the decisions of the Review Panel are final and binding.

Proposal evaluation results are the property of the City of Toronto and are subject to the *Municipal Freedom of Information and Protection of Privacy Act* (the Act). Evaluation results may be subject to public release pursuant to the Act. City Council and individual members of Council have the right to view the responses, provided that their requests have been made in accordance with the Act. <https://www.ontario.ca/laws/statute/90m56/v23>

Applicants should identify any portions of their proposals which contain a trade secret, scientific, technical, financial, commercial or labour relationships information supplied in confidence, and which will cause harm if disclosed.

NEGOTIATIONS AND AGREEMENT

The selection of a Successful Applicants will be in the sole and absolute discretion of the City of Toronto. The selection of the Successful Applicants will not oblige the City of Toronto to negotiate or execute a lease agreement with that corporation. Any agreement resulting from this REOI will be in accordance with the by-laws, policies and procedures of the City of Toronto including approval by City Council. The City of Toronto shall have no liability to any person as a result of the REOI and any negotiations which may ensue as a result of it.

SELECTION CRITERIA

The Review Panel will assess the REOI proposals using the below evaluation criteria. If the submission fails in any of the mandatory requirements, the submission will be rejected.

The submission that achieves the highest total score will be ranked first. Feedback can be shared upon request.

The selection of a Successful Proposal will be in the sole and absolute discretion of the City of Toronto. The selection of the Successful Proposal will not oblige the City of Toronto to negotiate or execute a lease agreement with that corporation. The City of Toronto shall have no liability to any person as a result of the REOI and any negotiations which may ensue as a result of it.

Mandatory Eligibility Requirements

To be eligible to enter into an operator agreement of the Property, the Successful Applicant must:

- A. Should submit a completed business plan along with **APPENDIX C – ANTI-RACISM POLICIES CHECK LIST and Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy Form and APPENDIX D – SIGNATURE PAGE**
- B. Satisfy the City that it is not in default under any existing lease, service agreement, or other agreement with the City, and has limited risk of insolvency or bankruptcy.
- C. Satisfy all requirements outlined in the Request for Expressions of Interest (REOI) and comply with all applicable laws and policies of the City.

Evaluation Criteria

CRITERIA	POINTS AVAILABLE	MINIMUM THRESHOLD (70%)
<i>Declaration of Compliance with Anti-Harassment / Discrimination Legislation and City Policy Form</i>	<i>Pass / Fail</i>	<i>Pass</i>
SIGNATURE PAGE	<i>Pass / Fail</i>	<i>Pass</i>

REOI Submission Package		
A. Executive Summary	5	
B. Business Overview and Relevant Experience	25	
C. Proposed Café Concept and Vision	35	
D. Marketing and Sales Strategy	20	
E. Financial Plan	15	
Total Score	100	70

APPENDICES

APPENDIX A – PHOTOS AND LAYOUT OF SPACE





APPENDIX B - CONFLICT OF INTEREST

a) A Proponent may be disqualified if the Proponent's current or past corporate or other interests, or those of a proposed subcontract, may, in the City's opinion, give rise to an actual or potential conflict of interest in connection with the services described in the EOI. This includes, but is not limited to, involvement by a Proponent in the preparation of the EOI or a relationship with any employee, Proponent or representative of the City involved in preparation of the EOI, participating on the evaluation or in the administration of the Contract. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the City contact prior to submitting a proposal. By submitting a Proposal, the Proponent represents that it is not aware of any circumstances that would give rise to a conflict of interest that is actual or potential, in respect of the EOI.

b) A Proponent must not attempt to influence the outcome of the EOI process by engaging in lobbying activities. Any attempt by the Proponent to communicate for this purpose directly or indirectly with any employee, Proponent or representative of the City, including members of the evaluation committee and any elected officials of the City, or with the media, may result in disqualification of the Proponent.

c) City of Toronto employees are not eligible to submit a proposal

APPENDIX C – ANTI-RACISM POLICIES CHECK LIST

Existing Anti-Racism Policies

The City of Toronto recognizes that barriers exist for many members of our City’s diverse communities, particularly for low-income residents, women, persons with disabilities, ethno-cultural and racialized community members, immigrants and refugees, Aboriginal and Indigenous peoples, 2SLGBTQ+ communities and seniors.

The City expects corporations to act as positive forces in helping to eliminate these barriers. As part of this application, please review, complete, and submit the City of Toronto: [Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy](#).

Please fill in the chart. **All existing policies must be attached and included with the proposal.** Please include a description of each policy. Please indicate if the below policies are separate or included in the same policy document.

Does your corporation have the following in place?	Yes	Approval Date (yyyy-mm-dd)	No	Planned Completion Date (yyyy-mm-dd)
Anti-racism, access and equity policy				
Anti-racism, access and equity complaints procedures				
Anti-racism, access and equity implementation plans				

Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy FORM

Organizations/individuals in Ontario, including the City of Toronto, have obligations under the Ontario Human Rights Code, the Occupational Health and Safety Act, the Employment Standards Act, the Accessibility for Ontarians with Disabilities Act, the Criminal Code of Canada and the Charter of Rights and Freedoms. In addition, the City of Toronto also has policies that prohibit discrimination on the additional grounds of political affiliation or level of literacy, subject to the requirements of the Charter. Organizations are required to have and post policies, programs, information, instruction, plans and/or other supports, and an appropriate internal process available to their employees and service recipients to prevent, address and remedy discrimination, racism, harassment, hate and inaccessibility complaints under the applicable legislation and including the additional grounds of discrimination prohibited under City policy. Individuals are obliged to refrain from harassment/hate activity.

The City of Toronto requires all organizations and individuals that contract with the City to sign the following Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy. This Declaration must be signed by your organization and submitted with the contract or Letter of Understanding. The name of your organization and the fact that you have signed this declaration may be included in a public report to City Council.

Declaration:

I/we uphold our obligations under the above provincial and federal legislation. In addition, I/we uphold our obligations under City policies which prohibit harassment/discrimination on a number of grounds including political affiliation and level of literacy.

WHERE LEGALLY MANDATED I/we have in place the necessary policies, programs, information, instruction, plans and/or other supports that are consistent with our obligations, and I/we have an internal process available to my/our employees and service recipients to prevent, address and remedy discrimination, racism, harassment, hate and inaccessibility complaints. I/we agree that I/we shall, upon the request of the City, provide evidence of the policies, programs, information, instruction, plans and other supports and an appropriate internal complaint resolution process required under this Declaration which is sufficient to allow the City to determine compliance. I/We acknowledge that failure to demonstrate compliance with this declaration to the satisfaction of the operating Division, in consultation with the City Solicitor, may result in the termination of the contract.

Name of Vendor or Name of Grant Applicant (Organization or Individual):

Complete Address:

E-mail:

Tel. No.:

Postal Code:

Name of Signing Officer or Name of Applicant (Name - please print):

Position:

Signature: _____
Authorized Signing Officer or Individual

Date: _____

APPENDIX D – SIGNATURE PAGE

Please note this signature page is the final page of the REOI proposals. Please review the Submission Requirements section of the REOI to ensure that you have completed and submitted all required documents along with this REOI proposals.

All proposals must be signed by your Corporation's Chair of Board or Designated Signing Authority.

By signature below, the Proponent hereby acknowledges that 1) it understands and agrees with the EOI process described in this document, 2) they have the authority to commit his/her/their firm into this agreement with the City of Toronto, and 3) have thoroughly reviewed the information contained in this EOI and has complied with the documents making up this Proposal, including all drawings and specifications as may be listed in the index, and any amendments or addenda thereto 4) Proponent represents that it does not have a conflict of interest or is not aware of any circumstances that would give rise to a conflict of interest that is actual or potential, in respect of the EOI

Please include this REOI proposals and all of the required documents attached **in one email** to Daniel Picheca, at daniel.picheca@toronto.ca by the REOI **submission deadline of March 13, 2026 by 5pm Eastern Standard Time.**

Please read the Submissions Instructions section carefully as incomplete applications will automatically be deemed as ineligible for this opportunity.

To the best of my knowledge, information in this proposals is accurate and complete.	
Signature	Date Signed (yyyy-mm-dd)
Name (Print - First, Last or Single)	Position Title

Please note: Request for Expression of Interest Proposals and evaluation results are the property of the City and are subject to the *Municipal Freedom of Information and Protection of Privacy Act* (the Act). Applications will be received in confidence subject to the disclosure requirements under the Act or to disclosure being otherwise required by law or an order of a court or tribunal.

Applicants should identify any portions of their proposals which contain a trade secret, scientific, technical, financial, commercial or labour relationships information supplied in confidence, and which will cause harm if disclosed.

Questions about disclosure requirements under the Act can be directed to the Access and Privacy Unit at 416-392-9684.

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Rental Charges

St. Lawrence Market Complex
105 The Esplanade, Toronto ON M5E 2A2
T: 416-392-7120 F: 416-392-0120

Date: 02/13/2026

Store Name:
Tenant Name:
Contact Name:

Account #:
Contract #:
Store Area (sq ft): 1,229
Temporary Area (sq ft): 325

Percentage Rent %: 7.00%
Breakpoint: \$ 1,298,642.86

Summary 2026

Rental Detail	Rent PSF / Annum	Annually	Monthly
Store Area Rent	70.00	86,030.00	7,169.17
Outdoor Seasonal Area Rent	15.00	4,875.00	812.50
Realty Tax Advance	0.15	13,635.75	1,136.31
Pest Control		1,020.00	85.00
Utilities (gas/water/hydro)			
CAM - TBC		8,603.00	716.92
Subtotal		114,163.75	9,919.90
HST/GST (No. 86740 2299 RT0001)		14,841.29	1,289.59
Total		<u>\$ 129,005.04</u>	<u>\$ 11,209.48</u>



Rental Charges

St. Lawrence Market Complex

105 The Esplanade, Toronto ON M5E 2A2

T: 416-392-7120 F: 416-392-0120

Date: 02/13/2026

Store Name:	0	Account #:	0
Tenant Name:	0	Contract #:	0
Contact Name:		Store Area:	1229
		Temporary Area:	325
		Percentage Rent %:	7.00%
		Breakpoint:	\$ 1,338,995.00

Summary 2027

Rental Detail	Rent PSF / Annum	Annually	Monthly
Store Area Rent	72.10	88,610.90	7,384.24
Outdoor Seasonal Area Rent	15.75	5,118.75	426.56
Realty Tax Advance	0.15	14,059.45	1,171.62
Pest Control		1,020.00	85.00
Utilities (gas/water/hydro)			
CAM - TBC		8,904.11	742.01
Subtotal		117,713.21	9,809.43
HST/GST (No. 86740 2299 RT0001)		15,302.72	1,275.23
Total		<u>\$ 133,015.93</u>	<u>\$ 11,084.65</u>



Rental Charges

St. Lawrence Market Complex

105 The Esplanade, Toronto ON M5E 2A2

T: 416-392-7120 F: 416-392-0120

Date: 02/13/2026

Store Name:	0	Account #:	0
Tenant Name:	0	Contract #:	0
Contact Name:		Store Area:	1229
		Temporary Area:	325
		Percentage Rent %:	7.00%
		Breakpoint:	\$ 1,380,627.43

Summary 2028

Rental Detail	Rent PSF / Annum	Annually	Monthly
Store Area Rent	74.26	91,269.23	7,605.77
Outdoor Seasonal Area Rent	16.54	5,374.69	447.89
Realty Tax Advance	0.15	14,496.59	1,208.05
Pest Control		1,020.00	85.00
Utilities (gas/water/hydro)			
CAM - TBC		9,215.75	767.98
Subtotal		121,376.26	10,114.69
HST/GST (No. 86740 2299 RT0001)		15,778.91	1,314.91
Total		<u>\$ 137,155.17</u>	<u>\$ 11,429.60</u>



Rental Charges

St. Lawrence Market Complex

105 The Esplanade, Toronto ON M5E 2A2

T: 416-392-7120 F: 416-392-0120

Date: 02/13/2026

Store Name:	0	Account #:	0
Tenant Name:	0	Contract #:	0
Contact Name:		Store Area:	1229
		Temporary Area:	325
		Percentage Rent %:	7.00%
		Breakpoint: \$	1,423,581.71

Summary 2029

Rental Detail	Rent PSF / Annum	Annually	Monthly
Store Area Rent	76.49	94,007.30	7,833.94
Outdoor Seasonal Area Rent	17.36	5,643.42	470.29
Realty Tax Advance	0.15	14,947.61	1,245.63
Pest Control		1,020.00	85.00
Utilities (gas/water/hydro)			
CAM - TBC		9,538.30	794.86
Subtotal		125,156.63	10,429.72
HST/GST (No. 86740 2299 RT0001)		16,270.36	1,355.86
Total		<u>\$ 141,426.99</u>	<u>\$ 11,785.58</u>



Rental Charges

St. Lawrence Market Complex
105 The Esplanade, Toronto ON M5E 2A2
T: 416-392-7120 F: 416-392-0120

Date: 02/13/2026

Store Name:	0	Account #:	0
Tenant Name:	0	Contract #:	0
Contact Name:		Store Area:	1229
		Temporary Area:	325
		Percentage Rent %:	7.00%
		Breakpoint: \$	1,467,901.57

Summary 2030

Rental Detail	Rent PSF / Annum	Annually	Monthly
Store Area Rent	78.79	96,827.52	8,068.96
Outdoor Seasonal Area Rent	18.23	5,925.59	493.80
Realty Tax Advance	0.15	15,412.97	1,284.41
Pest Control		1,020.00	85.00
Utilities (gas/water/hydro)			
CAM - TBC		9,872.14	822.68
Subtotal		129,058.22	10,754.85
HST/GST (No. 86740 2299 RT0001)		16,777.57	1,398.13
Total		<u>\$ 145,835.79</u>	<u>\$ 12,152.98</u>