NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Request for Proposals (RFP)

Marina and Recreational Operator
Dow's Lake Pavilion, Ottawa ON
Starting Season 2026

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INTRODUCTION

The National Capital Commission (NCC) is the principal planner and steward of the National Capital Region and manages an extensive portfolio of strategically located land assets, including urban green spaces and picturesque waterfronts connected by over 600 km of Capital Pathway networks. Ottawa-Gatineau is a waterfront capital, shaped by the meeting of the Ottawa, Gatineau and Rideau Rivers. These scenic waterways are part of the region's deep history and identity. Dow's Lake Pavilion and Marina offer alluring vistas of the lake and serve as a year-round attraction.

The NCC is currently soliciting proposals from experienced marina operators or from Proponents with similar experience to design-construct and operate (DCO) a series of dock and marine slips for the marina infrastructure for the Dow's Lake Pavilion and Marina located at 1001 Queen Elizabeth Driveway, in Ottawa, Ontario, for:

- marina management and operations of motorized boats; and
- recreational, non-motorized boat rental services (i.e. non-motorized water rental equipment (mandatory), such as kayaks, pedal boats, paddleboards, canoes and bicycle rentals).

Please note that all proposals received for operation at the above-mentioned location will be reviewed and evaluated to determine compatibility with the NCC mandate and approved land use plans and design guidelines, and all operations will be subject to receiving federal land use and design approvals. Compliance with approved plans and policies is necessary to be granted federal approvals and concession agreement. All Proponents are responsible to review the Plan for Canada's Capital 2017–2067 and other applicable planning documents to ensure compliance prior to submitting an offer. For more information on the federal approval process, please see the Proponent's Guide to the NCC's Federal Land Use, Design and Transaction Approval Process. Please note that the NCC does not guarantee that federal approvals will be granted, and timelines for the approval process may fluctuate or lengthen depending upon demand and the complexity of the offer.

As the main federal urban planner in Canada's Capital Region, the NCC works to ensure that the highest standards of excellence in urban design are upheld, considering environmental sensitivity, sustainability and best practices. The NCC's planning framework, anchored by the Plan for Canada's Capital 2017–2067, as well as associated master plans, sector plans and design guidelines, provide comprehensive guidance for land use and design on federal lands in the National Capital Region.

Preference will be given to Proponents who complement existing NCC initiatives and who can exemplify experience and success in running similar operations.

Proponents will have until Wednesday March 4**, 2026, 4 pm EST** to submit their proposal.

All Proponents are asked to submit an offer of no more than ten (10) pages in their preferred language of French or English.

INTERPRETATION

In the information for proposals, words importing the singular include the plural and vice versa, words importing gender include all genders and words importing persons include corporations and vice versa. All capitalized terms in this request for proposals (RFP) documentation shall have the meaning given to such terms in the agreement, unless the context otherwise requires.

DEFINITIONS

agent: [*partie agente*] means the National Capital Commission's project management team (i.e. project lead and/or project manager).

gross revenue: [*recettes brutes*] means:

1. The entire amount of the sale price, whether for cash or otherwise, of all sales (including rentals, barter or leasing) of merchandise and services and of all other receipts whatsoever in respect of all business conducted from the Leased Premises, although orders may be filled elsewhere;
2. All rental income from banking machines and any other vending machine from which rental income is derived;
3. All sales by any sub-tenant, concessionaire, operator, licensee, vending machine, coin operated machine or otherwise in the Leased Premises;
4. Any insurance, damaged goods claims, warranty or other proceeds received in lieu of income that would otherwise be included in Gross Revenue;
5. All deposits given on merchandise and services purchased from the Leased Premises and not refunded to purchasers; (vi) the selling price of all gift certificates;
6. All display fees, slotting allowances, promotional considerations, rebates or other payments received by the Tenant to stock, promote or advertise any product; and
7. All other receipts and receivables whatsoever (including all interest, installment and finance charges) from all business conducted in the Leased Premises.

Each sale upon an installment or credit basis will be included and treated as a sale for the full price in the month in which the sale is made, regardless of whether or when the Tenant receives payment. No deduction is allowed for uncollected or uncollectible credit accounts. Transactions through an internet website of the Tenant or an affiliate of the Tenant, where the sales are generated through a computer terminal located within the Leased Premises or are fulfilled from the Leased Premises, will be included in Gross Revenue. Refunds which relate to a sale made through a computer terminal located within the Leased Premises or fulfilled from the Leased Premises will be deducted from Gross Revenue only to the extent the sale was previously included in Gross Revenue.

lease agreement: [*accord de concession*] means, a contract by which the Leased Premises are conveyed to another for a specified term, use and rent and with specific conditions.

leased premises: [*concession*] means, the Designated Location described, identified and marked on Appendix A. The NCC reserves the right in its unfettered discretion to adjust the location, configuration and size of the Leased Premises.

leasehold improvements: [amélioration locative] means:

1. All improvements, fixtures, installations, alterations and additions from time to time made, erected or installed to or in the Leased Premises;

2. Alterations, improvements and equipment made or installed for the exclusive benefit of the Tenant elsewhere at the Designated Location.

NCC: [*CCN*] means, the National Capital Commission.

operating costs: [charges d'exploitation] means, in respect of any fiscal year the total of all costs, expenses and amounts, incurred or accrued in that fiscal year for or with respect to ownership, management, operation, administration, maintenance, repair, upkeep, insurance, supervision, decoration, cleaning and upgrading of the Leased Premises and the determination and allocation of such costs, expenses and amounts, whether incurred or accrued by or on behalf of the NCC including, without limitation and without duplication:

1. The cost of providing and maintaining security, landscaping, recycling and garbage removal;
2. Property taxes;
3. The cost of all insurance required for the operation of the Leased Premises; and
4. The cost of renting or leasing any rented or leased equipment acquired for the operation or maintenance of the Leased Premises;
5. The cost of all associated utilities (i.e. water, hydro) for the operation of the Leased Premises.

premises: [*concession*] means the Designated Location described, identified and marked on Appendix A. The NCC reserves the right in its unfettered discretion to adjust the location, configuration and size of the Premises.

tenant: [partie locataire] means, the selected Proponent for the Leased Premises (i.e. to operate the marina/recreational boat rental operator).

CONFIDENTIALITY

All documentation and information obtained by the Proponent, the Proponent's business partners, representatives, and other third parties associated with the Proponent in respect of this RFP, are the property of the NCC, and must be treated as confidential and must not be used for any purpose other than for responding to this RFP and for fulfilling any subsequent agreement with the NCC. Upon the request, all such documentation and information, and copies thereof, must be returned to the NCC.

Proponents shall not disclose, without the NCC's prior written approval, any details pertaining to their proposal, and/or the selection process in whole or in part to any business partners, representatives, or other third parties associated with the Proponent in respect of this proposal except to such of them to whom disclosure is necessary in connection with this proposal and who have agreed to be bound by the obligations of confidentiality under this proposal. Proponents shall not issue a news release or other public announcement pertaining to details of their proposal, this RFP and/or the selection process without the NCC's prior written approval.

Proponents must ensure that the Proponent, the Proponent's business partners, representatives, and other third parties associated with the Proponent in respect of this proposal do not disclose or publicize at any time any of the information provided to it by the NCC or its Agent, or any of the information obtained in connection with this proposal without the prior written consent of the NCC.

Any violation of this provision will result in the rejection of the Proponent's proposal and disqualification from further participation in this RFP process.

EXAMINATION OF DOCUMENTS

By submitting a proposal, the Proponent agrees they have ascertained the extent of their obligations under this proposal and any resulting agreement, by calculation and by examination of the documents concerning this RFP. The Proponent shall not, under any pretense whatsoever, make any claim because of errors or omissions that may exist in the documents and drawings associated with this proposal.

REQUEST FOR PROPOSAL AUTHORITY

All enquiries and questions regarding this RFP and the completion of a proposal must be directed, in writing, to the following RFP Authority:

Deanne Skukowski
National Capital Commission
202-40 Elgin Street, Ottawa ON K1P 1C7
Email: leasing-location@ncc-ccn.ca

Questions will be answered to the best of the RFP Authority's ability, knowledge and as quickly as possible. However, there is no obligation to respond to any questions. Questions and their answers will be provided to all Proponents who have submitted a proposal.

Questions and proposals shall be submitted via electronic copy directed to the above RFP Authority. **Subject line must read: Dow's Lake Pavilion Marina RFP – *Proponent Name***

All companies who wish to submit a proposal must contact the above email address no later than March 4**, 2026, 4 pm EST.**

PREPARING THE PROPOSAL

1. The Proponent must comply with all mandatory requirements;
2. The Proponent must demonstrate its understanding of, and its ability to meet the requirements set out in the proposal information document; and
3. The proposal should completely and thoroughly address each element of the requirement as described in the proposal information document.

SUBMISSION OF PROPOSAL

It is the sole responsibility of the Proponent to:

1. Return a digitally signed original of the proposal;
2. Return a digitally completed and signed **Appendix B** – RFP form;
3. Direct its offer to the RFP Authority;
4. Ensure that the Proponent's full legal name and contact information are clearly visible on the proposal;
5. Provide a comprehensive and sufficiently detailed proposal, including all requested details that will permit a complete evaluation; and
6. Review any applicable master plan to ensure compliance, as noted in **Appendix C** – NCC Documentation and Guidelines.

Proposals received on or before the stipulated closing date and time will become the property of NCC. All proposals will be treated as confidential until opened.

LEGAL NAME

Proposals shall clearly indicate the complete legal name, address and telephone number of the Proponent. Proposals shall be signed above with the typed or printed name of the signatory and title of the signatory. The signatory shall have the authority to bind the Proponent to the submitted proposal.

REVISION OF PROPOSAL

Changes to proposals after their submission to the NCC are prohibited.

RESERVE RIGHTS

1. For the purpose of evaluating the proposals, the NCC is not obligated to do any one or all of the following:
    a) To seek clarification of or confirm any information or data provided by the Proponent;
    b) To contact any reference provided by the Proponent; and
    c) To interview the Proponent and/or any person proposed by the Proponent.

2. The NCC reserves the right to accept or reject any and/or all proposals; to waive irregularities and technicalities; to enter into negotiations with Proponents on any or all aspects of their proposal; request a resubmission; and to cancel and/or re-issue this RFP at its sole and absolute discretion. Any response received may or may not be rejected by the NCC depending on available competition and requirements of the NCC. The NCC reserves the right to negotiate with the sole responsive Proponent to ensure best value.

3. There is no obligation on the part of the NCC to award the Leased Premises to the highest scored Proponent and reserves the right to award a lease in a negotiated agreement, which is most advantageous, and in the best interests of the NCC. The NCC shall be the sole judge of the proposal and the resulting negotiated agreement that is in its best interest and the NCC's decision shall be final. The NCC also reserves the right to investigate, as deemed necessary, the ability of any Proponent to operate the Leased Premises. The Proponent shall provide information to the NCC that it deems necessary to make this determination. The NCC reserves the right to subsequently modify the agreement based on the Proponent's performance and/or the NCC's needs.

4. The Proponent agrees that the exercise of any right described herein shall be without liability on the part of the NCC for any damage or claim brought by a Proponent because of same nor shall the Proponent seek any recourse of any kind against NCC because of same.

LIMITATION OF LIABILITY

The NCC does not accept any responsibility for any verbal information or advice or any errors or omissions, which may be contained in this document or any documentation, disclosed or otherwise provided by or with information for offer document. The NCC does not make any representations or warranties, either express or implied, with respect to the completeness or accuracy of this information for proposal document and any supporting documentation, or any information or opinion contained herein. Any use, or reliance on the information for the proposal or on any information or opinion contained herein, or documentation disclosed or otherwise provided by or with this document, is at the risk of the Proponent, and the NCC shall not be liable for any action, cost, loss, damage, injury and/or liability whatsoever incurred by any person arising out of the same. The Proponent is responsible for obtaining its own independent legal, accounting, engineering and other advice with respect to their proposal.

AWARDING OF AGREEMENT

The NCC assumes that the Proponent has read the information for proposal document. If an agreement is awarded to the Proponent as a result of their submission to this information for proposal document, the resulting agreement will consist of the terms and conditions detailed in the proposal, however it is the intent of the NCC to allow for some flexibility with respect to said terms and conditions in order to arrive at a mutually agreeable agreement. It is not the intent of NCC to allow for new or significantly altered terms and conditions. If an agreement cannot be negotiated with the highest ranked Proponent, the NCC reserves the right to terminate negotiations with that Proponent and enter into negotiations for the conclusion of an agreement with the next highest ranked Proponent or not enter into an agreement with any of the Proponents.

The NCC shall not be obligated to any Proponent in any manner until a Lease Agreement has been duly executed.

GENERAL INFORMATION

Proposed Term of Lease Agreement

Where the successful proposal is to design, construct and operate, the NCC intends to enter into a lease agreement for five (5) years (May to October of each year) commencing on **May 15, 2026** (the “Commencement Date”) and ending on **October 31, 2030**. All start and end dates are subject to change at the sole discretion of the NCC.

Design

Site design and layout are prescribed in Appendix A. The Tenant will operate the Leased Premises in accordance with the prescribed site layout, and any and all alterations to the site will be subject to NCC approval according to the level of complexity outlined in the Proponent’s Guide to the NCC’s Federal Land Use, Design and Transaction Approval Process.

All on-site infrastructure must be provided at the Proponent’s own cost and expense. All Proponent-supplied infrastructure will be subject to NCC approval. The NCC reserves the rights to call for the alternation and/or removal of any infrastructure.

Use of the Leased Premises

The Tenant will operate and conduct its operation on the Leased Premises in a good and businesslike manner so as to comply with all requirements of health authorities and of provincial, municipal and federal authorities and using good management practices and in this regard, the Tenant shall:

1. Maintain, renew and replace its fixtures in or on the Leased Premises so that they will be suitable for the operation of the Tenant's business;
2. Continuously, actively and diligently operate its business in the whole of the Leased Premises, in an up-to-date, first-class and reputable manner befitting a facility of the nature of the Leased Premises;
3. Maintain on the Leased Premises a complete stock of merchandise so that there will be produced by the Tenant's business in the Leased Premises the maximum amount of sales;
4. Keep display windows neatly dressed. Display windows and illuminated signs (if any) will be kept illuminated by the Tenant during normal business hours. The Tenant shall not place, hang, display or affix goods and/or signage to the interior or exterior glazing without the NCC's prior written consent;
5. Keep the Leased Premises, all signage, canopies and awnings and any sidewalks and other areas adjacent to the Leased Premises clean and free of refuse and other obstructions, and shall comply with any laws governing the condition or cleanliness of the Leased Premises; and
6. Receive the prior approval in writing from the NCC for all construction hoarding and signage identifying a construction or a reconstruction project.

Permits

The Tenant will apply for any licences related to the operation of the Leased Premises including, but not limited to: business licence, public health inspections and safety inspections.

Lease Structure

Percentage Rent

1. The lease rate will be based on a percentage of gross sales, to be determined depending on whether the terms are gross, semi-gross or net;
2. On or before the 15th day of the second and each succeeding calendar month during the term and of the month following the end of the term, the Tenant shall deliver to the NCC a written statement in a form acceptable to the NCC certified to be correct by the Tenant showing in reasonable detail the Gross Revenue in the immediately preceding month; and

3. The NCC is entitled at any time and from time to time to have all or any of the accounting records and procedures of the Tenant, and/or any other person affecting the determination of Gross Revenue, audited or examined by an independent practising qualified accountant or expert designated by the NCC.

Operating Costs and Taxes

The Tenant shall be responsible for payment of all operating expenses and taxes associated with their operation, if applicable.

Lease Agreement

The NCC shall prepare the Lease Agreement to be entered between the NCC and the selected Proponent, based on the NCC's standard form and with the specific terms of the proposal incorporated therein. The selected Proponent shall execute and return the Lease Agreement to the NCC within ten (10) days of receiving it. The Lease Agreement shall not conflict with any of the terms of the Proponent's proposal, but the selected Proponent acknowledges that the terms will be considerably elaborated upon in the Lease Agreement.

The NCC shall be entitled to receive the full amount of the rent in all circumstances. The Tenant shall make all payments required to be made by it under this Lease Agreement as and when due without any prior demand therefore and without deduction, abatement, set-off or compensation. The Tenant shall be responsible for all costs or obligations with regard to the Leased Premises and except for those matters which are the responsibility of the NCC pursuant to an express provision of this Lease Agreement. Without limiting the generality of the foregoing, in those instances in which a matter is stated to be the responsibility of the Tenant, such responsibility shall include the responsibility for all related costs and expenses.

Official Languages

The Tenant shall ensure that all goods, services and information made available, visible or provided to the public and customers will be provided in both official languages of Canada. All operations are to be fully bilingual in both official languages and compliant with the *Official Languages Act*, which includes but is not limited to: staff and client service, on-site communication (e.g. boards, sandwich boards, signage, menus, etc., and shall be of equal size, including text font size), menus (on-site and online) and all social media postings, including landing pages (e.g. website, Facebook, Instagram, LinkedIn, etc.).

The NCC reserves the right to inspect the location and social media of the Tenant to ensure services are provided equally in both official languages of Canada as per the *Official Languages Act*. The proponent is expected to respond on a priority basis to matters of official languages, complaints or other as they arise.

For more information refer to:
https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html

EVALUATION OF PROPOSAL

In no more than ten (10) pages, the Proponent shall provide a proposal that addresses the below requirements. Proponents can refer to Appendix B for the RFP form to complete and return to the RFP Authority. Please see Appendix D for more information on the Evaluation of Offers and Appendix E for the Evaluation Rubric.

Mandatory Requirements

The National Capital Commission will review all submitted proposals and may further engage with prospective Proponent(s) if the offer meets each of the following mandatory requirements.

1. **Official languages:** The submitted offer clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Acknowledgement and acceptance of the leasing structure:** The Proponent must indicate on their offer document acceptance of the proposed Leasing Structure, which will not be subject to negotiation.

The NCC may request additional information from Proponents if it is not clear that the mandatory minimums are met.

Other Proposal Requirements

In no more than ten (10) pages, provide a proposal that addresses the below requirements in the following order with clearly defined headings (see Appendix B for RFP form):

Operational Experience

Demonstrate the capability of operating and managing a marina/recreational non-motorized boat rental operation. Provide examples of current successful locations/businesses, understanding of supply chains and logistics, and day-to-day operation of a business. Provide a business plan, detailing the strategy for successful operation; this may be included as an appendix to your submission.

Personnel

Submit information related to the qualifications and experience of all personnel who will be assigned to the Leased Premises. Submissions may include: resumes, documentation of accreditation, language capabilities and references. Please refer to Mandatory Requirements 1.

Recreational Services

Submit a complete list of goods and services being offered at the Leased Premises.

Sustainable Initiatives

Submit sustainable initiatives associated with the operation of the Leased Premises. Submission may include: energy efficient equipment, experience with green operations and equipment, cleaning routines, etc.

Appendix A

Leased Premises: Dow's Lake Pavilion Marina

The National Capital Commission wishes to obtain proposals from marina operator/ experienced recreational boat rental operators with proven expertise to provide a unique recreational offering to the public for increased enjoyment of Dow's Lake Pavilion and Marina. The NCC seeks a proponent that possesses the ability to design, construct, install and operate a series of commercial docks at Dow's Lake Pavilion for marina operations. The NCC is seeking proposals for full project completion and opening to the public by May 15, 2026.

Just steps away from Commissioners Park, located at 1001 Queen Elizabeth Driveway and adjacent to the Rideau Canal Western Pathway, is Dow's Lake Pavilion and Marina. Available at the site are three restaurants, private washrooms and shower facilities. Historical operations have included:

- approximately 7,500 ft^2 of commercial docks for marina slips with power and water hookups, as well as a pump out station for motorized vessels and a fueling station;
- approximately sixty non-motorized rental vessels (e.g. leisure kayaks, canoes, pedal boats, standup paddleboards);
- motorized rescue boats for emergencies;
- access to paid public parking within walking distance from the Dow's Lake Pavilion and Marina.

Designated Location

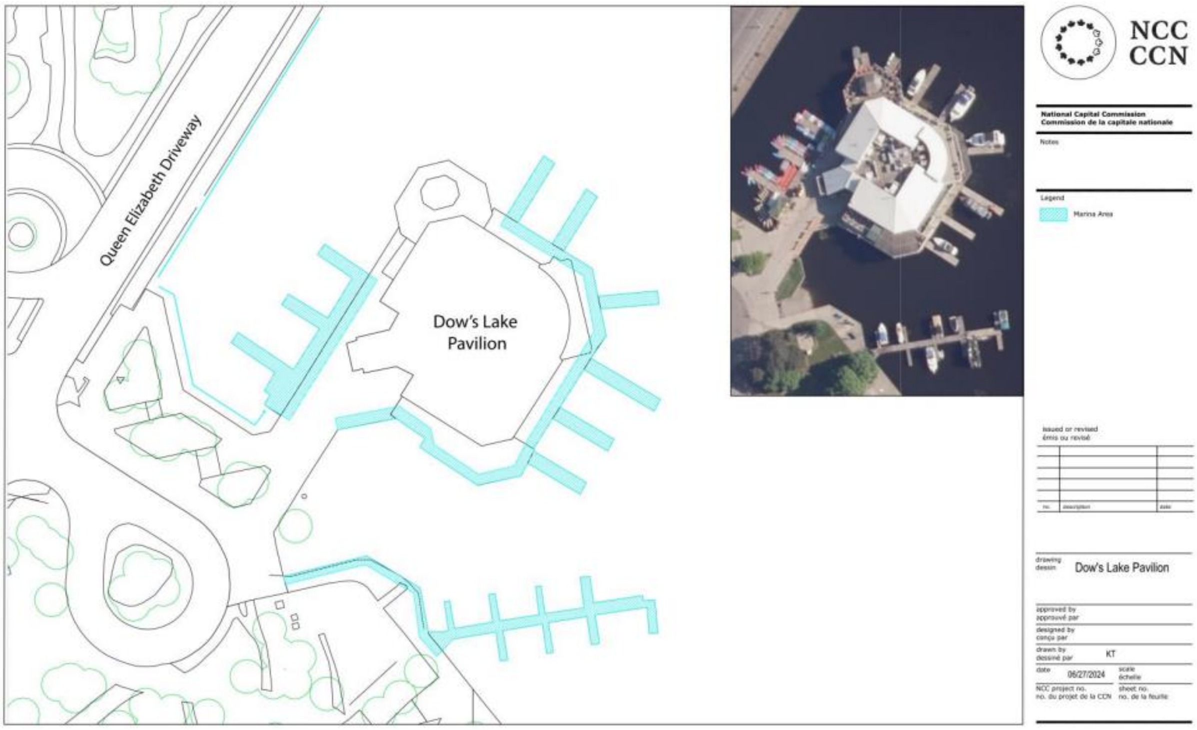

Figure 1. Site Location

Figure 1. Overview of Dow's Lake Pavilion and Marina location

Figure 2. Overview of Dow's Lake Pavilion and Marina

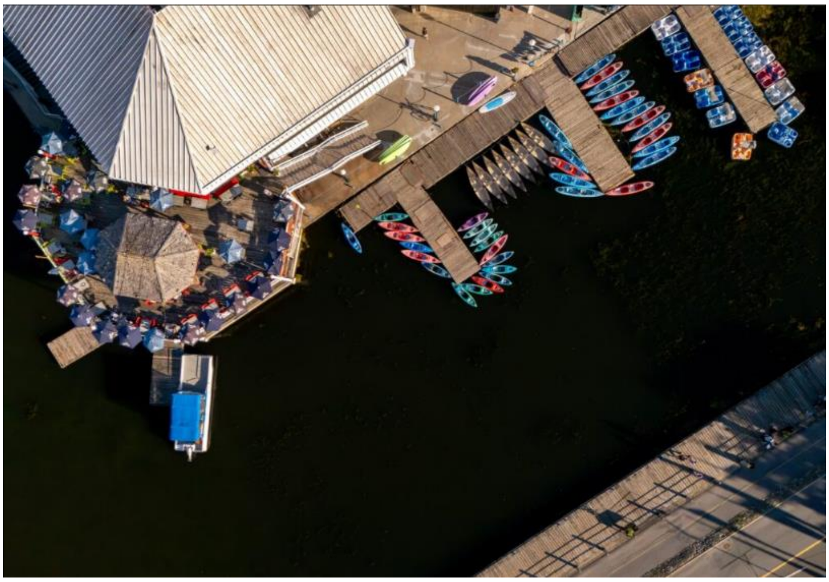

Figure 4. Rental boats at docks

Figure 5. Rental boats at docks and Marina slips being actively used

Figure 6. Rental boats at docks facing north towards the new Ottawa Hospital and parking garage

The marina operator should be certified to operate a fuel pump (both gas and diesel) in a marina setting according to Technical Standards and Safety Authority (TSSA) requirements.

Based on historical data, revenue is estimated as follows:

- 7% to 10% from fuel-based sales;
- 20% from motorized boat docking fees and miscellaneous marina service offerings such as pump, but not limited to, pump outs; and
- 70% from non-motorized boat rentals.

At a high level, the offer should include:

- A review of site conditions to ensure the proposal fully encapsulates site-specific requirements;
- Design, construction and installation of commercial docks and all associated supportive components (i.e. anchors, chains, connection points, etc.) to facilitate both marina operations and recreational boat rentals;
- Universal accessibility guidelines;
- Provision of safety and regulatory furnishings to ensure compliance with Transport Canada, Department of Fisheries and Ocean and other regulations and protection of the public;
- TSSA Fuels Safety certification; and
- Maintenance and operations of floating infrastructure such as commercial docks and marina slips.

Other requirements: Coordination and project management

- Attend coordination meetings with the NCC and other stakeholders if necessary;
- Submit required documentation for federal land use and design approval (FLUDA) and attend meetings as part of the NCC's approval process;
- Provide project management for the overall project; and
- Confirm and update schedule for all deliverables.

Appendix B

RFP Form

The following RFP form is intended to guide Proponents in the completion of their RFP submission. The NCC asks that Proponents complete the following form and return it to the NCC by March 4th **2026, 4 pm EST.**

If more writing space is required than what has been provided below, additional pages may be added to the RFP form, noting a maximum page limit of ten (10) pages, not including appendices.

RFP Form

Proponent Name: ____

Company Name: ____

Contact Information

Email: ____

Phone Number: ____

Address: ____

Mandatory Requirements and Acknowledgements

1) Licensing, Certification and/or Authorization

☐ By checking this box, I recognize and agree that the design and construction will be conducted by licensed, certified and/or authorized professional service to the full extent that may be required by provincial law in the province of Ontario.

2) Proponent Team Identification

☐ By checking this box, I recognize and agree that the information about the individuals on the project team are accurate and true, and that they can perform the required work.

3) Official Languages

☐ By checking this box, I recognize and agree that all operations must meet the requirement to provide any and all public offerings and/or communications in both official languages (including, but not limited to signage, public classes/training courses, etc.). I recognize that failure to adequately provide services in both official languages may result in a fee or termination of Lease Agreement.

4) Acknowledgement and Acceptance of the Leasing Structure

☐ By checking this box, I recognize and agree to the terms of the leasing structure based on a percentage of gross sales, to be determined by the NCC based on whether the terms are gross, semi-gross or net.

5) Acknowledgement and Acceptance of the Personnel Experience

☐ By checking this box, I acknowledge and confirm that the senior personnel, identified in the business proposal, responsible for the operations of the marina/recreational boat rental have a minimum of three years experience in operating a marina/recreational boat rental for commercial/public offering purposes.

Other Requirements

1) Operational Experience

Please give a brief history of your business and personal experience, and operational resources. Provide examples of current successful locations/businesses to demonstrate existing resources, an understanding of supply chains, logistics and day-to-day operation of a business similar to this RFP.

Please also include your business plan for successful operation. This may be provided in an appendix to your submission.

2) Personnel

Please give a description of the qualifications and experience of the personnel who will be assigned to the Leased Premises, including language capabilities. You may include: resumes, documentation of accreditation and references.

Please note the mandatory requirement that all public offerings and/or communications must be provided in both official languages (including, but not limited to signage, public classes/training courses, etc.).

3) Recreational Services

Provide a full and complete list of all equipment and services to be made available on the Leased Premises. Please include your proposed pricing model, as well as your proposed infrastructure.

4) Sustainable Initiatives

Please submit a complete list of all sustainable initiatives associated with the operation of the Leased Premises. Submissions may include: energy efficiency equipment, green technologies, cleaning routines, etc.

Appendix C

NCC Documentation and Guidelines

Please familiarize yourself with the following NCC documents and processes, as applicable to your pursuits:

The National Capital Commission’s Plan for Canada's Capital
The National Capital Commission’s Master Plans
The National Capital Commission’s Proponent’s Guide to the NCC’s Federal Land Use, Design and Transaction Approval Process

Appendix D

Evaluation of Offers

Mandatory Requirements (PASS-FAIL)	
Official Languages	0-1
Acknowledgement and Acceptance of the Leasing Structure	0-1
Operations Personnel Experience and Bilingualism	0-1
Part 1 – Operational Experience (Maximum of 15 points available to award; Category weight 30%)	
Industry Experience	5 Points
Operational Resources	5 Points
Business Plan	5 Points
Part 2 – Qualifications and Experience (Maximum of 15 points available to award; Category weight 30%)	
Personnel Experience (may include resumes or letters of reference)	5 Points
Personnel Bilingualism	5 Points
Awards and Community Ratings	5 Points
Part 3 – Offerings (Maximum of 10 points available to award; Category weight 25%)	
Proposed Offerings	5 Points
Realistic Offerings	5 Points
Innovative Offerings	5 Points
Additional Options Offerings	5 Points
Pricing	5 Points
Part 4 – Sustainable Initiatives (Maximum of 10 points available to award; Category weight 15%)	
Waste Reduction	5 Points
Sustainable Operations	5 Points

Appendix E

Evaluation Rubric

Please note the following: Mandatory requirements (must be met in order to score an offer on evaluation matrix):

1. **Official languages:** The submitted offer clearly demonstrates the ability to provide any public offering or communications in both official languages.
2. **Acknowledgement and acceptance of the leasing structure**: The submitted offer acknowledges and accepts the proposed leasing structure in Appendix B.

NCC may request additional information from respondents if it is not clear the mandatory minimums are met.

Operational experience (Maximum: 15 points; Category weight: 30%)

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Industry Experience	No demonstrated proof of operational experience.	The proponent has operated a successful business within the same (or a related) field for one (1) year.	The proponent has operated a successful business within the same (or a related) field for two (2) years.	The proponent has operated a successful business within the same (or a related) field for three (3) years.	The proponent has operated a successful business within the same or a related field for four or more (4+) years.

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Operational Resources	The proponent does not indicate any existing resources (staff, capital, equipment, established partnerships, etc.) for successful operation of the concession.	The proponent has limited access to existing resources for successful operation, indicating stable, dedicated access to only one (1) of the following: - Experienced staff pool from a secondary or related enterprise, or the ability to successfully hire in a timely manner; - Established inventory connections already in use (supply chain management); - Local partnerships (confirmed by letter of support).	The proponent has some access to existing resources for successful operation, indicating stable, dedicated access to two (2) of the following: - Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner; - Established inventory connections already in use (supply chain management); - Local partnerships (confirmed by letter of support).	The proponent has good access to existing resources for successful operation, indicating stable, dedicated access to three (3) of the following: - Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner; - Established inventory connections already in use (supply chain management); - Local partnerships (confirmed by letter of support).	The proponent has substantial access to existing resources for successful operation, indicating stable, dedicated access to all four (4) of the following: - Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner; - Established inventory connections already in use (supply chain management); - Local partnerships (confirmed by letter of support).
Business Plan	The proponent did not include a business plan in their submission.	The business plan proposed by the proponent includes little detail for successful operation of their proposed	The business plan proposed by the proponent includes some detail for successful operation of their proposed offering,	The business plan proposed by the proponent includes sufficient detail for successful operation of their proposed offering,	The business plan proposed by the proponent includes thorough detail for successful operation of their proposed offering,

	Unsatisfactory (1 Point)	Marginal (2 Points)	Satisfactory (3 Points)	Good (4 Points)	Exceptional (5 Points)
		offering, indicating only two (2) of the following: - Financial resources/plans; - Market analysis (need for operation); - Proposed timeline for implementation (considering NCC approvals process); - Compliance with NCC mandates, master plans, etc.; - Viable proforma within 2 years of operations; -Innovative offerings.	indicating three (3) of the following: - Financial resources/plans; - Market analysis (need for operation); - Proposed timeline for implementation (considering NCC approvals process); - Compliance with NCC mandates, master plans, etc.; - Viable proforma within 2 years of operations; -Innovative offerings.	indicating only four (4) of the following: - Financial resources/plans; - Market analysis (need for operation); - Proposed timeline for implementation (considering NCC approvals process); - Compliance with NCC mandates, master plans, etc.; - Viable proforma within 2 years of operations; -Innovative offerings.	indicating all six (6) of the following: - Financial resources/plans; - Market analysis (need for operation); - Proposed timeline for implementation (considering NCC approvals process); - Compliance with NCC mandates, master plans, etc.; - Viable proforma within 2 years of operations; -Innovative offerings.

Personnel Qualification and Experience (Maximum: 15 points; Category Weight: 30%)

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Personnel Experience	The proponent’s team consists of no staff with experience in relevant domains.	The proponent’s team consists of 1%-25% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission of resumes, or letters of reference, **OR** confirmation of access to an established staff pool from a secondary or related enterprise.	The proponent’s team consists of 26%-60% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission of resumes or letters of reference, **OR** confirmation of access to an established staff pool from a secondary or related enterprise.	The proponent’s team consists of 61%-80% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission of resumes or letters of reference, **OR** confirmation of access to an established staff pool from a secondary or related enterprise.	The proponent’s team consists of 81%-100% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission of resumes or letters of reference, **OR** confirmation of access to an established staff pool from a secondary or related enterprise.
Personnel Bilingualism	The proponent’s team does not consist of any customer-facing staff member, fluent in both French and English.	The proponent's team consists of 15%-29% of staff fluent in both French and English.	The proponent's team consists of 30%-59% of staff fluent in both French and English.	The proponent's team consists of 60%-79% of staff fluent in both French and English.	The proponent's team consists of 80%-100% of staff fluent in both French and English.
Awards and Community Ratings	The proponent does not provide proof of any received awards, public recognition,	The proponent provides proof of one (1) received award/community rating/instance of public recognition, etc.	The proponent provides proof of two (2) awards/community ratings/instances of recognition, etc.	The proponent provides proof of three (3) awards/community ratings/instances of public recognition, etc.	The proponent provides proof of four or more (4+) awards/community ratings/instances of public recognition, etc.

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
	community ratings, etc.	Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.

Offerings (Maximum: 10 points; Category weight: 25%)

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Proposed Offerings	The proponent does not submit a list of proposed goods/services being offered.	The proponent submits a partial list or vague reference to the proposed goods/services being offered.	The proponent submits a complete list of proposed goods/services being offered.	The proponent submits a complete list of proposed goods/services being offered, including: - a pricing model; **OR** - demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.).	The proponent submits a complete list of proposed goods/services being offered, including: - a pricing model; **AND** - demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.).

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Realistic Innovative and/or Additional Options Offerings	The leased premises cannot feasibly accommodate the proponent's proposed offerings due to site restrictions.	With a few modifications, the proponent's offerings will be feasible for the constraints of the leased premises.	As is, the proponent's offerings feasibly conform to the constraints of the leased premises but with limited to no innovative and/or additional options offerings.	As is, the proponent's offerings conform to the constraints of the leased premises, **AND:** **-** presents unique offerings that will add interest to the marina; **OR** **-** highlight local influences.	As is, the proponent's offerings conform to the constraints of the leased premises, **AND**: - presents unique offerings that will add interest to the marina; **AND** - highlight local influences.

Sustainable Initiatives (Maximum: 10 points; Category weight: 15%)

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
Waste Reduction	The proponent does not indicate any plans for waste material reduction (e.g. food containers, utensils, straws, equipment made of recycled material, etc.).	The proposal incompletely explains the implementation of waste reduction and waste management plans, providing a plan with one (1) example.	The proposal somewhat explains the implementation of waste reduction and waste management plans, providing a plan with two (2) examples.	The proposal sufficiently explains the implementation of waste reduction and waste management plans, providing a plan with three (3) examples.	The proposal clearly explains the implementation of waste reduction and waste management plans, providing a thorough plan with four or more (4+) examples.
Sustainable Operations	The proponent does not indicate any plans to implement sustainable initiatives in their operation	The proponent indicates one (1) sustainable initiative that will be implemented in their	The proponent indicates two (2) sustainable initiatives that will be implemented in their	The proponent indicates three (3) sustainable initiatives that will be implemented in their	The proponent indicates four or more (4+) sustainable initiatives that will be implemented in their

	Unsatisfactory (1 Point)	**Marginal** (2 Points)	**Satisfactory** (3 Points)	**Good** (4 Points)	**Exceptional** (5 Points)
	(e.g. “green” cleaning materials, policies, technologies, etc.).	operation (e.g. “green” cleaning materials, policies, technologies, etc.); **OR** the offer incompletely explains the implementation of sustainable initiatives.	operation (e.g. “green” cleaning materials, policies, technologies, etc.); **AND** the offer adequately explains the implementation of sustainable initiatives.	operation (e.g. “green” cleaning materials, policies, technologies, etc.); **AND** the offer clearly explains the implementation of sustainable initiatives.	operation (e.g. “green” cleaning materials, policies, technologies, etc.); **AND** the offer clearly explains the implementation of sustainable initiatives.