

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Request for Proposals

NCC RIVER HOUSE FLOATING SAUNA  
DESIGN-CONSTRUCT AND/OR OPERATE



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## 1. Introduction

The National Capital Commission, as the principal steward and largest federal landowner in Canada's Capital Region, has some of the most strategically placed and well-positioned land assets in the region. These areas consist of parks, pathways, monuments, bridges, canals, scenic parkways, picturesque landscapes, real property, heritage buildings, etc., all of which provide the public with the unique opportunity to enjoy the beauty of the surrounding landscapes and waterways within the National Capital Region.

The NCC is currently soliciting proposals from experienced marine, sauna or similar manufacturers to **Design-Construct (D-C) or Design-Construct-Operate (D-C-O)** a floating sauna for commercial/recreational offering located along the Ottawa River adjacent to the NCC River House at 501 Sir George-Etienne Cartier Parkway, Ottawa, Ontario.

Please note that all proposals received will be reviewed and evaluated to determine compatibility with [the NCC's Mandate, Approved Land Use Plans, and Design Guidelines](#), and all operations will be subject to receiving [Federal Land Use, Design, and Transaction Approvals](#).

Operators will have until **Thursday, August 21<sup>st</sup>, 2025, 1:00pm EST** to submit their proposals for the animation outlined in this RFP.

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 Canada's Capital Region.

Compliance with approved plans and policies is necessary to be granted Federal Approvals and Lease Agreement, regardless of whether a Proponent is submitting a proposal for operation at a Targeted Location or Alternative Location.

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 a proposal. For more information on the Federal Approval's process, please see [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 proposal.

Preference will be given to the Proponent who complements existing NCC initiatives and who can exemplify experience and success in running similar operations.

All Proponents are asked to submit a proposal of no more than ten (10) pages in their preferred language of French or English, in which they are asked to outline plans for



**Option 1: Design-Construct, or Option 2 Design-Construct-Operate** (to operate via a Lease Agreement).

### Offers For Alternative Locations

The NCC is open to receiving ongoing proposals from prospective Proponents at Alternative Locations, defined as any available lands within the NCC's portfolio. Proposed operations at Alternative Locations may be of either a temporary (seasonal) or permanent nature.

Offers for operations at Alternative Locations can be submitted **without deadline**, to be reviewed and evaluated upon receipt to determine compatibility with [the NCC's Mandate, Approved Land Use Plans, and Design Guidelines](#), and all operations will be subject to receiving [Federal Land Use, Design, and Transaction Approvals](#).

Please note that the NCC cannot guarantee availability or approval of a proposed Alternative Location, and reserves the right at its unfettered discretion to deny or adjust offers for operation at Alternative Locations.

## **2. 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 RFP documentation shall have the meaning given to such terms in the Contract unless the context otherwise requires.

## **3. Definitions**

**Agent:** means, the National Capital Commission's Project Management team, ie. Project Lead and/or Project Manager.

**Contract Premises:** 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 Contract Premises.

**Gross Revenue:** 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, services and gift certificates purchased from the Leased Premises and not refunded to purchasers;
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 a Tenant's website 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:** means, a contract by which conveys the Leased Premises to another for a specified Term, Use and Rent and with specific conditions.

**Leased Premises:** 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:** 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 in the project.

**NCC:** means, the National Capital Commission (NCC).

**Operating Costs:** 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 or by or on behalf of the NCC's Agent including, without limitation and without duplication:

- a) The cost of providing and maintaining security, landscaping, gardening, recycling and garbage removal;
- b) Property taxes ;
- c) The cost of all insurance required for the operation of the Leased Premises; and The cost of renting or leasing any rented or leased equipment acquired for the operation or maintenance of the Leased Premises

**Tenant:** means, the selected Proponent for a Leased Premises (ie., to operate the sauna).



## 4. 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 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.

## 5. Examination of Documents

By submitting a proposal, the Proponent agrees they have ascertained the extent of its obligations under this proposal and any resulting agreement, by calculation and by examination of the documents concerning this proposal. 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.

## 6. 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:

**Milan Roy, Project Coordinator**  
National Capital Commission  
40 Elgin Street, Suite 202, Ottawa, ON, K1P 1C7  
E-mail: [Milan.Roy@ncc-ccn.ca](mailto:Milan.Roy@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: Floating Sauna RFP – Questions – Proponent Name.**

**All companies who wish to submit a proposal must contact the above email address no later than Thursday, August 21<sup>st</sup>, 2025, 1:00pm (EST Zone).**

**Offer for Alternative Locations can be submitted to [leasing-location@ncc-ccn.ca](mailto:leasing-location@ncc-ccn.ca) an ongoing basis, without deadline.**

Please ensure email receipt is provided by the RFP Authority, confirming receipt of proposal.

## 7. 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.

## 8. Submission of Proposal

It is the sole responsibility of the Proponent to:

1. Return a digitally signed original of the proposal;
2. Return completed and signed Appendix “C” – RFP Form;
3. Direct proposal 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;
6. Deliver their proposal in the appropriate manner and time to the RFP Authority; and
7. Review any applicable Master Plan to ensure compliance, as noted in Appendix “D” – 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.

## 9. Legal Name

Proposals shall clearly indicate the complete legal name, address and telephone number of the Proponent. Proposals shall be signed above 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.

## 10. Revision of Proposal

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



## 11. 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 Contract to the highest scored Proponent and reserves the right to award a Contract 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 Proponent shall provide information to the NCC that it deems necessary to make this determination. The NCC reserves the right to subsequently modify the Contract, and Lease Agreement, if applicable, 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.

## 12. Limitation Of Liability

The NCC does not accept any responsibility for any verbal information, advice, errors or omissions, which may be contained in this document or any documentation, disclosed or otherwise provided by or with information for this proposal 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.





## 13. Awarding Of Contract

The NCC assumes that the Proponent has read the information for proposal document. If a Contract and Lease Agreement (if applicable) is(are) awarded to the Proponent as a result of their submission, the resulting Contract and Lease Agreement (if applicable) 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 the NCC to allow for new or significantly altered terms and conditions. If a Contract and Lease Agreement (if applicable) 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 a Contract and Lease Agreement (if applicable) 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 Contract and Lease Agreement (if applicable) has been duly executed.

## 14. General Information

### 1. Proposed Term of Lease Agreement

Where the successful proposal is to Design, Construct and Operate, the NCC intends to enter into a 5-year Lease Agreement commencing on **December 1, 2025** (the "Commencement Date") and ending on **November 30, 2030**, with option for extension, to operate the sauna. All start and end dates are subject to change at the sole discretion of the NCC.

### 2. Design

Site design and layout are prescribed in Appendix "A" below. Any and all alterations to 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. NCC reserves the rights to call for the alternation and/or removal of any infrastructure.

### 3. Use of the Leased Premises

The Tenant will operate and conduct its operation on the Leased Premises in a good and business-like 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 a modern, 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;
6. Receive the prior approval in writing from the NCC for all construction hoarding and signage identifying a construction or a reconstruction project.

#### 4. Permits

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

#### 5. 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 practicing qualified accountant or expert designated by the NCC.

#### 6. Operating Costs and Taxes

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

#### 7. 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 regarding the Leased Premises and except for those matters which are the responsibility of the NCC pursuant to an express provision of the 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.

#### 8. 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. This includes, but is not limited to, verbal and written information on site, websites and social media, signage, banners, menus, etc.



## Appendix A – Terms of Reference

### 1. Introduction

The National Capital Commission wishes to obtain proposals from a marine, sauna or relevant manufacturer and installer (the “Contractor”) with proven expertise in the design and manufacturing of floating facilities or saunas to complete the detailed design and construction of a new floating sauna system for commercial/public offering located along the Ottawa River shoreline, 70 meters to the East of the NCC River House, in Ottawa, ON. The NCC is targeting full project completion & opening to the public by **December 31, 2025**.

The objective of this project is to provide a unique recreational offering to the public for increased enjoyment of the Ottawa River, within the site of the heritage and rehabilitated NCC River House. The NCC’s intended outcome is a cohesive, low-maintenance design which can accommodate the sauna offering at this shoreline location, as described further within this document.

At a high level, the proposal should include:

- A review of site conditions to ensure the design fully encapsulates site-specific requirements
- Various options for power implementation, as the shoreline is not currently powered
- Design, construction, and installation of a floating sauna and all associated supportive components (anchors, chains, connection points, etc.) to facilitate year-round operations, and including provisions for spring flooding with water levels that could achieve approximately 45.2 meters and lows as much as 41 meters
- Design considerations for cold plunge in the winter
- Accessibility integrated in the design, considering shifting water levels and seasonal drawdown
- 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
- Low-impact pathway connection from the existing multi-use pathway to the floating sauna

The Proponent must be familiar with the following:

- Methods of shoreline rehabilitation and naturalization as related to the shoreline connection
- Maintenance and operations of floating infrastructure (such as barges) and saunas
- Structural feasibility of the provided concept, with an effort to minimize piles installed into the riverbed (project guidelines are to create a removable floating sauna, but with the ability to stay onsite year-round)
- Integration of custom and/or modular design (modular design of some sections for cost considerations)
- Multiple configuration options (if required)
- Universal accessibility guidelines



- Design advice and unique sauna features
- Construction detailing
- Sauna manufacturing options

## 2. Coordination & Project Management

- Attend coordination meetings with the NCC and other stakeholders
- Submit required documentation for the 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
- Provide meeting minutes as required
- Confirm and update schedule for all deliverables

## 3. Project Boundaries

The project is located in Ottawa, Ontario at 501 Sir George-Étienne Cartier Parkway (SGEC), approximately 70 meters to the East of the NCC River House (and part of the NCC River House site), along the Ottawa River. It is directly on the Ottawa River Pathway which runs parallel to the SGEC Parkway. The site is accessible year-round by a universally accessible pathway, a stairwell from the SGEC pathway to the shoreline, and the shoreline pathway.

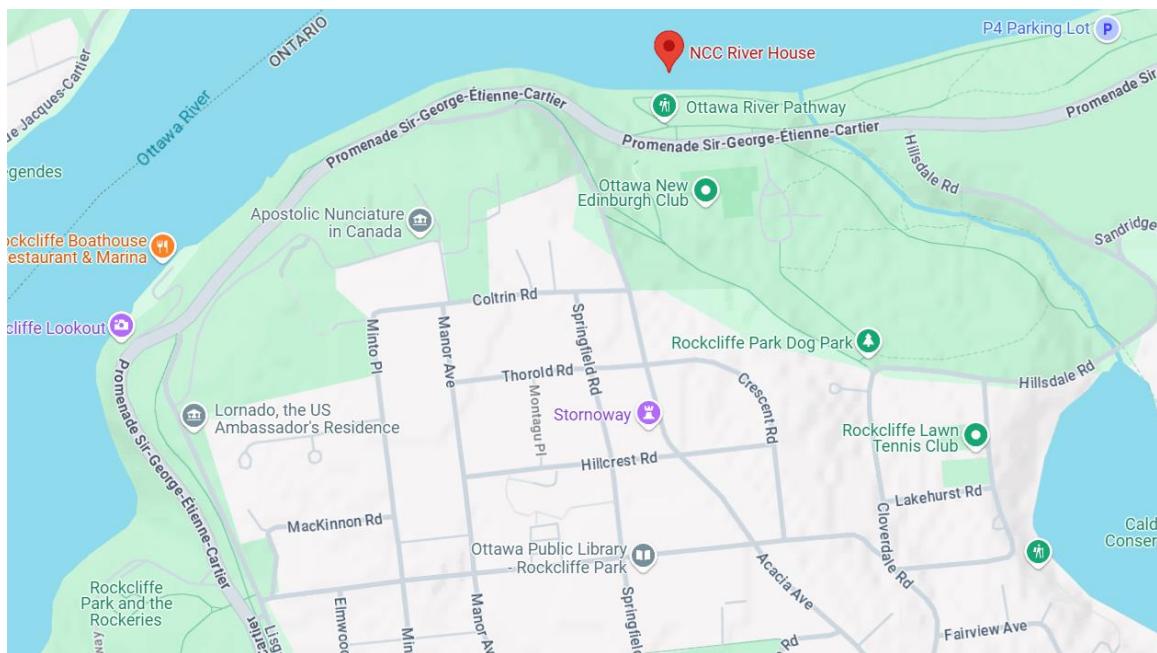


Fig. 1 Site Location – map



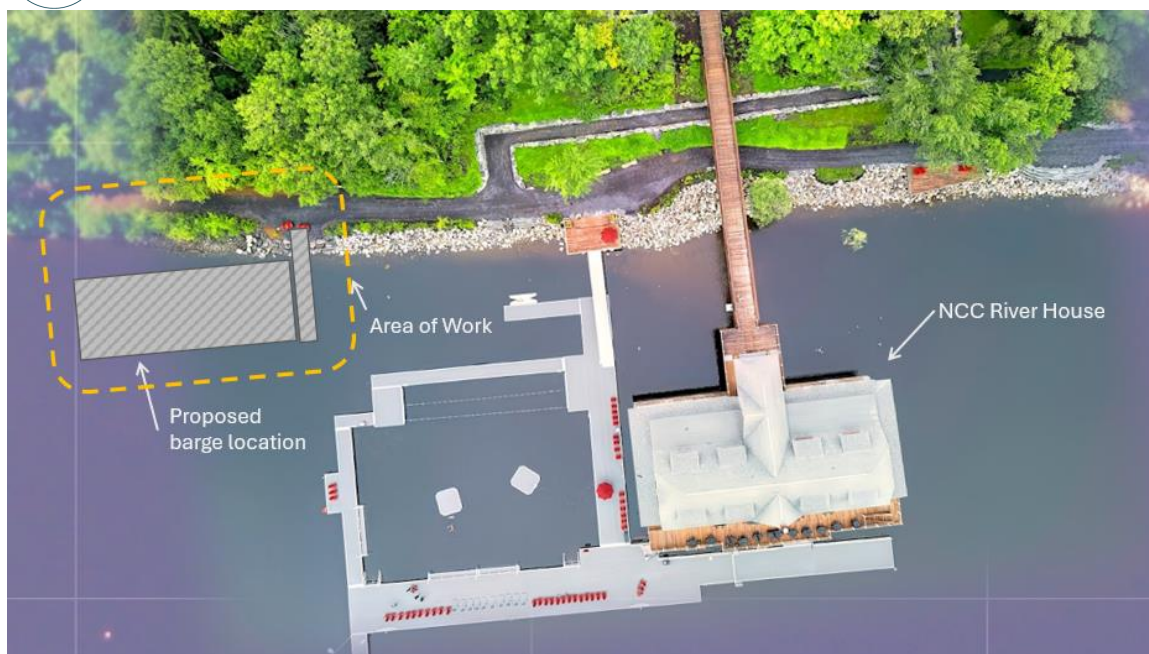


Fig. 2 Area of Work/Boundaries



Fig. 3 Proposed Barge Location

#### 4. General site conditions:

- Scenic views of the Ottawa River and shores of Gatineau
- Forested slope down to the shoreline
- Mature trees and species at risk trees
- Shoreline subject to spring flooding
- Naturalized and stabilized rounded rip rap shoreline
- Multi-use pathway
- Bridge connection to the River House



- Sloped terrain and significant grade changes
- No existing electrical infrastructure along the shoreline

Contractor is to:

- Consult and review all available background information
- Identify, gather, and consult all other required information. Recommend additional required studies, as appropriate
- Undertake site visit(s) to evaluate existing condition of site and surrounding area
- Be familiar with the Ottawa River and a general understanding of its fluvial characteristics and seasonal movements
- In coordination with the project team, evaluate potential types of permanent anchoring options for the floating sauna structure
- Familiarity with regulations and environmental requirements, including but not limited to: Environment and Climate Change (ECC), Rideau Valley Conservation Authority (RVCA), Department of Fisheries and Oceans (DFO), and Transport Canada (TC) to ensure compliance
- Evaluate operational and maintenance requirements

## 5. Capacities

The proposed floating sauna must accommodate a minimum of 15 people and up to 25 people.

The loading capacity of the barge must be stamped by a structural engineer licensed in the province of Ontario.

## 6. Asset Maintenance

As a responsible steward of public funds, the NCC is targeting:

- reduced operational costs
- ease of maintenance and cleaning
- design durability to withstand all four seasons and to withstand the rise and fall of the Ottawa River
- material choices built for high public usage and that which may be subject to vandalism

As such, the NCC will require high-durability exterior finishes that are:

- Ultraviolet resistant
- Fire resistant
- Stain resistant
- Slip resistant (to mitigate slipping on wet material)
- Waterfowl resistant and deterrent

## 7. Anticipated Operations

- Availability: Year-round, 7 days a week
  - with potential of temporary closures in the spring due to flooding
- Session types: Patrons can book either community or private sessions:
  - Community sessions mean the space is shared
  - Private sessions can be booked for groups for a single sauna
- Session length: Sessions would be 60 minutes, and allowing 20 minutes to reset in between sessions



- Staffing Requirements: Proponent to identify the staffing requirements and schedule based on the proposed offering/business model (eg., online vs in person booking and payment), assisted or keyless entry to the sauna, cleaning and other required tasks
- Goods, services, social media and operations available in both official languages
- Flood-risk mitigation
- Collaboration on programming and special uses
- Customer amenities for rent or purchase (towels, robes, footwear, water bottles, etc.)
- Regular facility maintenance includes, but is not limited to:
  - o **Sauna maintenance:** includes stove, maintaining temperature, benches, cladding, ventilation, and all other associated items
  - o **Electrical systems:** routine inspections, repairs, and compliance with electrical codes
  - o **Materials and infrastructure:** doors, locks, windows, lighting, flooring, etc.
  - o **Barge structure and floatation system:** ongoing monitoring and minor repairs (major capital work to be coordinated with NCC)
  - o **Landscaping and shoreline access points:** upkeep of gangways, railings, signage, pathways, and seating areas
  - o **Shoreline connections:** electrical hookups, temporary structures, stairs, ramps, and safety barriers

## 8. Design Requirements

Develop plans, construction drawings, specifications, renderings, reports (if required) that include:

- sections, perspectives, details, layout plans, grading plans, barge design
- gangway design, sauna design
- structural engineering, dimensions, construction details, specifications, connection details
- materials; and,
- optional renderings that clearly illustrate the sauna design and follow best practices.

This should include but is not limited to:

- Project location and title page
- Layout plans including detailed dimensions, site location, and final approved floating sauna configuration
- Engineering details in both plan view and elevation clearly illustrating how the systems are to be built, connected, installed, etc.
- Materials plan and schedule
- Cost estimates
- Detailed scheduling
- Review and integrate comments provided by NCC design team
- Code compliance and safety reviews
- Site signage and safety plan
- Maximize occupancy

Considerations:





- Existing power supply is limited but additional supply can be built for the site; creative and sustainable solutions should be explored
- No running water
- Year-round access to male, female and UA washrooms, and additional seasonal male and female washrooms and change rooms with showers at the NCC River House
- Accessible year-round
- Public use of the area
- Rise and fall of the Ottawa River, including potential for flooding
- Floating sauna to be built off-site
- Barge to be no larger than 1500 square feet

#### Design Requirements:

- Ability to accommodate 15-25 people in one more spaces/structures
  - Multi-tiered benches
  - Energy efficient material and equipment
- Bottom-enclosed cold plunge using river water, with ability to fit a minimum of two people
- Change rooms
- Large, picturesque windows
- Lockable storage/closet for cleaning supplies and operational materials
- Lockable cabinets or lockers for public use
- Accessible features
- No harsh chemicals used in exterior materials (such as pressure-treated wood, only natural hardwoods)
- Outdoor deck
- Hooks for towels
- Ladder from the river
- Envelope of building should be insulated to retain heat
- Water diversion from roofs to river
- Integrated waste bins

#### Aesthetic & Material Considerations

- Unique design with consideration to Canadian architecture would be an asset
- Lighting: indirect, warm
- Adequate ventilation
- Slip-resistant flooring
- No to low maintenance materials (minimal upkeep required)
- Provide Class “D” through “A” cost estimates at appropriate stages of detailed design.
- The final design should include (without being limited to):
  1. The application of green/low-impact infrastructure concepts and principles to the land, riparian and aquatic natural environments to build up resilience and ecological diversity
  2. Security access points between public and private spaces should be well integrated into the overall design
  3. Connection to the shoreline must be universally accessible. The elevation ranges of the Ottawa River can vary significantly.



4. Facilitate shoreline accessibility and interaction with the river for the public and private uses as identified

The floating sauna must fulfill the following requirements:

- Access at shoreline must have a lockable gate.
- Ramp to floating sauna should have a minimum slope of 1:20 at the lowest time of the season.
- Must be able to support 15-25 individuals, along with the sauna and all furniture and accessories
- Code compliance: compliant with national and provincial building codes and regulations
- Stamped buoyancy and usage: Construction plans must be stamped by an engineer licensed to practice in the Province of Ontario, and must clearly indicate maximum buoyancies and recommended human capacities

## 9. Optional Add-Ons

- Hot tub
- Indoor or outdoor shower using water pumped from the Ottawa River
- Landscaping

## 10. Deliverables

- 3 Concept plans with construction and operational class D cost estimates
- 66% drawings & specs with class B cost estimate
- 99% drawings & specs with class A cost estimate
- Final construction drawings
- As-built drawings (post-construction)

Each deliverable to include:

- Layout plan, including detailed dimensions, site location, renderings, finishes, specifications
- Anchorage plan showing connection points, sizing, and design conditions
- Engineering details in both plan view and elevation clearly illustrating how the sauna and shoreline connection are to be built, connected, installed, etc.
  - Engineering details to note buoyancy and capacities
- Cost estimates, construction and operational
- Detailed scheduling in accordance with the NCC's timelines
- Code compliance and safety review
- Drawings must be stamped by an engineer licensed in the province of Ontario

The following additional documents are to be provided to the NCC over the course of the project, as they are developed:

- Design drawings in their raw data format (i.e. .DWG, etc.) and .pdf format  
Note: All AutoCAD submissions will include electronic versions of all external reference files)
- Warranty information
- Instructions for maintenance, installation, and removal of the floating sauna system
- Equipment/part list, with make and model numbers



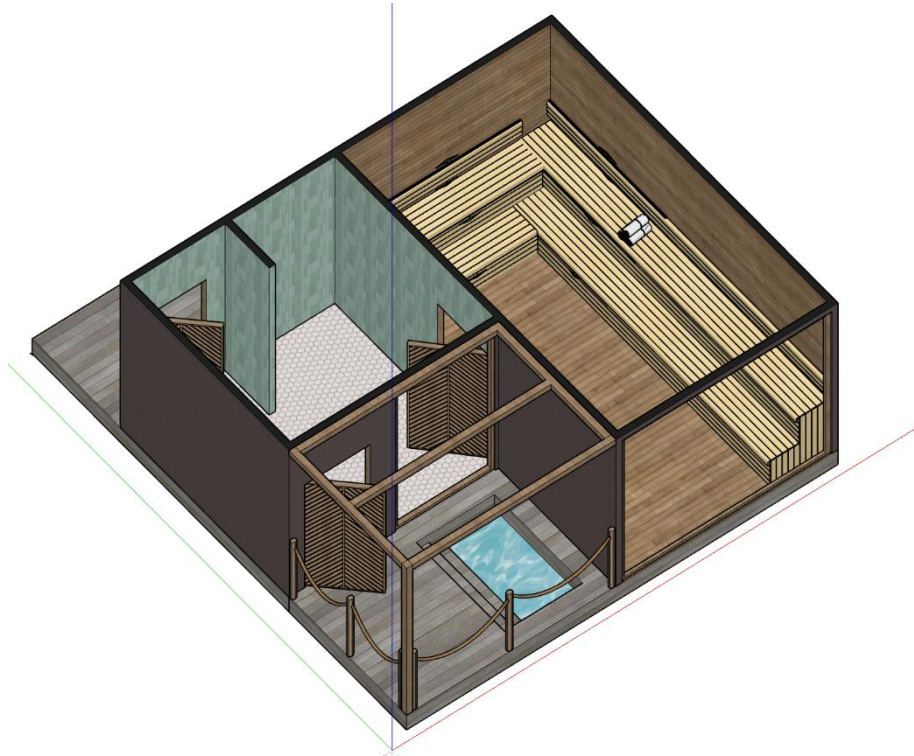
### 11. Available Information

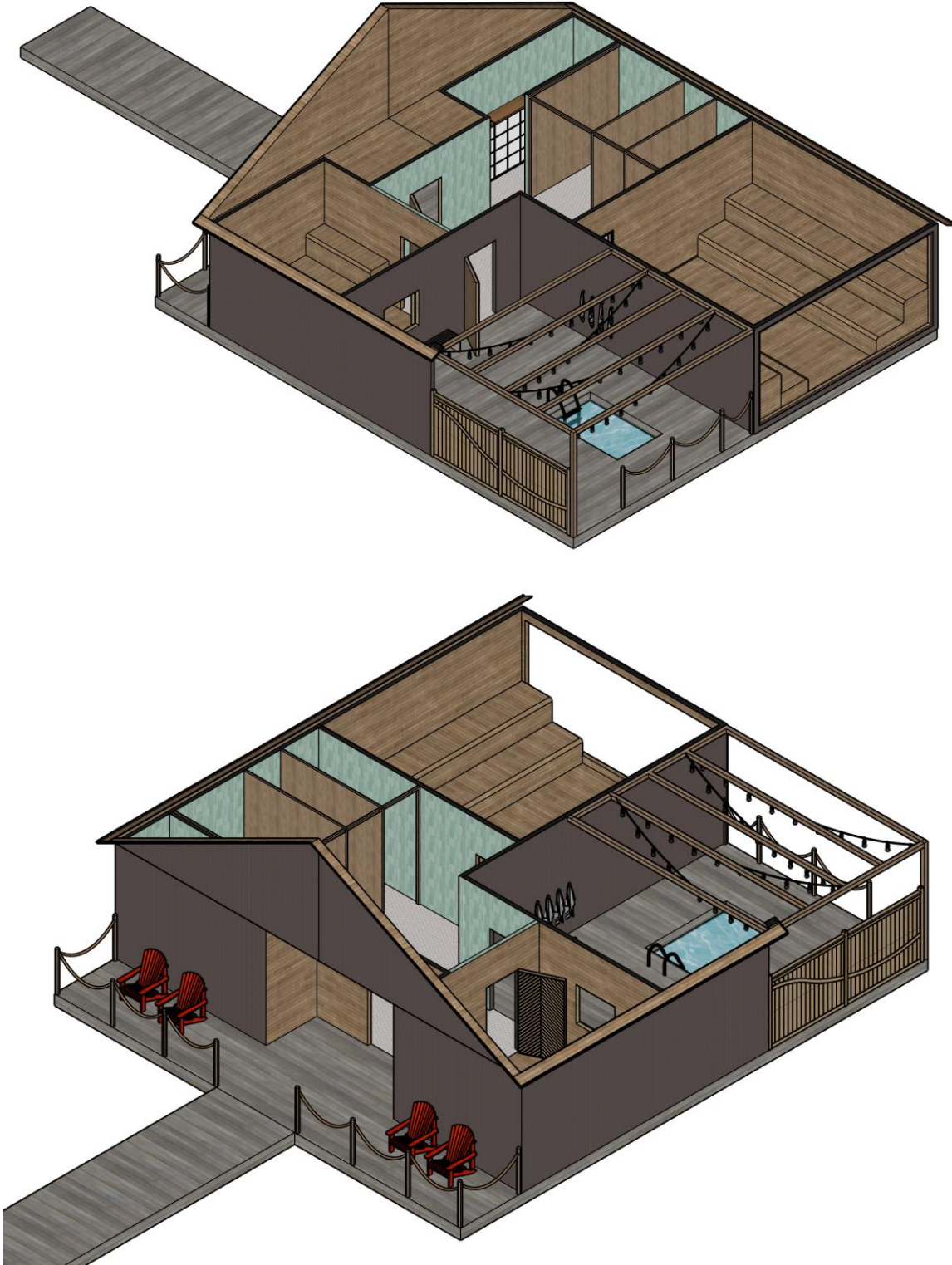
The NCC will provide the following to the successful proponent upon finalized agreement:

- DWG topographical survey plan of the site (NCC)
- Data collection and river analysis (bathymetric, shoreline survey, river bottom conditions, existing data sources, flood levels, numeric modeling currents and waves)
- Geotechnical reports



## Appendix B – Concepts and Inspiration (For Illustration Only)









## Inspiration



Löyly Floating Sauna in Kelowna, British Columbia, Canada



Bota Bota, Montreal, Quebec, Canada

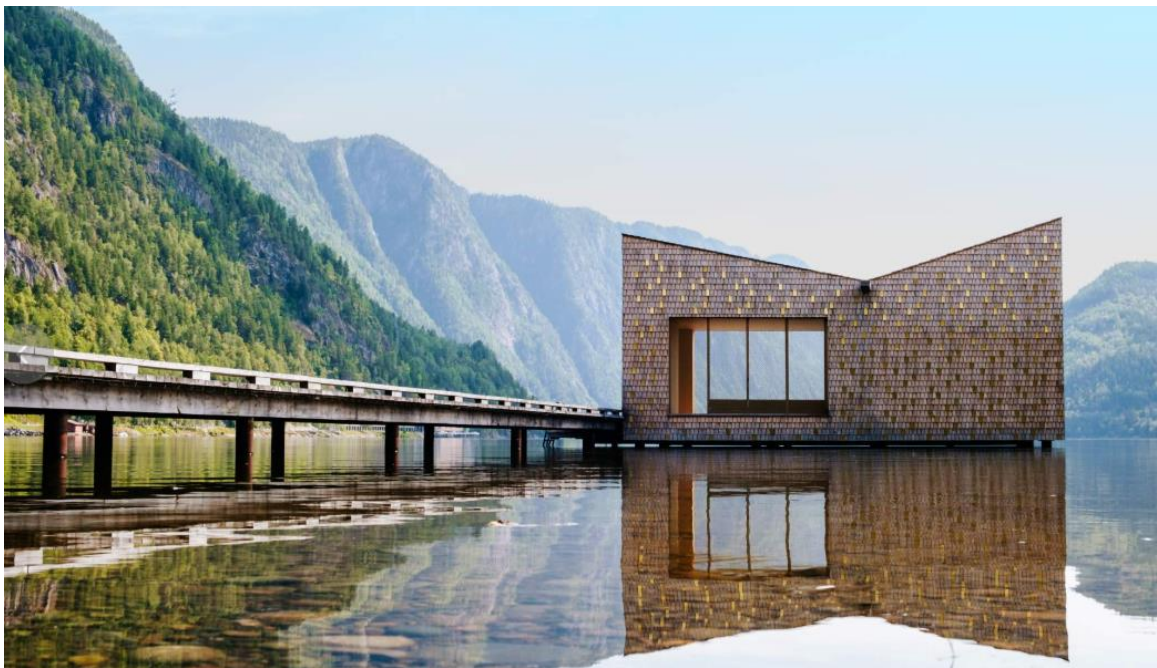


HAVN in Victoria, British Columbia, Canada





Cedar and Stone Nordic Sauna, Duluth, Minnesota



Soria Moria Sauna in Dalen, Telemark





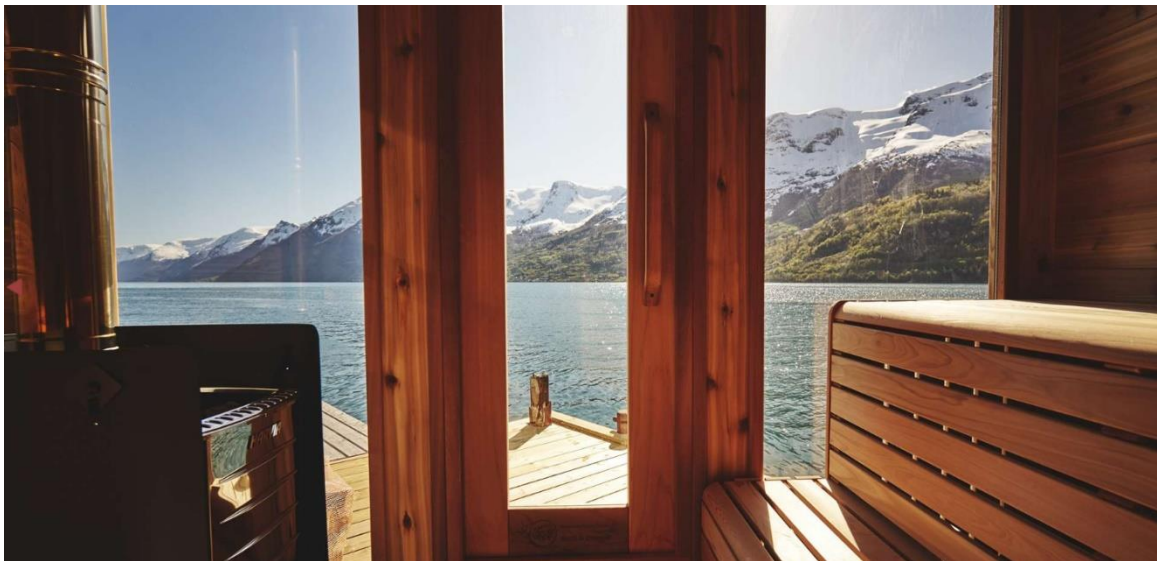
Nausta floating sauna in Molde, Norway



Fjord Sauna in Flåm and Aurland, Norway



Dual floating saunas in Flytende Badstu, Norway



Heit Sørfjorden Sauna in Hardanger , Norway



Heit Bergen Sauna at Marineholmen, Norway





## Appendix C – RFP Form

The following RFP Form is intended to guide Proponents in the completion of their submission. The NCC asks that Proponents complete the following Form and return it to the RFP Authority, along with the complete proposal, by **Thursday, August 21<sup>st</sup>, 2025, 1:00pm EST.**

If more space is required from what is provided below, additional pages may be added to the RFP Form, noting the maximum page limit of ten (10) pages, not including appendices.

Proponent Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

### ***Contact Information***

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Address: \_\_\_\_\_

### ***Mandatory Requirements Acknowledgements for Option 1 and Option 2 (if applicable)***

#### **Option 1: Design - Construct**

##### **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 services 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.



## Option 2: Design – Construct – Operate

***Note: All Mandatory Requirements for Option 1: Design-Construct apply to Option 2: Design-Construct-Operate, plus Mandatory Requirements (3, (4) and (5) below. Option 2 acknowledgements are required only if the proposal includes the option to Operate.***

### 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 floating sauna have a minimum of 3 years of experience in operating a barge, sauna, floating sauna or similar for commercial/public offering purposes.

## ***Rated Requirements***

***See Appendices E and F for detailed criteria for the rated requirements below – this portion of the proposal will be evaluated.***

### 1) Design & Construction Experience

Demonstrate the capability of designing and constructing a sauna, floating sauna, and/or barge. Provide examples of current successful locations/businesses, as well as a list of projects completed by the proponent that are related to this RFP.

Submission must include budget, design timeline, construction timeline, and contact information of the client.

Provide a design and construction schedule detailing the strategy for successful implementation; this may be included as an appendix to your submission.



## **2) Key Personnel Experience and Expertise**

Please submit resumes for the Key Personnel identified for the project. Resumes should include the individual's name, title, role, professional accreditation details, years of professional experience (and years with the consultant), sustainable design project experience, and their specific roles and responsibilities on past projects. Additionally, please provide a description of their expertise and special achievements.

Submissions may include information on special accomplishments, awards, publications, or any other notable achievements.

## **3) Understanding of the Project**

Please provide a comprehensive summary of your understanding of the project and its implications for the design and delivery as outlined in this RFP.

## **4) Process and Methodology of the Proponent**

Please include information on team structure, roles and responsibilities, milestone schedule, document management, and approaches to risk, time, cost, and quality management.

## **5) Sustainable Initiatives**

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



## Appendix D – NCC Documentation and Guidelines

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

- [Sir George-Étienne Cartier Park Plan 2024](#)
- [Plan for Canada's Capital](#)
- [Master Plans](#)
- [Proponent's Guide to the NCC's Federal Land Use, Design and Transaction Approval Process](#)



## Appendix E – Evaluation of Proposals

In no more than ten (10) pages, the Proponent shall provide a proposal that addresses the below requirements. The Proponent can refer to Appendix “C” for the RFP Form to complete and return to the RFP Authority. Please see Appendix “F” for the Evaluation Rubric.

Other proposal documents including cover letter, table of contents/index, section dividers not containing technical information, licencing and certification documents, Proponent team identification documents, the declaration and acceptance form, and signed front-page of the RFP solicitation are not part of the Proposal page limitation. Client reference letters may be appended to the proposal.

The proposal will be evaluated in two parts:

- Part 1: Technical Proposal
- Part 2: Price Proposal

The Total Best Value will be determined based on both parts (see details below).

### Option 1: Design-Construct

#### Mandatory Requirements

The NCC will review all submitted proposals and may further engage with prospective proponent(s), if the proposal meets each of the following mandatory requirements:

1. Licensing, Certification and/or Authorization

The Proponent and members of the Proponent’s team must be licensed, certified and/or authorized to provide the necessary professional services to the full extent that may be required by provincial law in the province of Ontario.

2. Proponent Team Identification

The Proponent Team to be identified must include the following (one individual per discipline must be identified). Information required includes:

- The name of the firm;
- Key Individuals and other personnel to be assigned to the project;
- Indicate current applicable license(s) and/or how you intend to meet the provincial licensing requirements;
- In the case of a joint venture identify the existing or proposed legal form of the joint venture.



### **3. Rated Requirements**

#### **3.1 Design and Construction Experience**

Demonstrate the capability of designing and constructing a sauna, floating sauna, and/or barge for the purposes of commercial/recreational sauna offering. Provide a minimum of one (1) and a maximum of three (3) examples of current successful projects representative of this RFP. Project must have been completed within the last 5 years. Proponent must possess direct knowledge and experience on the submitted projects.

Submission must include budget, design timeline, construction timeline, and contact information of the client. Provide a design and construction schedule detailing the strategy for successful implementation; this may be included as an appendix to your submission.

- Clearly indicate the following project information:
  - Project title, location, program type, size (m2,
  - Design timeline, construction timeline and occupancy date
  - Extent of involvement (services provided by project stage)
  - Project delivery method
  - Initial and Final/Current construction cost (excluding taxes)
  - Applicable Sustainable Design Certification
- Describe the overall concept with a clear description of the design intent
- Describe the work performed by the proponent on the project
- Approval process(es), if applicable, preferably with or similar to the NCC approval process
- Approach to working with Contractors
- Explanation of any variances between the initial estimate of construction and the final construction cost. In the case of a project underway, initial construction estimate, current expenditures to date, and forecast at completion
- Detailed explanation of any variances between the original project schedule and the date of completion, and the actual completion date. In the case of a project underway, original project schedule, current status and forecasted completion date and explanation of any variances
- Graphic depictions including both photographic images and schematic illustrations
- Awards for innovation, design quality, energy efficiency, etc.
- Client reference having a direct knowledge of project – name, title, company name and phone number of client contact at working level.

#### **3.2 Key Personnel Experience and Expertise**

- The Proponent should submit summary resumes no longer than 2 pages for the Key Personnel identified by the Proponent by name, title, and the information as it pertains to each criterion listed below.
- The Proponent should substantiate the experience and expertise of the following Key Personnel listed below and to be assigned to perform the services in the resulting contract.
- If multiple functions are proposed to be performed by one person, it should be identified here.
- Information that should be clearly supplied for each individual:
  - Individuals name, title and role on the project;





- Professional accreditation details (province, year, status, etc.);
- Years of professional experience and years with the consultant;
- Sustainable design project experience;
- A demonstration of roles, responsibilities and degree of involvement of individual on past projects;
- A description of expertise and years of experience in the proposed role; and
- Special accomplishments, achievements, publications, or awards.

### 3.3 Understanding of the Project

The proponent should demonstrate in a maximum of four pages their understanding of the project intent and the issues that will affect the design and delivery of the project in this RFP.

Information that should be supplied includes:

- Understanding of the required services, contract deliverables and their timing;
- Understanding of the project vision and design priorities;
- Understanding of significant issues, challenges, and constraints; and
- Understanding of the implementation strategy and interaction with the NCC.

### 3.4 Process and Methodology of the Proponent

The Proponent should provide information as it pertains to each criterion listed below, in a maximum of six pages. Explain how the Proponent would foster an integrated and seamless implementation strategy and describe the processes and methodologies they would apply to the project.

Information that should be supplied includes the Proponent's processes and methodologies for:

- Team structure and organization, including organization charts and how positions interact/relate to other members of the Project Team(s) and stakeholders. Include identification of back-up team members by name for each key personnel role. If a joint venture submission, include description of the joint venture relationship, level of effort and responsibilities for each entity;
- The roles and responsibilities of the Proponent's team resources and each resource from Design Team members, including expected resourcing levels per area of expertise in the form of a Work breakdown structure including project milestones and phases;
- Milestone schedule;
- Approach to document management, coordination, and design prioritization / production;
- Approach to risk management, time management, cost management and quality management.

### 3.5 Sustainable Initiatives

Submit sustainable initiatives and design (eg., energy efficient material and equipment, waste management and recycling practices during construction; waste management, water management, cleaning routines, etc., as part of the sauna operations, if applicable).



## Option 2: Design-Construct-Operate

If the proponent wishes to include a proposal for operation of the facility, the proponent must fulfill all the submission requirements for **Design-Construct**, as well as the additional information provided below. The proponent is permitted a total of sixteen (16) pages for the Design-Construct-Operate submission.

### 1. Mandatory Requirement (See Appendix C - RFP Form for Acknowledgements)

### 2. Operational Experience

Demonstrate the experience and expertise of operating a barge, sauna or floating sauna for commercial/recreational offering. 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 and proforma, detailing the proposed strategy for a successful operation; this may be included as an appendix to your submission.

### 3. Personnel

Submit information related to the qualifications and experience of all personnel who will be assigned to the operations of the floating sauna. Submissions must include: resumes of the senior personnel who will be responsible managing the operations, documentation of accreditation, language capabilities and references. Please refer to **Mandatory Requirements**.

### 4. Sauna Services

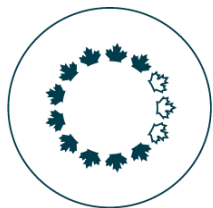
Submit a complete list of the proposed goods and services, pricing and hours of operations.



## Evaluation Guide

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

<b>Mandatory Requirements (PASS = 1 or FAIL =0)</b>	
Official Languages	0-1
Acknowledgement and Acceptance of the Rental Structure	0-1
Operations Personnel Experience and Bilingualism	0-1
<b>Part 1 - Operational Experience (Maximum of 15 points available to award; Category Weight 30%)</b>	
Industry Experience	5 Points
Operational Experience	5 Points
Business Plan	5 Points
<b>Part 2 - Qualifications and Experience (Maximum of 15 points available to award; Category Weight 15%)</b>	
Personnel Experience	5 Points
Personnel Bilingualism	5 Points
Awards and Community Ratings	5 Points
<b>Part 3 - Offerings (Maximum of 25 Points available to award; Category Weight 40%)</b>	
Proposed Offerings	5 Points
Realistic Offerings	5 Points
Innovative Offerings	5 Points
Additional Options Offerings	5 Points
Pricing	5 Points
<b>Part 4 - Sustainable Initiatives (Maximum of 10 points available to award; Category Weight 15%)</b>	
Waste Reduction	5 Points
Sustainable Operations	5 Points

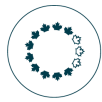


# NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

## Appendix F – Evaluation Rubric

### Option 1: Design-Construct

NON-RESPONSIVE 0	INADEQUATE 2	WEAK 4	AVERAGE 6	GOOD 8	STRONG 10
The following criteria apply to evaluation of Project Experience and Expertise. Each project submitted will be evaluated, with point allocation based on an average of all projects for each criterion.					
<ul style="list-style-type: none"> <li>Did not submit information</li> <li>Project timeline falls outside of time limit.</li> </ul>	<ul style="list-style-type: none"> <li>Bidder lacks qualifications and experience.</li> <li>Representative projects generally not related to this project's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Bidder does not have the minimum qualifications and experience.</li> <li>Representative projects marginally related to this project's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Bidder has minimum qualifications and experience.</li> <li>Representative projects somewhat related to this project's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Bidder is reasonably qualified and experienced.</li> <li>Representative projects closely related to this project's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Bidder is highly qualified and experienced.</li> <li>Representative projects directly related to this project's needs.</li> </ul>
The following evaluations apply to Team Experience and Expertise and Process and Methodology of the Proponent					
<ul style="list-style-type: none"> <li>Did not submit information</li> </ul>	<ul style="list-style-type: none"> <li>Team members lack qualifications and experience.</li> <li>Team is doubtful to meet requirements.</li> <li>Little management capability to meet performance requirements.</li> <li>Poor response to Process and Methodology demonstrating lack of understanding of the needs of this project.</li> </ul>	<ul style="list-style-type: none"> <li>Team members do not have minimum qualifications and experience.</li> <li>Team does not cover all components or overall experience is weak</li> <li>Below acceptable management capability, adequate performance is unlikely.</li> <li>Process and Methodology of bidder unsatisfactory, demonstrating partial understanding of the needs of this project.</li> </ul>	<ul style="list-style-type: none"> <li>Team members meet qualification and experience requirements.</li> <li>Team minimum components with adequate experience and may meet requirements.</li> <li>Minimum management capability, adequate performance may be possible.</li> <li>Process and Methodology of bidder demonstrates a minimum response and understanding required to meet the needs of this project.</li> </ul>	<ul style="list-style-type: none"> <li>Team members are well qualified, and their experience is closely related to this project's needs.</li> <li>Good team likely to meet requirements.</li> <li>Good management capability, effective performance is likely.</li> <li>Process and Methodology of bidder well developed and demonstrative of a good understanding of the needs of this project.</li> </ul>	<ul style="list-style-type: none"> <li>Team members are highly qualified, and their experience is directly related to this project's needs.</li> <li>Strong team very likely to meet requirements.</li> <li>Strong management capability should provide very effective results.</li> <li>Process and Methodology of bidder highly developed and demonstrating a strong understanding of this project's needs.</li> </ul>
The following evaluations apply to Understanding of the Project					
<ul style="list-style-type: none"> <li>Did not submit information</li> </ul>	<ul style="list-style-type: none"> <li>Substantially below the desired minimum understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Fails to meet the desired minimum understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Just meets a minimal understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Has a good understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Has a strong understanding.</li> </ul>



## Option 2: Design-Construct-Operate

Please note the following: \* Mandatory Requirements (must be met to score a proposal on evaluation matrix):

1. **Official Languages:** The submitted proposal clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Acknowledgement and Acceptance of the Rental Structure:** The submitted proposal acknowledges and accepts the proposed rental structure in Appendix C.

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



**Part 1 - Operational Experience** (Maximum: 15 points; Category Weight: 30%)

	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Industry Experience</b>	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.
<b>Operational Resources</b>	The proponent does not indicate any existing resources (staff, capital, equipment, established partnerships, etc.) for successful operation of the concession.	<p>The proponent has limited access to existing resources for successful operation, indicating stable, dedicated access to only one (1) of the following:</p> <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner</li> <li>- Established inventory of connections already in use</li> </ul>	<p>The proponent has some access to existing resources for successful operation, indicating stable, dedicated access to two (2) of the following:</p> <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner</li> <li>- Established inventory of connections already in use</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>	<p>The proponent has good access to existing resources for successful operation, indicating stable, dedicated access to three (3) of the following:</p> <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner</li> <li>- Established inventory of connections already in use</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>	<p>The proponent has substantial access to existing resources for successful operation, indicating stable, dedicated access to all four (4) of the following:</p> <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise or the ability to successfully hire in a timely manner</li> <li>- Established inventory of connections already in use</li> </ul>



	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
		- Local partnerships (confirmed by letter of support)			- Local partnerships (confirmed by letter of support)
<b>Business Plan</b>	The proponent did not include a business plan in their submission.	<p>The business plan proposed includes little detail for successful operation indicating only two (2) of the following:</p> <ul style="list-style-type: none"> <li>- Financial resources/plans</li> <li>- Market analysis (need for operation)</li> <li>- Proposed timeline for implementation (considering NCC approvals process)</li> <li>- Compliance with NCC Mandates, Master Plans, etc.</li> <li>-Viable proforma within 2 years of operations</li> <li>-Innovative offerings</li> </ul>	<p>The business plan proposed includes some detail for successful operation indicating only three (3) of the following:</p> <ul style="list-style-type: none"> <li>- Financial resources/plans</li> <li>- Market analysis (need for operation)</li> <li>- Proposed timeline for implementation (considering NCC approvals process)</li> <li>- Compliance with NCC Mandates, Master Plans, etc.</li> <li>-Viable proforma within 2 years of operations</li> <li>-Innovative offerings</li> </ul>	<p>The business plan proposed includes sufficient detail for successful operation indicating only four (4) of the following:</p> <ul style="list-style-type: none"> <li>- Financial resources/plans</li> <li>- Market analysis (need for operation)</li> <li>- Proposed timeline for implementation (considering NCC approvals process)</li> <li>- Compliance with NCC Mandates, Master Plans, etc.</li> <li>-Viable proforma within 2 years of operations</li> <li>-Innovative offerings</li> </ul>	<p>The business plan proposed includes thorough detail for successful operation indicating all six (6) of the following:</p> <ul style="list-style-type: none"> <li>- Financial resources/plans</li> <li>- Market analysis (need for operation)</li> <li>- Proposed timeline for implementation (considering NCC approvals process)</li> <li>- Compliance with NCC Mandates, Master Plans, etc.</li> <li>-Viable proforma within 2 years of operations</li> <li>-Innovative offerings</li> </ul>



**Part 2 - Personnel Qualification and Experience** (Maximum: 15 points; Category Weight: 15%)

	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Personnel Experience</b>	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, <b>OR</b> 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, <b>OR</b> 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, <b>OR</b> 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, <b>OR</b> confirmation of access to an established staff pool from a secondary or related enterprise.
<b>Personnel Bilingualism</b>	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 are fluent in both French and English.	The proponent's team consists of 30%-59% of staff are fluent in both French and English.	The proponent's team consists of 60%-79% of staff are fluent in both French and English.	The proponent's team consists of 80%-100% of staff are fluent in both French and English.
<b>Awards and Community Ratings</b>	The proponent does not provide proof of any received awards, public	The proponent provides proof of one (1) received award/ community rating/	The proponent provides proof of two (2) awards/community	The proponent provides proof of three (3) awards/community	The proponent provides proof of four or more (4+) awards/community





	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
	recognition, community ratings, etc.	instance of public recognition, etc.  Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	ratings/instances of recognition, etc.  Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	ratings/instances of public recognition, etc.  Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.	ratings/instances of public recognition, etc.  Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.

**Part 3 - Offerings** (Maximum: 25 points; Category Weight: 40%)

	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Proposed Offerings</b>	The proponent did not submit a list of proposed goods/services and pricing.	The proponent submits a partial list or vague reference to the proposed goods/services and pricing.	The proponent submits a complete list of proposed goods/services and pricing.	The proponent submits a complete list of proposed goods/services including:  - a pricing model; <b>OR</b> - 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 including:  - a pricing model; <b>AND</b> - demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.).



	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Realistic, Innovative and/of Additional Options Offerings</b>	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, <b>AND:</b>  - presents unique offerings that will add interest to the shoreline; <b>OR</b> - highlight local influences.	As is, the proponent's offerings conform to the constraints of the Leased Premises, <b>AND:</b>  - presents unique offerings that will add interest to the shoreline; <b>AND</b> - highlight local influences.

**Part 4 - Sustainable Initiatives** (Maximum: 10 points; Category Weight: 15%)

	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Waste Reduction</b>	The proponent does not indicate any plans for waste material reduction and waste management.	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.
<b>Sustainable Operations</b>	The proponent does not indicate any plans to implement sustainable initiatives in their	The proponent indicates one (1) sustainable initiative that will be implemented in	The proponent indicates two (2) sustainable initiatives that will be implemented in	The proponent indicates three (3) sustainable initiatives that will be implemented in	The proponent indicates four or more (4+) sustainable initiatives that will be implemented in their



	<b>Unsatisfactory</b> (0 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
	operation (e.g. "green" cleaning materials, policies, technologies, etc.)	their operation (e.g. "green" cleaning materials, policies, technologies, etc.); <b>OR</b> the proposal incompletely explains the implementation of sustainable initiatives.	their operation (e.g. "green" cleaning materials, policies, technologies, etc.) <b>AND</b> the proposal adequately explains the implementation of sustainable initiatives.	their operation (e.g. "green" cleaning materials, policies, technologies, etc.) <b>AND</b> the proposal clearly explains the implementation of sustainable initiatives.	operation (e.g. "green" cleaning materials, policies, technologies, etc.) <b>AND</b> the proposal clearly explains the implementation of sustainable initiatives.