



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE



Request for Expressions of Interest at Mackenzie King Estate

NCC BISTRO OPERATORS

**PILOT PROJECT
2023**

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INTRODUCTION

Through partnership with local restaurant entrepreneurs, the National Capital Commission (NCC) launched the NCC Bistro initiative in 2019, bringing pop-up cafés made from repurposed shipping containers to Ottawa’s urban parks and shorelines. With successful operations at Rémic Rapids, Patterson Creek, and Confederation Park, the NCC is now looking to expand Bistro operations to two (2) new locations, at Bate Island and the Mackenzie King Estate within Gatineau Park.

Mackenzie King Estate Location

In the heart of Gatineau Park’s Chelsea sector, the Mackenzie King Estate (MKE) is a site that is rich in history and is surrounded by beautiful landscaping and forestry. This country estate is the precious legacy of former prime minister William Lyon Mackenzie King, who owned the property for close to 50 years. With the adaptation of the Estate’s existing café into an NCC Bistro style offering, the NCC is looking for an operator who can present a sophisticated, yet family friendly menu for grab-and-go, indoor, and outdoor dining. Please note that interested Proponents will be bidding for the operation of the existing restaurant and kitchen, located on the ground floor of the Moorside cottage, which is to be outfitted in the NCC Bistro branding, as opposed to operating out of a repurposed shipping container on this site.

Proponents will be bidding to secure the MKE operating location for a two (2) year pilot period, with an additional two (2) year option period to extend at the discretion of the National Capital Commission and subject to required approvals.

Proponents are asked to submit an offer of no more than ten (10) pages in their preferred language of French or English, in which they are asked to identify their plans for the successful operation of the Mackenzie King Estate Bistro location.

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 [Plan for Canada's Capital](#) and [Master Plans](#) guide all pursued projects and compliance with key planning principles is necessary to be granted Federal Approvals and Concession Agreements. We ask that all proponents please review the [Plan for Canada's Capital](#) and applicable [Master Plans](#) to ensure compliance. 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 Federal Approvals will be granted and timelines for the approval process may fluctuate or lengthen dependent upon demand.

Proponents are asked to submit an offer of no more than ten (10) pages in their preferred language of French or English, in which they are asked to identify their plans for the successful operation of an NCC Bistro at an alternative location. Submissions for alternative locations can be directed to the Concession Agreement Authority on an ongoing basis without deadline.

INTERPRETATION

In this request for expression of interest, 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 offer documentation shall have the meaning given to such terms in the Concession Agreement, unless the context otherwise requires.

DEFINITIONS

Gross Revenue:

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, 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 Revenues;
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, instalment, and finance charges) from all business conducted in the Leased Premises.

Each sale upon an instalment 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.

Concession Agreement: A contract by which conveys the Leased Premises to another for a specified Term.

Leased Premises: The locations described, identified and marked in Appendix “A”; this includes all alternative locations identified for operation. The Landlord reserves the right in its unfettered discretion to adjust the location, configuration and size of the Leased Premises.

Leasehold Improvements:

1. All improvements, fixtures, installations, alterations and additions from time to time made, erected or installed to or in the Leased Premises, in addition to, beyond or replacing the base building standards, including millwork and affixed wall units, doors, hardware, light fixtures, carpeting and other applied floor finishes, and heating, ventilating and air conditioning equipment and other building services; and
2. Alterations, improvements, and equipment made or installed for the exclusive benefit of the Tenant elsewhere in the project.

Landlord: The National Capital Commission and its Authorized Agent.

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

1. The cost of all insurance required to operate the Leased Premises; and
2. The rental or lease cost of all rented or leased equipment acquired for the operation or maintenance of the Leased Premises, i.e. temporary washrooms.

Tenant: The selected Proponent for a Leased Premises.

CONFIDENTIALITY

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

Proponents shall not disclose, without the Landlord's prior written approval, any details pertaining to their offer, 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 offer except to such of them to whom disclosure is necessary in connection with this offer and who have agreed to be bound by the obligations of confidentiality under this offer. Proponents shall not issue a news release or other public announcement pertaining to details of their offer, this offer and/or the selection process without the Landlord'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 offer do not disclose or publicize at any time any of the information provided to it by the Landlord or its Agent, or any of the information obtained in connection with this offer without the prior written consent of the Landlord.

Any violation of this provision will result in the rejection of the Proponents offer and disqualification from further participation in this offer process.

EXAMINATION OF DOCUMENTS

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

CONCESSION AGREEMENT AUTHORITY

All enquiries and questions regarding this offer and the completion of an offer must be directed, in writing, to the following Concession Agreement authority:

Christopher Hetherington or Julie Goulet
CCN, Gestion des propriétés commerciales
202-40 Elgin Street, Ottawa, ON K1P 1C7
Email: christopher.hetherington@ncc.ccn.ca or julie.goulet@ncc-ccn.ca

Questions will be answered to the best of the Concession Agreement Authority's ability, knowledge and as quickly as possible. However, there is no obligation to respond to any questions.

Please ensure email receipt is provided by Concession Agreement Authority, confirming receipt of offer.

PREPARING THE OFFER

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 offer information document; and
3. The offer should completely and thoroughly address each element of the requirement as described in the offer information document.

SUBMISSION OF OFFER

It is the sole responsibility of the Proponent to:

1. Return a digitally signed original of the offer.
2. Return completed and signed Appendix “C” – Offer Form
3. Direct its offer to the Concession Agreement Authority.
4. Ensure that the Proponent’s full legal name and contact information are clearly visible on the offer.
5. Provide a comprehensive and sufficiently detailed offer, including all requested details that will permit a complete evaluation; and
6. Deliver their offer in the appropriate manner to the Concession Agreement Authority.

Offers received on or before the stipulated closing date and time will become the property of Landlord and will not be returned. All offers will be treated as confidential until opened.

LEGAL NAME

Offers shall clearly indicate the complete legal name, address, and telephone number of the Proponent. Offers 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 offer.

REVISION OF OFFER

Changes to offers after their submission to the Landlord are prohibited.

RESERVE RIGHTS

For the purpose of evaluating the offers, the Landlord is not obligated to do any one or all of the following:

1. To seek clarification of or confirm any information or data provided by the Proponent.
2. To contact any reference provided by the Proponent; and
3. To interview the Proponent and/or any person proposed by the Proponent.

The Landlord reserves the right to accept or reject any and/or all offers; to waive irregularities and technicalities; to enter into negotiations with Proponents on any or all aspects of their offer; request a resubmission; and to cancel and/or re-issue this Request for Expression of Interest (REI) at its sole and absolute discretion. Any response received may or may not be rejected by the Landlord depending on available competition and requirements of the Landlord. The Landlord reserves the right to negotiate with the sole responsive Proponent to ensure best value.

There is no obligation on the part of the Landlord to award the Leased Premises to the highest priced Proponent and reserves the right to award an agreement in a negotiated agreement, which is most advantageous, and in the best interests of the Landlord. The Landlord shall be the sole judge of the offer and the resulting negotiated agreement that is in its best interest and the Landlord's decision shall be final. The Landlord 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 Landlord that it deems

necessary to make this determination. The Landlord reserves the right to subsequently modify the Concession Agreement based on the Proponent's performance and/or the Landlord's needs.

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

LIMITATION OF LIABILITY

The Landlord 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 Landlord does not make any representations or warranties either express or implied, with respect to the completeness or accuracy of this information for offer document and any supporting documentation, or any information or opinion contained herein. Any use, or reliance on the information for the offer 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 Landlord 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, and other advice with respect to their offer.

AWARDING OF AGREEMENT

The Landlord assumes that the Proponent has read the Request for Expression of Interest document.

If a Concession Agreement is awarded to the Proponent as a result of their submission to this information for offer document, the resulting Concession Agreement will consist of the terms and conditions detailed in the offer, however it is the intent of the Landlord to allow for some flexibility with respect to said terms and conditions in order to arrive at a mutually agreeable Concession Agreement. It is not the intent of Landlord to allow for new or significantly altered terms and conditions. If a Concession Agreement cannot be negotiated with the highest ranked Proponent, the Landlord reserves the right to terminate negotiations with that Proponent and enter into negotiations for the conclusion of a

Concession Agreement with the next highest ranked Proponent or not enter into an agreement with any of the Proponents.

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

GENERAL INFORMATION

Mackenzie King Estate Location

The intent is for the Concession Agreement to run for a two (2) year pilot period commencing on May 12th 2023 (the “Commencement Date”) and ending on October 27th, 2024, with an additional two (2) year option period to extend at the discretion of the National Capital Commission and subject to required approvals.

Please note that these proposed dates may be subject to change and are dependent upon receiving all required approvals.

The Landlord shall have the right, in its unfettered discretion, to extend the Concession Agreement for successive periods, and adjust the Commencement Date. The proposed operating seasons and dates are subject to COVID-19 restrictions, public health recommendations, as well as weather conditions. As such, NCC reserves the right to adjust and/or cancel any and all dates within the operating season.

Design

Mackenzie King Estate Location

The Tenant will operate out of Mackenzie King Estate's existing café, which is to be adapted to align with the NCC Bistro initiative (see Appendix "B"). Provided its location within a federally recognized heritage building, the NCC is seeking operators who can provide an offering compatible with the cultural vocation and atmosphere of the site, while providing an experience suited for visitors desiring picnic-friendly/grab-and-go options, and an indoor and outdoor dining experience. The Leased Premises will be comprised of the existing restaurant, including kitchen, point-of-sale counter, and indoor and outdoor seating areas.

Following review and evaluation of proposals, the NCC will provide a site visit to review leased space and equipment supplied by the NCC.

The layout and design may be subject to change due to Tenant input, Landlord review/approval, and site-specific conditions; please note that all changes to layout and design will be subject to heritage review and considerations.

Exclusivities

The intent is for the Landlord to develop agreements with beer, wine and alcohol suppliers for exclusivity rights at the Leased Premises.

The successful proponent covenants and agrees that only the selected suppliers' alcoholic beverages will be served and sold at the Leased Premises. The NCC will warrant that products under exclusivity agreements will be sold to the proponent by the supplier at typical industry wholesale prices.

Use of the Leased Premises

The Tenant will operate and conduct its operation in 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 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 without the Landlord's prior written consent.
5. Keep the Leased Premises, all signage, canopies and awnings, and all space within twenty feet of the Concession's surroundings 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 Landlord for all construction hoarding and signage identifying a construction or a reconstruction project.

Permits

The Tenant will apply for any licenses related to the operation of the Leased Premises, including, but not limited to: Public health inspections, food handling, safety food inspection and Alcohol Gaming Commission Ontario (AGCO) or Régie des alcools, des courses et des jeux permitting.

The successful proponent is required to be eligible and obtain a liquor license from the Authority having jurisdiction.

Official Languages

The Tenant shall ensure that all goods, services, and information (including all menus) made available, visible, or provided to the public and customers, will be provided in both official languages of Canada.

Concession Agreement

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

It is intended that the Lease Agreement be absolutely net to the Landlord. The Landlord 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 Concession 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 Landlord pursuant to an express provision of this Concession 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.

Percentage Rent

1. Percentage Rent is twenty percent (20%) of gross sales payable in monthly installments in arrears.
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 Landlord a written statement in a form acceptable to the Landlord certified to be correct by the Tenant showing in reasonable detail the Gross Revenue in the immediately preceding month; and
3. The Landlord 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 Landlord.

EVALUATION OF OFFER

In no more than ten (10) pages, the Proponent shall provide an offer that addresses the below requirements. Proponent can refer to Appendix “C” for the Offer Form to complete and return to the Concession Agreement Authority. Please see Appendix “D” for more information on the Evaluation of Offers.

Mandatory Requirement

The NCC will review all submitted offers 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 rental structure:** Please refer to Percentage Rent model above.

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

Other Offer Requirements

In no more than ten (10) pages, provide an offer that addresses the below requirements in the following order with clearly defined headings (see Appendix “C” for Offer Form):

Operational Experience

Demonstrate the capability of operating a concession service or café operation. Provide examples of current successful locations/businesses, understanding of supply chains and logistics, and day-to-day operation of a business.

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**.

Menu

Submit a menu of the food and beverage being offered at the Concession Leased Premises. Proponents are strongly encouraged to incorporate local produce and local businesses.

Sustainable Initiatives

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

Appendix A: Leased Premises

Mackenzie King Estate Location

The Mackenzie King Estate is the former summer home of Canada's tenth prime minister, William Lyon Mackenzie King. While steeped in history, it is also a picturesque property located in the heart of Gatineau Park, offering natural and cultural heritage experiences alike.

Visitors can enjoy stunning gardens, historical ruins, picturesque cottages, several hiking trails, and food services, which has been an element of the visitor experience at the Mackenzie King Estate since 1962. The historical significance and natural beauty of the Estate and its surrounding landscape brings an average of 50,000 visitors per season (May to October).

This location features:

- Existing restaurant with dedicated kitchen space, point of sale counter, and indoor and outdoor seating options
- Stunning landscaping and historical ruins throughout the grounds
- Excellent tourist traffic
- Seasonal accessibility via NCC Shuttle (connecting visitors from downtown Ottawa to Gatineau Park)
- Connected through trails and multi-use pathways



Figure 1: Proposed site of NCC Bistro – *May be Subject to Change*



Figure 2: View of Mackenzie King Estate restaurant entrance

Appendix B: Preliminary Design Concepts

Mackenzie King Estate Location



Figure 3: Site Rendering of Mackenzie King Estate Bistro - Concept Only - Subject to Change



Figure 4: Floor Plan of Mackenzie King Estate Bistro (first floor of two-story building) - Concept Only - Subject to Change

Appendix C: Offer Form

The following Offer Form is intended to guide Proponents in the completion of their REI submission. The NCC asks that Proponents complete the following Form and return it to the Concession Agreement Authority.

If you need more room than what has been provided below, you may add additional pages to the Offer Form, noting a maximum page limit of ten (10) pages, not including appendices.

NCC Bistro Operations Offer Form

Proponent Name: _____

Company Name: _____

Contact Information

Email: _____

Phone Number: _____

Address: _____

Mandatory Requirements

1) Official Languages

☐

By checking this box, I recognize and agree that all operations will 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.

2) Acknowledgement and acceptance of the rental structure

☐

By checking this box, I recognize and agree to the percentage rent model of twenty per cent (20%) of gross sales payable in monthly installments in arrears. I recognize that failure to pay all rent due to the Landlord may result in termination of lease.

Required Permits and Documentation

By checking the following boxes, I agree to obtain all of the following necessary documents:

Permit ☐

Health and Safety Certification ☐

License ☐

Insurance* ☐

*must supply 15 days prior to each operating season

Other Offer Requirements:

Operational Experience (Max. 10 points; Category Weight 30%)

Please demonstrate your business and personal experience with operating a concession service or café operation. Provide examples of current successful locations/businesses, understanding of supply chains and logistics, and day-to-day operation of a business.

Personnel (Max. 15 points; Category Weight 30%)

Please demonstrate 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**.

Menu (Max. 10 points; Category Weight 20%)

Please submit a menu of the food and beverage being offered at the Concession Leased Premises. Proponents are strongly encouraged to incorporate local produce and local businesses.

Sustainable Initiatives (Max. 10 points; Category Weight 20%)

Please submit sustainable initiatives associated with the operation of the Leased Premises. Submission may include: energy efficient equipment, cleaning routines, etc.

Appendix D: Offer Evaluation

Operational Experience (Maximum: 10 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 within the realm of concession management or food service.	The proponent has operated a successful business within the same (or a related) field of concession management or food service for one (1) year.	The proponent has operated a successful business within the same (or a related) field of concession management or food service for two (2) years.	The proponent has operated a successful business within the same (or a related) field of concession management or food service for three (3) years.	The proponent has operated a successful business within the same (or a related field) of concession management or food service for four or more (4+) years.
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 - Established inventory connections	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 - Established inventory connections	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 - Established inventory connections	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 - Established inventory connections

		<p>already in use (food supply chain management)</p> <ul style="list-style-type: none"> - Local partnerships (confirmed by letter of support) - Existing access to or easy acquisition of any and all additional kitchen supplies or equipment required for operation (not provided by NCC) 	<p>already in use (food supply chain management)</p> <ul style="list-style-type: none"> - Local partnerships (confirmed by letter of support) - Existing access to or easy acquisition of any and all additional kitchen supplies or equipment required for operation (not provided by NCC) 	<p>already in use (food supply chain management)</p> <ul style="list-style-type: none"> - Local partnerships (confirmed by letter of support) - Existing access to or easy acquisition of any and all additional kitchen supplies or equipment required for operation (not provided by NCC) 	<p>already in use (food supply chain management)</p> <ul style="list-style-type: none"> - Local partnerships (confirmed by letter of support) - Existing access to or easy acquisition of any and all additional kitchen supplies or equipment required for operation (not provided by NCC)
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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	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	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	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	confirmation of access	confirmation of access	confirmation of
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		to an established staff pool from a secondary or related enterprise.	to an established staff pool from a secondary or related enterprise.	to an established staff pool from a secondary or related enterprise.	access to an established staff pool from a secondary or related enterprise.
Personnel Bilingualism*	The proponent's team consists of one (1) fully bilingual customer-facing staff member, fluent in both French and English.	The proponent's team consists of two (2) fully bilingual customer-facing staff members, fluent in both French and English; OR 15%-29% of staff are fluent in both French and English	The proponent's team consists of three (3) fully bilingual customer-facing staff members, fluent in both French and English; OR 30%-59% of staff are fluent in both French and English	The proponent's team consists of four (4) fully bilingual customer-facing staff members, fluent in both French and English; OR 60%-79% of staff are fluent in both French and English	The proponent's team consists of five or more (5+) fully bilingual customer-facing staff members, fluent in both French and English; OR 80%-100% of staff are fluent in both French and English
Accreditations	The proponent does not provide proof of any relevant accreditation (e.g. letter of reference, accreditations in a relevant field).	The proponent provides proof of one (1) accreditation in a relevant field, such as membership in the Canadian Restaurant Association, World Flair Association, Certified Wine Sommelier and / or another relevant group. Proof may consist of membership status confirmation, a reputable letter of	The proponent provides proof of two (2) accreditations in a relevant field, such as membership in the Canadian Restaurant Association, World Flair Association, Certified Wine Sommelier and / or another relevant group. Proof may consist of membership status confirmation, reputable letters of	The proponent provides proof of three (3) accreditations in a relevant field, such as membership in the Canadian Restaurant Association, World Flair Association, Certified Wine Sommelier and / or another relevant group. Proof may consist of membership status confirmation,	The proponent provides proof of four or more (4+) accreditations in a relevant field, such as membership in the Canadian Restaurant Association, World Flair Association, Certified Wine Sommelier and / or another relevant group. Proof may consist of membership status

		reference, or another form of industry-recognized accreditation.	reference, or another form of industry-recognized accreditation.	reputable letters of reference, or another form of industry-recognized accreditation.	confirmation, reputable letters of reference, or another form of industry-recognized accreditation.
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Menu (Maximum: 10 points; Category Weight: 20%)

	Unsatisfactory (1 Point)	Marginal (2 Points)	Satisfactory (3 Points)	Good (4 Points)	Exceptional (5 Points)
List of Offerings	The proponent does not submit a list of goods being offered.	The proponent submits a partial list or vague reference to the goods being offered.	The proponent submits a complete list of goods being offered.	The proponent submits a complete list of goods being offered, including: <ul style="list-style-type: none"> - a pricing model; OR <ul style="list-style-type: none"> - demonstrating the presence of local influences in their offerings (e.g. sourcing local foods for menu items, relevant local partnerships, etc.). 	The proponent submits a complete list of goods being offered, including: <ul style="list-style-type: none"> - a pricing model; AND <ul style="list-style-type: none"> - demonstrating the presence of local influences in their offerings (e.g. sourcing local foods for menu items, relevant local partnerships, etc.).

Realistic Menu	The Leased Premises cannot feasibly accommodate the proponent's proposed menu due to site restrictions; OR the offerings do not align with the nature/interests of the Leased Premises	With a few modifications, the proponent's menu is feasible for the constraints of the Leased Premises; OR the offerings somewhat align with the nature/interests of the Leased Premises	As is, the proponent's menu feasibly conforms to the constraints of the Leased Premises; the offerings clearly align with the nature/interests of the Leased Premises	As is, the proponent's menu conforms to the constraints of the Leased Premise, the offer clearly aligns with the nature/interests of the Leased Premises, AND: - presents unique menu items to bring added interest to the site OR - highlights local influences.	As is, the proponent's menu conforms to the constraints of the Leased Premise, the offer clearly aligns with the nature/interests of the Leased Premises, AND: - presents unique menu items to bring added interest to the site AND - highlights local influences.
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Sustainable Initiatives (Maximum: 10 points; Category Weight: 20%)

	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,	There is a strong presence of single use items and some compostable/recyclable containers, utensils, straws, etc. are indicated for use; OR the offer incompletely explains	The presence of single use items is limited and mostly compostable/recyclable containers, utensils, straws, etc. are indicated for use AND the offer adequately explains	There is no presence of single use items and only compostable/recyclable containers, utensils, straws, etc. are indicated for use, AND the offer clearly explains	There is no presence of single use items and only compostable/recyclable containers, utensils, straws, etc. are indicated for use, the offer clearly explains implementation of the

	utensils, straws, etc.)	implementation of some waste reduction efforts.	implementation of the waste reduction plan.	implementation of the waste reduction plan.	waste reduction plan, AND the proponent indicates a compost management plan.
Sustainable Operations	The proponent does not indicate any plans to implement sustainable initiatives in their operation (e.g. "green" cleaning materials, policies, technologies, etc.)	The proponent indicates one (1) sustainable initiative that will be implemented in their operation (e.g. "green" cleaning materials, policies, technologies, etc.); OR the offer incompletely explains implementation sustainable initiatives.	The proponent indicates two (2) sustainable initiatives that will be implemented in their operation (e.g. "green" cleaning materials, policies, technologies, etc.) AND the offer somewhat explains implementation sustainable initiatives.	The proponent indicates three (3) sustainable initiatives that will be implemented in their operation (e.g. "green" cleaning materials, policies, technologies, etc.) AND the offer adequately explains implementation sustainable initiatives.	The proponent indicates four or more (4+) sustainable initiatives that will be implemented in their operation (e.g. "green" cleaning materials, policies, technologies, etc.) AND the offer clearly explains implementation sustainable initiatives.

***Mandatory Minimums (must be met in order to score offer on evaluation matrix):**

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 rental structure:** The Proponent submitted the Offer Form and CHECKED the box acknowledging the rent model.

NCC may request additional information from respondents if it is not clear the two (2) mandatory minimums are met.