



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Request for Offers



**For Concession Operators  
Philippe Lake and La Pêche Lake, Gatineau Park  
2025**

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## INTRODUCTION

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Gatineau Park is the largest natural area in Canada's National Capital Region. It is the national capital's conservation park. It contributes to the region's natural and cultural heritage, and its conservation is at the heart of the National Capital Commission's (NCC) mandate. Gatineau Park offers nature experiences, trails and pathways for hiking, cross-country skiing, snowshoeing, cycling, swimming, a variety of non-motorized water sports, sightseeing, seasonal programming, and much more.

The NCC is currently soliciting offers from local recreational service and concession operators to provide animation and enhance the visitor experience at three (3) targeted locations in Gatineau Park, Quebec, to provide recreational non-motorized boat rental services and a food and beverage concession. These targeted locations are as follows;

1. Philippe Lake – non-motorized boat rental facilities;
2. La Pêche Lake – non-motorized boat rental facilities;\*
3. Philippe Lake campground – campground convenience store operator, with the option to operate a food and beverage concession.

*\*Preference is for both non-motorized boat rental concession locations to be managed by one operator.*

### Philippe Lake

This large lake is a great place to spend the day outdoors and explore the natural beauty of Gatineau Park. The area stands out for its tranquillity and captivating views of scenic landscapes from the lakeshore. With Philippe Lake's three sandy beaches, large campground, boat rental facilities and plenty of hiking trails, discovery options are nearly unlimited. This includes:

- plenty of trails for hiking and mountain biking;
- Lusk Cave exploration: [Lusk Cave | National Capital Commission](#);
- significant improvements at the campground: [Rehabilitation of the Philippe Lake... | National Capital Commission](#).

The NCC is seeking a Proponent to offer a non-motorized boat rental service (kayaks, paddle boards, canoes, etc.) at the Philippe Lake boat launch in the existing structure at Breton Beach as indicated in **Appendix A – Leased Premises: Philippe Lake Concession**.

Additionally, as part of the newly rehabilitated campgrounds at Philippe Lake, the NCC is seeking a Proponent to operate a brand-new built camp store that would offer all the conveniences that campers require for time spent in nature, including essential camping items such as firewood, bug spray, flashlights, candles, tents, and other items. Offers may include a wide range of food and beverage items as well (i.e. coffee, ice cream, artisanal pizza, etc.). See **Appendix A – Leased Premises: Philippe Lake Campground Convenience Store** for description and refer to **Appendix F – Convenience Store Suggested Item Categories**.

### La Pêche Lake

La Pêche Lake is the largest lake in Gatineau Park, and among the furthest from the Capital core. The landscape in this area still preserves many characteristics of a pristine wilderness and features an inlet, many beautiful bays, and a long, sandy beach. It is the only campground closest to Ottawa dedicated to canoe-camping and is located in the northwestern part of the park. The NCC is seeking a Proponent to offer non-motorized boat rentals (i.e. kayaks, paddle boards, canoes and rowboats), and register and welcome canoe-campers to this location from the existing structure as indicated on **Appendix A – Leased Premises: La Pêche Lake Boat Rental Concession**. Self-registration for canoe-campers may be an option during off-peak times at this site.

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

As the main federal urban planner in the National 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](#) and associated [master plans, sector plans and design guidelines](#), provide comprehensive guidance for land use and design on federal lands in the National Capital Region.

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

Operators will have until **Tuesday, December 30, 2025, at 4 pm EST** to submit their offer.

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

## INTERPRETATION

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

## DEFINITIONS

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**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 and services purchased from the Leased Premises and not refunded to purchasers; and the selling price of all gift certificates;
6. all display fees, slotting allowances, promotional considerations, rebates or other payments received by the Tenant to stock, promote or advertise any product; and
7. all other receipts and receivables whatsoever (including all interest, installment and finance charges) from all business conducted in the Leased Premises.

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

**Lease Agreement** means a contract which conveys the Leased Premises to another

for a specified Term, Use and Rent, and with specific conditions.

**Leased Premises** means those three (3) targeted locations 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, 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;
2. Alterations, improvements and equipment made or installed for the exclusive benefit of the Tenant elsewhere at the Leased Premises.

**NCC** means the National Capital Commission.

**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 including, without limitation and without duplication:

- a) the cost of providing and maintaining security, landscaping, recycling and garbage removal;
- b) property taxes;
- c) the cost of all insurance required for the operation of the Leased Premises; and
- d) 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 the Leased Premises.

## **CONFIDENTIALITY**

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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 RFO, are the property of the NCC, and must be treated as confidential and must not be used for any purpose other than for responding to this RFO 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 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 RFO 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 offer, 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 offer without the prior written consent of the NCC.

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

## EXAMINATION OF DOCUMENTS

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

## REQUEST FOR OFFER AUTHORITY

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All inquiries and questions regarding this RFO and the completion of an offer must be directed, in writing, to the following RFO Authority:

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

Questions will be answered to the best of the RFO 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 an offer.

Offers shall be submitted via electronic copy directed to the above RFO Authority. **Subject line must read: Gatineau Park RFO – Proponent Name.**

## PREPARING THE OFFER

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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

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It is the sole responsibility of the Proponent to:

1. return a digitally signed original of the offer;
2. return a digitally completed and signed **Appendix B – RFO Form**;
3. direct the offer to the RFO 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. review any applicable master plan to ensure compliance, as noted in **Appendix C – NCC Documentation and Guidelines**.

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

## LEGAL NAME

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

## REVISION OF OFFER

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

## RESERVE RIGHTS

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1. For the purpose of evaluating the offers, 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 offers; to waive irregularities and technicalities; to enter into negotiations with Proponents on any or all aspects of their offer; to request a resubmission; and to cancel and/or re-issue this RFO at its sole and absolute discretion. Any response received may or may not be rejected by the NCC depending on available competition and requirements of the NCC. The NCC reserves the right to negotiate with the sole responsive Proponent to ensure best value.
  3. There is no obligation on the part of the NCC to award the Leased Premises to the highest scored Proponent and the NCC 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 offer and the resulting negotiated agreement that is in its best interest and the NCC's decision shall be final. The NCC also reserves the right to investigate, as deemed necessary, the ability of any Proponent to operate the Leased Premises. The Proponent shall provide information to the NCC that it deems necessary to make this determination. The NCC reserves the right to subsequently modify the Lease Agreement based on the Proponent's performance and/or the NCC's needs.
  4. The Proponent agrees that the exercise of any right described herein shall be without liability on the part of the NCC for any damage or claim brought by a Proponent because of same nor shall the Proponent seek any recourse of any kind against the NCC because of same.

## **LIMITATION OF LIABILITY**

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The NCC does not accept any responsibility for any verbal information or advice or any errors or omissions which may be contained in this document or any documentation, disclosed or otherwise provided by or with information for this offer document. The NCC does not make any representations or warranties, either express or implied, with respect to the completeness or accuracy of this information for 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 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 offer.

## AWARDING OF AGREEMENT

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The NCC assumes that the Proponent has read the information for offer document. If a Lease Agreement is awarded to the Proponent as a result of their submission to this information for offer document, the resulting Lease Agreement will consist of the terms and conditions detailed in the offer; 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 Lease Agreement. It is not the intent of the NCC to allow for new or significantly altered terms and conditions. If a Lease Agreement cannot be negotiated with the highest ranked Proponent, the NCC reserves the right to terminate negotiations with that Proponent and enter into negotiations for the conclusion of a Lease Agreement with the next highest ranked Proponent or not enter into an agreement with any of the Proponents.

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

## GENERAL INFORMATION

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### Proposed Term of Lease Agreement

The intent is to enter into a Lease Agreement to run for three (3) seasonal (May to October of each year) operating periods commencing on **May 15, 2026** (the “Commencement Date”), and ending on **October 15, 2028, with an optional extension of two (2) additional operating seasons**. All start and end dates are subject to change at the sole discretion of the NCC.

Operations are expected to be open daily from mid-June to Labour Day during peak season and on Fridays, Saturdays, Sundays and statutory holidays in the off-season May to mid-June and after mid-October.

The NCC shall have the right, in its unfettered discretion, to extend the Lease Agreement for successive periods, and adjust the Commencement Date.

### Design

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

All on-site infrastructure equipment, including the installation of the operational equipment required, will be at the Proponent’s cost and expense. All vendor supplied infrastructure, including but not limited to shipping containers, storage units, and kiosks, will be subject to NCC approval. NCC reserves the rights to call for the alternation and/or removal of any infrastructure.

## Use of the Leased Premises

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

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

## Permits

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

## Leasing Structure

### Percentage Rent

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

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

### Operating Costs and Taxes

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

### Lease Agreement

The NCC shall prepare the Lease Agreement to be entered between the NCC and the selected Proponent, based on the NCC's standard form and with the specific terms of the offer 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 offer, but the selected Proponent acknowledges that the terms will be considerably elaborated upon in the Lease Agreement.

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

### Official Languages

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

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

For more information refer to:

<https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>

## EVALUATION OF OFFER

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

### Mandatory Requirements

The National Capital Commission will review all submitted 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 Leasing Structure:** The proponent must indicate on their offer document acceptance of the proposed Leasing Structure, which will not be subject to negotiation.

The NCC may request additional information from Proponents if it is not clear that the mandatory minimum requirements 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 B** for **RFO Form**).

#### Operational Experience

Demonstrate the capability of operating a recreational and/or concession services operation. Provide examples of current successful locations/businesses, understanding of supply chains and logistics, and day-to-day operation of a business. Provide a business plan, detailing the strategy for successful operation; this may be included as an appendix to your submission. Submissions may also include years of operation and types of services provided (i.e. rentals, guided tours, lessons), locations served and any partnership with parks, municipalities or recreation departments, safety protocols and emergency plans, maintenance logs for equipment, and photos of operation.

#### 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. Official languages**. Qualifications may list relevant certifications such as CPR, first aid, water safety instructor, Paddle Canada certification or any continuing education in boating safety or instruction.

### Recreational Services

Submit a complete list of goods and services being offered at the Leased Premises. May also include the core service offered and any services that could be developed in years two or three.

### Sustainable Initiatives

Submit sustainable initiatives associated with the operation of the Leased Premises. Submissions may include energy-efficient equipment, experience with off-grid/green operations and equipment (i.e. solar power, battery power cell technology), cleaning routines, etc.

## Appendix A

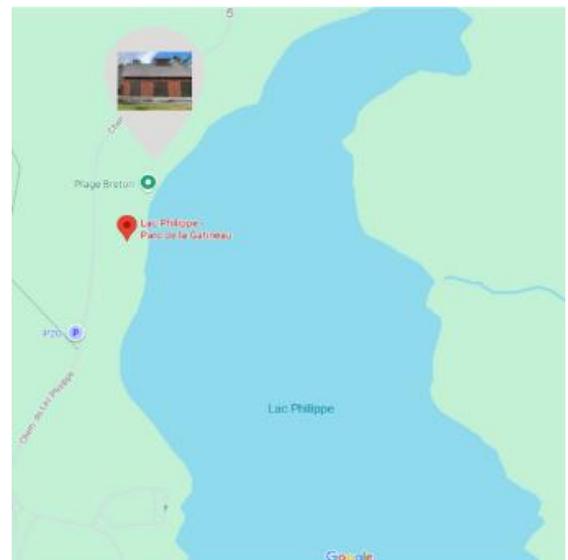
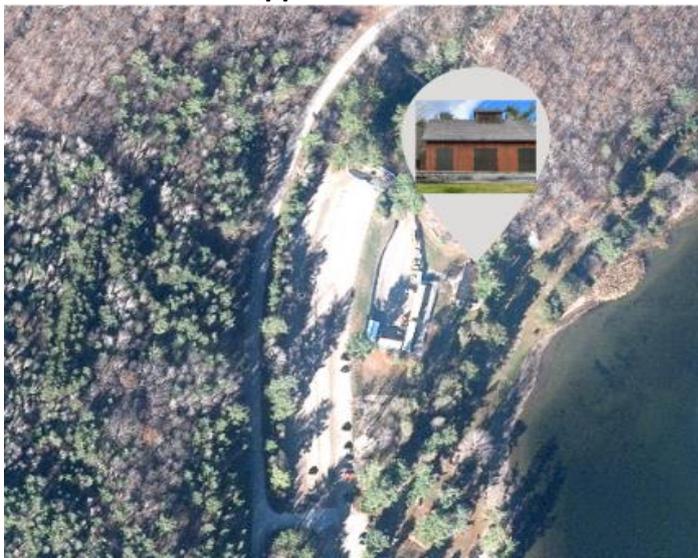
### Leased Premises: Philippe Lake Concession

Philippe Lake flows into Mousseau (Harrington) Lake, which in turn flows into Meech Lake. This chain of three lakes represents an important habitat for a variety of fish and water birds. The area stands out for its tranquillity and captivating views of scenic landscapes from the lakeshore. Philippe Lake hosts three sandy beaches: Breton, Parent and Smith.

The summer of 2024 saw 47,000 beachgoers visiting the site during the season, with almost half of visitors (20,000) going to Parent Beach from June to the end of August 2024. Watercraft rental revenues were approximately \$146,000.00 during the summer of 2024.

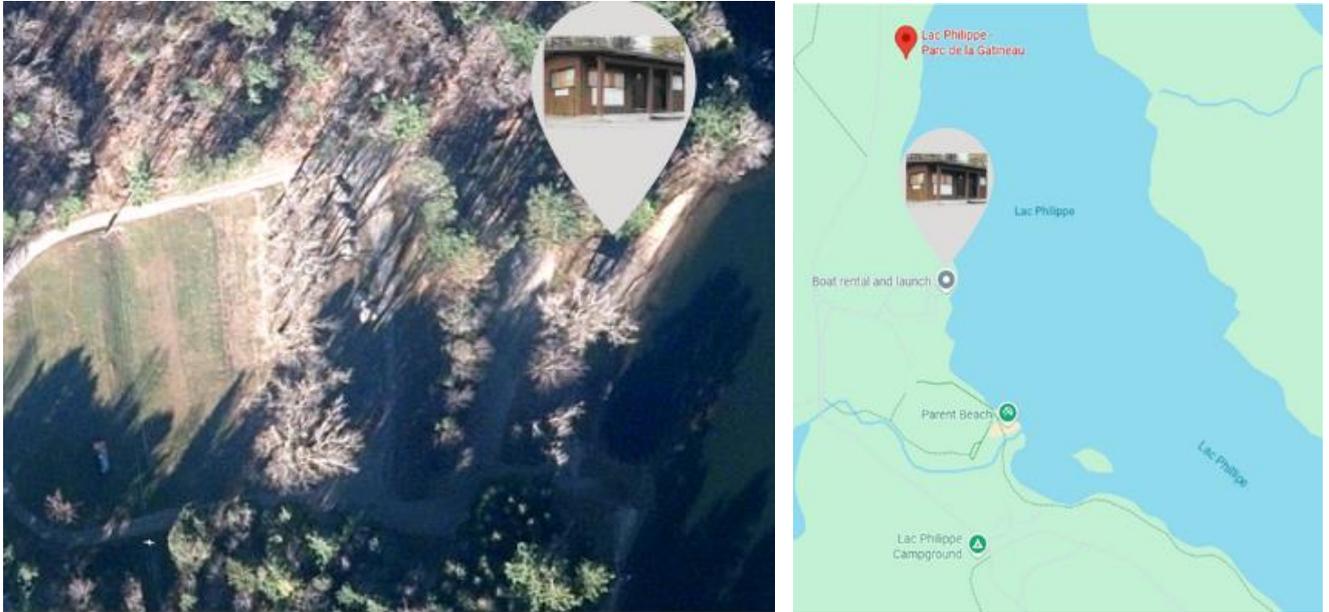
The NCC is seeking a non-motorized boat rental services operator at the Philippe Lake boat launch. The building is approximately 61 m<sup>2</sup> (657.14 ft<sup>2</sup>), is currently being used as storage for kayaks and has the potential for future food and beverage offerings. Electricity is available on site.

#### Site Location – Philippe Lake Concession



Philippe Lake Concession Structure

## Site Location – Philippe Lake Boat Launch



Philippe Lake Boat Rental Location



Philippe Lake Boat Rental Structure

The boat rental structure is approximately 23 m<sup>2</sup> (247.7 ft<sup>2</sup>), with room for non-motorized watercraft storage. The shoreline dock is in good condition for boat launching.

## Leased Premises: Philippe Lake Campground Convenience Store

At the base of the Philippe Lake campground is a newly constructed (2025) camp convenience store that will serve campers around and near Philippe Lake. The convenience store includes a front counter/cash featuring a topographical map of the area, a well-lit area for retail displays, a direct entrance to a firewood storage enclosure, accessible washrooms, staff eating areas, and storage rooms, etc.

The occupancy rate at the campground during high season (mid-June to September) was approximately 75%–80%. Prior to the redevelopment of the campgrounds and convenience store, revenues generated were approximately roughly \$178,000 for the season.

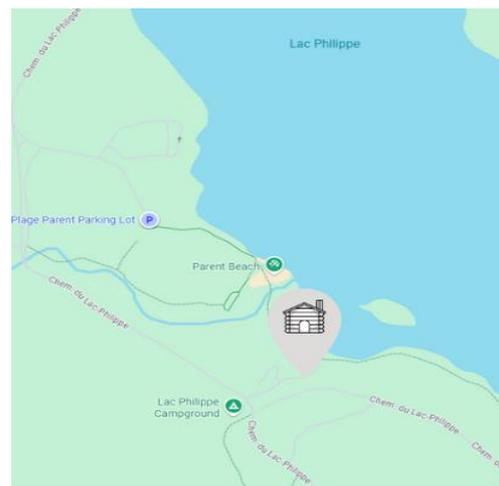
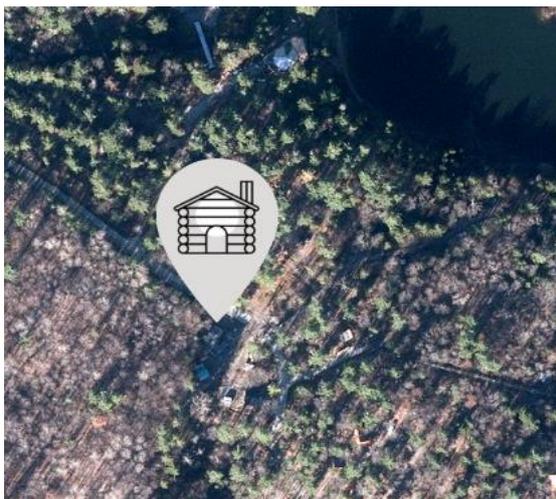
Nestled in the heart of a vast conservation park, there the campground offers ready-to-camp units from private wooded sites to lakeside spots. This camping area is divided into three sectors:

**Taylor Lake:** Quiet area on a lake with a semi-wilderness character ambiance. Located 5 km from the main registration kiosk and 3 km from Parent Beach and the boat launch.

**Renaud Lake:** Small, quiet loop in a rustic sector. Located 2.6 km from the main registration kiosk and less than 1 km from Parent Beach and the boat launch.

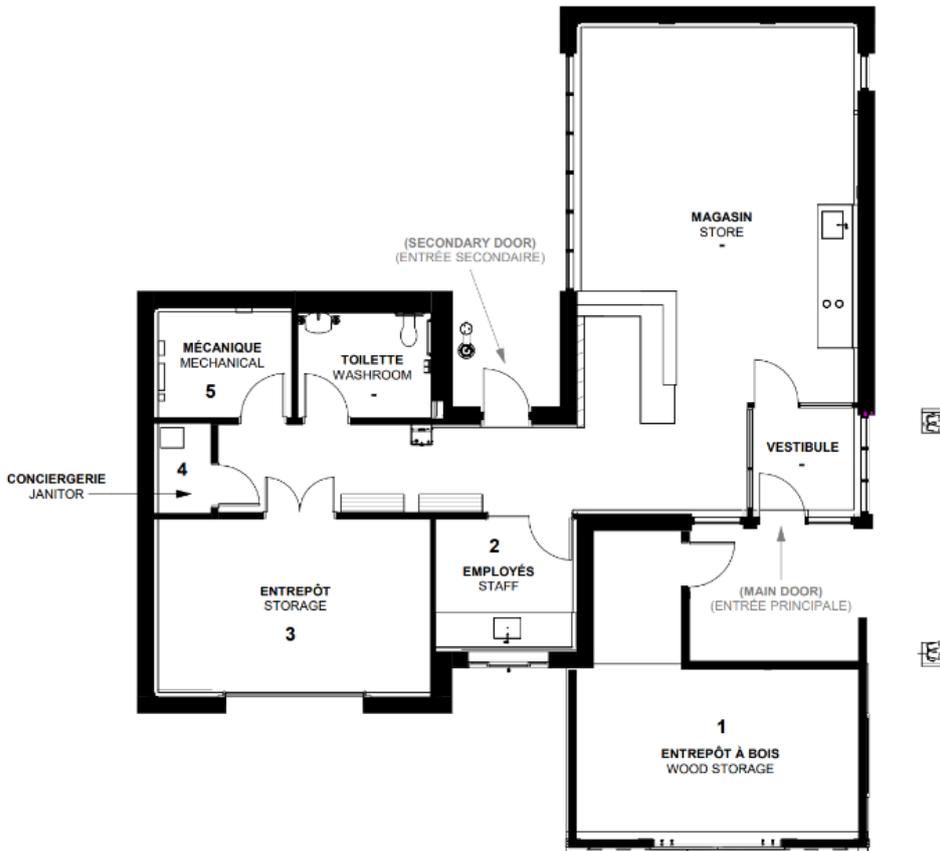
**Philippe Lake:** Large family campground with more services. Located 3 km from the main registration kiosk and very close to the beaches and boat launch.

### Site Location Philippe Lake Campground Convenience Store



Philippe Lake Campground convenience store location

## Philippe Lake Campground Convenience Store Floor Plan and Design



Leased Premises: La Pêche Lake Boat Rental Concession

La Pêche Lake is the largest lake in Gatineau Park and is the only campground closest to Ottawa dedicated to canoe-camping. At the beach site, there is a new facility accommodating beachgoers that includes universally accessible toilets, changing rooms and lifeguarding facilities. The sector is a popular destination for canoe-camping and fishing. Over 2,000 reservations were booked for canoe-camping when both La Pêche and Philippe lakes were fully operating, resulting in over \$1M in camping revenues in 2021.

The NCC is seeking a non-motorized boat rental operator and canoe-camping registration facilitator for this site. The boat rental structure has a well-organized interior with a generator that provided electricity to the building.

### Site Location – La Pêche Lake Boat Rental Location



La Pêche Lake location



La Pêche Lake boat rental structure



La Pêche Lake canoe launch



La Pêche Lake Beach



La Pêche Lake Beach washroom and changeroom facilities

## Appendix B

### RFO Form

The following RFO form is intended to guide Proponents in the completion of their RFO submission. The NCC asks that Proponents complete the following form and return it to the NCC by **Tuesday, December 30, 2025, at 4 pm EST.**

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

<b>Leased Premises</b>	<b>Interested in Leasing (Yes/No)</b>
Philippe Lake Concession and La Pêche Lake Recreational Rental Services	
Philippe Lake Campground Convenience Store	
Philippe Lake Recreational Rental Services (only)	
La Pêche Lake Recreational Rental Services (only)	

#### RFO 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 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.

### **2) 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.

## ***Other Requirements***

### **1) Operational Experience**

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

Please also include your business plan for successful operation. This may be provided in an appendix to your submission. Submissions may include details on years of operation and types of services provided (i.e. rentals, guided tours, lessons), locations served and any partnership with parks, municipalities or recreation departments, safety protocols and emergency plans, maintenance logs for equipment and photos of operation.

### **2) Personnel**

Please give a description of the qualifications and experience of the personnel who will be assigned to the Leased Premises, including language capabilities. You may include resumes, documentation of accreditation and references, along with relevant certifications such as CPR, first aid, water safety instructor, Paddle Canada certification or any continuing education in boating safety or instruction.

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

### **3) Recreational Services**

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

### **4) Sustainable Initiatives**

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

## Appendix C

### NCC Documentation and Guidelines

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

The National Capital Commission's [Plan for Canada's Capital](#)

The National Capital Commission's [Master Plans](#)

The National Capital Commission's [Proponent's Guide to the NCC's Federal Land Use, Design and Transaction Approval Process](#)

The National Capital Commission's [Gatineau Park Master Plan](#)

## Appendix D

### Evaluation of Offers

<b>Mandatory Requirements (PASS-FAIL)</b>	
Official Languages	0-1
Acknowledgement and Acceptance of the Leasing Structure	0-1
<b>Part 1 – Operational Experience (Maximum of 15 points available to award; Category weight 35%)</b>	
Industry Experience	5 Points
Operational Resources	5 Points
Business Plan	5 Points
<b>Part 2 – Qualifications and Experience (Maximum of 15 points available to award; Category weight 25%)</b>	
Personnel Experience (may include resumes or letters of reference)	5 Points
Personnel Bilingualism	5 Points
Awards and Community Ratings	5 Points
<b>Part 3 – Offerings (Maximum of 10 points available to award; Category weight 25%)</b>	
Proposed Offerings	5 Points
Realistic Offerings	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

## Appendix E

### Evaluation Rubric

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

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

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

**Operational Experience** (Maximum: 15 points; Category weight: 35%)

	<b>Unsatisfactory</b> (1 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>Unsatisfactory</b> (1 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
<b>Operational Resources</b>	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: <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise</li> <li>- Established inventory connections already in use (supply chain management)</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>	The proponent has some access to existing resources for successful operation, indicating stable, dedicated access to two (2) of the following: <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise</li> <li>- Established inventory connections already in use (supply chain management)</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>	The proponent has good access to existing resources for successful operation, indicating stable, dedicated access to three (3) of the following: <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise</li> <li>- Established inventory connections already in use (supply chain management)</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>	The proponent has substantial access to existing resources for successful operation, indicating stable, dedicated access to all four (4) of the following: <ul style="list-style-type: none"> <li>- Experienced staff pool from a secondary or related enterprise</li> <li>- Established inventory connections already in use (supply chain management)</li> <li>- Local partnerships (confirmed by letter of support)</li> </ul>
<b>Business Plan</b>	The proponent does not include a business plan in their submission.	The business plan proposed by the proponent includes little detail for successful operation of their proposed offering, indicating only two (2) of the following:	The business plan proposed by the proponent includes some detail for successful operation of their proposed offering, indicating three (3) of the following:	The business plan proposed by the proponent includes sufficient detail for successful operation of their proposed offering, indicating only four (4) of the following:	The business plan proposed by the proponent includes thorough detail for successful operation of their proposed offering, indicating all six (6) of the following:

	<b>Unsatisfactory</b> (1 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
		<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 pro forma within two (2) years of operations</li> <li>-Innovative offerings</li> </ul>	<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 pro forma within two (2) years of operations</li> <li>-Innovative offerings</li> </ul>	<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 pro forma within two (2) years of operations</li> <li>-Innovative offerings</li> </ul>	<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 pro forma within two (2) years of operations</li> <li>-Innovative offerings</li> </ul>

**Personnel Qualification and Experience (Maximum: 15 points; Category Weight: 25%)**

	<b>Unsatisfactory</b> (1 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	The proponent's team consists of 26%–60% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission	The proponent's team consists of 61%–80% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission	The proponent's team consists of 81%–100% of staff with experience in relevant domains, as demonstrated through history of successful operation, submission

	<b>Unsatisfactory</b> (1 Point)	<b>Marginal</b> (2 Points)	<b>Satisfactory</b> (3 Points)	<b>Good</b> (4 Points)	<b>Exceptional</b> (5 Points)
		of resumes, or letters of reference, <b>OR</b> confirmation of access to an established staff pool from a secondary or related enterprise.	of resumes or letters of reference, <b>OR</b> confirmation of access to an established staff pool from a secondary or related enterprise.	of resumes or letters of reference, <b>OR</b> confirmation of access to an established staff pool from a secondary or related enterprise.	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 consists of one (1) fully bilingual customer-facing staff member, fluent in both French and English.	The proponent's team consists of 15%–29% of staff fluent in both French and English.	The proponent's team consists of 30%–59% of staff fluent in both French and English.	The proponent's team consists of 60%–79% of staff fluent in both French and English.	The proponent's team consists of 80%–100% of staff fluent in both French and English.
<b>Awards and Community Ratings</b>	The proponent does not provide proof of any received awards, public recognition, community ratings, etc.	The proponent provides proof of one (1) award/community rating/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.	The proponent provides proof of two (2) awards/community 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.	The proponent provides proof of three (3) awards/community 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.	The proponent provides proof of four or more (4+) awards/community 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.

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

	<b>Unsatisfactory</b> (1 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 goods/services being offered.	The proponent submits a partial list or vague reference to the proposed goods/services being offered.	The proponent submits a complete list of proposed goods/services being offered.	The proponent submits a complete list of proposed goods/services being offered, including: <ul style="list-style-type: none"> <li>- a pricing model; <b>OR</b></li> <li>- demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.)</li> </ul>	The proponent submits a complete list of proposed goods/services being offered, including: <ul style="list-style-type: none"> <li>- a pricing model; <b>AND</b></li> <li>- demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.)</li> </ul>
<b>Realistic 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.	As is, the proponent's offerings conform to the constraints of the Leased Premises, <b>AND:</b> <ul style="list-style-type: none"> <li>- presents unique offerings that will add interest to the targeted locations; <b>OR</b></li> <li>- highlight local influences.</li> </ul>	As is, the proponent's offerings conform to the constraints of the Leased Premises, <b>AND:</b> <ul style="list-style-type: none"> <li>- presents unique offerings that will add interest to the targeted locations; <b>AND</b></li> <li>- highlight local influences.</li> </ul>

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

	<b>Unsatisfactory</b> (1 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 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.); <b>OR</b> the offer incompletely explains the implementation of sustainable initiatives.	The proponent indicates two (2) sustainable initiatives that will be implemented in their operation (e.g. “green” cleaning materials, policies, technologies, etc.) <b>AND</b> the offer adequately explains the implementation of sustainable initiatives.	The proponent indicates three (3) sustainable initiatives that will be implemented in their operation (e.g. “green” cleaning materials, policies, technologies, etc.) <b>AND</b> the offer clearly explains the implementation of 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.) <b>AND</b> the offer clearly explains the implementation of sustainable initiatives.

## Appendix F

### Convenience Store Suggested Item Categories

Below are some categories of items that could be displayed in the convenience store, without any limitation. The Proponent should consider that the operation will be run in a brand-new environment and is free to add categories or items that are not listed below.

Categories:

- Camping gear and equipment
- Outdoor clothing and sports equipment (for weather elements as well as activities offered at Philippe Lake)
- Firewood and charcoal
- Hygiene items
- Cooking, food and beverage items
- Local produce and products (as well as branded items)