



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Request for Proposals (RFP)

Tulip Festival Concessions

2025



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1.0 INTRODUCTION

As the official gardener of Canada's Capital, the National Capital Commission (NCC) is responsible for designing the beds for the annual Canadian Tulip Festival, and planting close to one million tulips of 100 varieties, in 120 flower beds, across 30 different locations.

Founded by the Ottawa Board of Trade, the Canadian Tulip Festival was inspired by a suggestion from renowned photographer Malak Karsh, whose iconic photographs have forever immortalized the tulip. Beloved by generations, the Canadian Tulip Festival offers an unrivalled opportunity to reach one of the largest audiences in the city, and to align your brand with a piece of Ottawa's history, and our future. Every spring, the tulip beds that are planted and cared for by the NCC set the scene for the Canadian Tulip Festival. The festival typically runs from the second week in May with over a week of programming, drawing crowds from all over to see the tulips in bloom.

The National Capital Commission is seeking interested Proponents to operate food and beverage concessions during the Tulip Festival within Commissioners Park surrounding Dow's Lake. Proponents will be bidding to secure a spot for the 2025, 2026 and 2027 seasons, with options to extend at the discretion of the National Capital Commission. Lots will be assigned by the NCC based upon logistical requirements.

Preference will be given to operators who complement existing NCC initiatives, who can connect the public with all the National Capital Region has to offer, and who can exemplify experience and success in running similar operations.

Proponents are asked to submit a proposal of no more than ten (10) pages in their preferred language of French or English, outlining plans for successful operation. Please carefully read the evaluation components, as these will be the basis of submission evaluation and contract award.

Operators will have until **Monday February 10th 2025, 4:00pm EST** to submit their proposals to the Concession Agreement Authority.



2.0 INTERPRETATION

In the proposals and this document, 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. The meaning of capitalized terms is defined in Section 3.0.

3.0 DEFINITIONS

Gross Revenue:

- a) 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;
- b) All rental income from banking machines and any other vending machine from which rental income is derived;
- c) All sales by any sub-tenant, concessionaire, operator, licensee, vending machine, coin operated machine or otherwise in the Leased Premises;
- d) Any insurance, damaged goods claims, warranty or other proceeds received in lieu of income that would otherwise be included in Gross Revenue;
- e) All deposits given on merchandise and services purchased from the Leased Premises and not refunded to purchasers; the selling price of all gift certificates;
- f) All display fees, slotting allowances, promotional considerations, rebates or other payments received by the Concessionaire to stock, promote or advertise any product; and
- g) 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 Concessionaire receives payment. No deduction is allowed for uncollected or uncollectible credit accounts. Transactions through an internet website of the Concessionaire or an affiliate of the Concessionaire, 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 means a contract by which the Landlord conveys the Leased Premises for the specific use of a Concession to a concessionaire for a specified term.

Leased Premises means Commissioners Park as described, identified and marked on **Appendix A**. The Landlord reserves the right in its unfettered discretion to adjust the location, configuration and size of the Leased Premises, as well as assigning lots to successful Proponents.

Concession-Related Improvements means:

1. All improvements, fixtures, installations, alterations and additions from time to time made, erected or installed to or in the Leased Premises, and
2. Alterations, improvements and equipment made or installed for the exclusive benefit of the Concessionaire elsewhere at the Site.

Landlord means the National Capital Commission.

Operating Costs means, in respect of any operating season the total of all costs, expenditure and amounts, incurred or accrued in that season 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, expenditure 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:

- a) The cost of providing and maintaining security, recycling and refuse removal;
- b) The cost of all insurance required to operate the Leased Premises; and
- c) The rental or lease cost of all rented or leased equipment acquired for the operation or maintenance of the Leased Premises.

Concessionaire means the selected Proponent for the Leased Premises.

Rent means the amount (e.g., base rent, percentage of gross sales) the Concessionaire is required to pay the Landlord to occupy the Leased Premises for the duration of the term, net of all utilities as detailed in RFP sections 14.6 and 14.7. The Concessionaire shall be responsible for all costs or obligations with regards 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 Concessionaire, such responsibility shall include the responsibility for all related costs and expenses. Unless agreed otherwise, the Rent shall be as set out in Section 14.



4.0 CONFIDENTIALITY

All documentation and information obtained by the Proponent, the Proponent's business partners, representatives, and other third parties associated with the Proponent in respect of this RFP, are the property of the Landlord, and must be treated as confidential and must not be used for any purpose other than for responding to this RFP and for fulfilling any subsequent agreement with the 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 proposal, and/or the selection process in whole or in part to any business partners, representatives, or other third parties associated with the Proponent in respect of this RFP except to such of them to whom disclosure is necessary in connection with this RFP and who have agreed to be bound by the obligations of confidentiality under this RFP. Proponents shall not issue a news release or other public announcement pertaining to details of their proposal, this RFP and/or the selection process without the 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 RFP 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 RFP without the prior written consent of the Landlord.

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

5.0 EXAMINATION OF DOCUMENTS

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



6.0 DIRECTING YOUR QUESTIONS AND SUBMISSION

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

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

Questions will be answered to the best of the NCC'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 been invited to submit a proposal.

Proposals shall be submitted via electronic copy directed to the above NCC Authority.

7.0 PREPARING THE PROPOSAL

7.1 The Proponent must comply with all Mandatory Minimum Requirements;

7.2 The Proponent must demonstrate its understanding of, and its ability to meet the requirements set out in the proposal information document; and

7.3 The proposal should completely and thoroughly address each element of the requirement as described in the proposal information document.

8.0 SUBMISSION OF PROPOSAL

It is the sole responsibility of the Proponent to:

- 8.1 Return a digitally signed original of the proposal;
- 8.2 Return a digitally completed and signed **Appendix B** – RFP Form;
- 8.3 Direct proposal to the NCC Authority;
- 8.4 Ensure that the Proponent's full legal name and contact information are clearly visible on the proposal;



8.5 Provide a comprehensive and sufficiently detailed proposal, including all requested details that will permit a complete evaluation;

8.6 Review any applicable [Master Plan](#) to ensure compliance, as noted in **Appendix D – NCC Documentation and Guidelines**

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

9.0 LEGAL NAME

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

10.0 REVISION OF PROPOSAL

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

11.0 RESERVE RIGHTS

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

11.1.1 To seek clarification of or confirm any information or data provided by the Proponent;

11.1.2 To contact any reference provided by the Proponent; and

11.1.3 To interview the Proponent and/or any person proposed by the Proponent.

11.2 The Landlord reserves the right to accept or reject any and/or all proposals; to waive irregularities and technicalities; to enter into negotiations with Proponents on any or all aspects of their proposal or request a resubmission; and to cancel and/or re-issue this RFP at its sole and absolute discretion. Any response received may or may not be rejected by the 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.

11.3 There is no obligation on the part of the Landlord to award the Leased Premises to the highest scored Proponent and the Landlord 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 proposal 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.

11.4 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.

12.0 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 proposal 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 proposal document and any supporting documentation, or any information or opinion contained herein. Any use, or reliance on the information for the proposal or on any information or opinion contained herein, or documentation disclosed or otherwise provided by or with this document, is at the risk of the Proponent, and the 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, engineering and other advice with respect to their proposal.

13.0 AWARDING OF AGREEMENT

The Landlord assumes that the Proponent has read the information for proposal document. If a Concession Agreement is awarded to the Proponent as a result of their submission to this information for proposal document, the resulting Concession Agreement will consist of the terms and conditions detailed in the proposal; 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.



14.0 GENERAL INFORMATION

14.1 Proposed Term of Concession Agreement

14.1 The intent is for the Concession Agreement to run for one (1) operating period commencing on **May 3rd, 2025** (the “Commencement Date”) and ending on **May 19th 2025**. Please note that these proposed dates are subject to change. The Concessionaire will be allowed an early occupancy period from April 30, 2025 to the Commencement Date for generally readying the Leased Premises for the conduct of the Tenant’s business. Typical hours are from 10:00a.m. to 8:00p.m. daily. All start and end dates are subject to change at the sole discretion of the NCC.

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

Design

Site design and layout are prescribed in **Appendix A**. The Concessionaire 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 exterior equipment, including the installation of the operational equipment required, will be at the Proponent’s own cost and expense. All vendor-supplied infrastructure, including but not limited to food carts, kiosks, trailers, push carts, stands, mobile, and food trucks, will be subject to NCC approval. NCC reserves the right to call for the alternation and/or removal of any infrastructure.

14.2 Use of the Concession Leased Premises

The Concessionaire 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 Concessionaire 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 Concessionaire’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 Concessionaire'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 Concessionaire during normal business hours. The Concessionaire shall not place, hang, display or affix goods and/or signage to the interior or exterior glazing without the Landlord's prior written consent; and
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.

14.3 Permits

The Concessionaire will apply for any licenses related to the operation of the Leased Premises including, but not limited to: business licence, liquor license, public health inspections, and food safety inspections. The Landlord will support the Concessionaire's efforts, to the extent possible, to obtain timely approvals.

14.4 Net 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 lease form and with the specific terms of the proposal 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 proposal, but the selected Proponent acknowledges that the terms will be considerably elaborated upon in the Concession Agreement.

It is intended that the Concession Agreement be absolutely net to the Landlord. The Landlord shall be entitled to receive the full amount of the rent in all circumstances. The Concessionaire 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 Concessionaire 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 Concessionaire, such responsibility shall include the responsibility for all related costs and expenses.



14.5 Official Languages

The Concessionaire 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, onsite communication (e.g. boards, sandwich boards, signage, menus, etc., and shall be of equal size, including text font size), online menus and all social media postings including landing pages (e.g. Facebook, Instagram, LinkedIn, etc.).

The NCC reserves the right to inspect the location and social media of the Concessionaire to ensure services are provided equally in both official languages of Canada as per the Official Languages Act.

For more information refer to:

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

14.6 Percentage Rent

14.6.1 Percentage rent is payable at the end of each operating season in the amount of **twenty (20%) percent** of gross sales over \$4,250 per pushcart and \$12,500 per food trailer, plus, applicable taxes;

14.6.2 On or before the 15th day of the month following the end of each operating season, the Concessionaire shall deliver to the Landlord a written statement in a form acceptable to the Landlord certified to be correct by the Concessionaire showing in reasonable detail the Gross Revenue in the immediately preceding operating season; and

14.6 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 Concessionaire, 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 Landlord.

Operating Costs and Taxes

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



14.7 Base Rent

Base rent is payable in the amount of **\$850** per pushcart and **\$2,500** per food trailer. The Proponent shall deliver weekly installments of 33.33% of the total base rent payable to the Landlord in accordance with the schedule outlined below.

Week (2025)	Payment
Week 1: May 12, 2025 by 5:00pm EST	33.33% of Base Rent
Week 2: May 19, 2025 by 5:00pm EST	33.33% of Base Rent
Week 3: May 26, 2025 by 5:00pm EST	33.33% of Base Rent

In the case of closures and/or adjustments to the operating season, base rent will be applied pro rata and adjusted accordingly.

15 EVALUATION OF PROPOSAL

15.1 Mandatory Minimum Requirements

The National Capital Commission will review all submitted proposals and may further engage with prospective proponent(s) if the proposal meets each of the following Mandatory Minimum Requirements:

1. **Official Languages:** The submitted proposal clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Fresh and Greywater Management:** The submitted proposal clearly demonstrates the ability to manage fresh and greywater, and must be compatible with local regulation, environmental policy and the outdoor festival format.
3. **Concession Stand Power Requirements:** The submitted proposal confirms that the concession operation draws 60 amps or below to operate.

The NCC may request additional information from Proponents if it is not clear that the three (3) mandatory minimums are met.



15.2 Other Proposal Requirements

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

15.2.1 Operational Experience

Demonstrate the capability of operating a 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.

15.2.2 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 Requirement number 1**.

15.2.3 Menu

Submit a complete list of foods and beverages being offered at the Leased Premises, along with a proposed pricing model.

15.2.4 Sustainable Initiatives

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

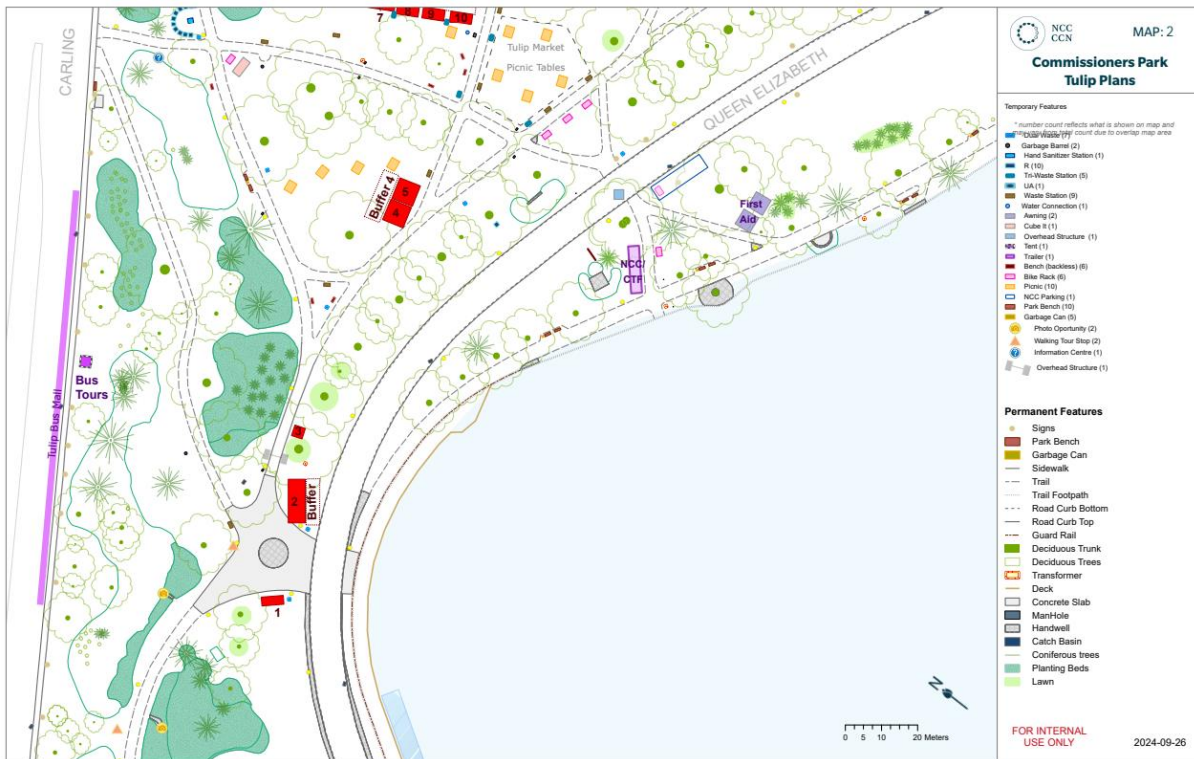
15.2.5 Operational Capabilities

Indicate plans for fresh and greywater management and concession power requirements, noting that a maximum of 60 amps can be provided. Please refer to **Mandatory Requirement number 2. and number 3.**



Appendix A

Proposed Concession Site









Appendix B

RFP Form

The following RFP Form is intended to guide Proponents in the completion of their RFP submission. The NCC asks that Proponents complete the following Form and return it to the Concession Agreement Authority by **Monday February 3rd 2025, 4:00pm EST**.

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

Tulip Festival Proposal Form

Proponent Name: _____

Company Name: _____

Contact Information

Email: _____

Phone: _____

Address: _____

Proposal Information

The Proponent is pursuing the use of:

Food Trailer (check) Number of Food Trailers* *max allowed: 3

Push Cart (check) Number of Push Carts* *max allowed: 5

Required Permits and Documentation:

Permit Health and Safety Certification

Licence Insurance* *must supply 15 days prior to each operating season



Operational Experience

Please give a brief history of your business and personal experience, as per Section 15.2.1.



Personnel

Please include a list of employees who will be working on the premises, resumes, certifications, accreditation and degree of fluency in both official languages as per Section 15.1.2. Also see **Mandatory Minimum Requirement number 1** for additional detail.



Menu

Please present your proposed menu to be served on the Premises and the proposed pricing model, as per Section 15.2.3.



Sustainable Initiatives

Please identify the sustainable initiatives to be implemented throughout your operation, as per Section 15.2.4.



Operational Requirements

Water Resource Management

The proponent indicates that they will be responsible for the management of grey and freshwater supplies, as per Section 15.2.5. Please refer to **Mandatory Minimum Requirement number 2.**

Yes

No

Plan for water resource management:



Power Supply Requirements

Does operation of the concession stand require power supply hookup? Please refer to **Mandatory Minimum Requirement number 3.**

Yes, I require _____ amps

No

Alternative Sustainable Energy Source(s), if applicable:

Appendix C

Proposal Evaluation

Operational Experience (Maximum: 10 points; Category Weight: 25%)

	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: - Concession stand/trailer	The proponent has some access to existing resources for successful operation, indicating stable, dedicated access to two (2) of the following: - Concession stand/trailer*	The proponent has good access to existing resources for successful operation, indicating stable, dedicated access to three (3) of the following: - Concession stand/trailer*	The proponent has substantial access to existing resources for successful operation, indicating stable, dedicated access to all four (4) of the following: - Concession stand/trailer*

		<ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) 	<ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) <p>*must include</p>	<ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) <p>*must include</p>	<ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise* - Established inventory connections already in use (supply chain management)* - Local partnerships (confirmed by letter of support)* <p>*must include</p>
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Personnel Qualification and Experience (Maximum: 15 points; Category Weight: 25%)

	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	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	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

		confirmation of access to an established staff pool from a secondary or related enterprise.	reference, OR confirmation of access to an established staff pool from a secondary or related enterprise.	reference, OR confirmation of access to an established staff pool from a secondary or related enterprise.	reference, OR confirmation of 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	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	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	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

		membership status confirmation, a reputable letter of reference, or another form of industry-recognized accreditation.	membership status confirmation, reputable letters of reference, or another form of industry-recognized accreditation.	consist of membership status confirmation, reputable letters of reference, or another form of industry-recognized accreditation.	consist of membership status 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: - a pricing model; OR - 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: - a pricing model; AND - demonstrating the presence of local influences in their offerings (e.g. sourcing local foods for menu items, relevant local partnerships, etc.)

<p>Realistic Menu</p>	<p>The Leased Premises cannot feasibly accommodate the proponent's proposed menu due to site restrictions; OR the proposal does not clearly explain how the menu offerings will fit within an outdoor festival format</p>	<p>With a few modifications, the proponent's menu is feasible for the constraints of the Leased Premises; OR the proposal incompletely explains how the menu offerings will fit within an outdoor festival format</p>	<p>As is, the proponent's menu feasibly conforms to the constraints of the Leased Premises; the proposal clearly explains how the menu will fit within an outdoor festival format</p>	<p>As is, the proponent's menu conforms to the constraints of the Leased Premise, the proposal clearly explains how the menu will fit within an outdoor festival format, AND:</p> <ul style="list-style-type: none"> - presents unique menu items to bring added interest to the Tulip Festival; OR - highlights local influences. 	<p>As is, the proponent's menu conforms to the constraints of the Leased Premises, the proposal clearly explains how the menu will fit within an outdoor festival format, AND:</p> <ul style="list-style-type: none"> - presents unique menu items to bring added interest to the Tulip Festival; AND - highlights local influences.
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Sustainable Initiatives (Maximum: 10 points; Category Weight: 20%)

	<p>Unsatisfactory (1 Point)</p>	<p>Marginal (2 Points)</p>	<p>Satisfactory (3 Points)</p>	<p>Good (4 Points)</p>	<p>Exceptional (5 Points)</p>
<p>Waste Reduction</p>	<p>The proponent does not indicate any plans for waste material reduction (e.g. food containers, utensils, straws, etc.)</p>	<p>The presence of single use items is limited and some compostable containers, utensils, straws, etc. are indicated for use;</p>	<p>The presence of single use items is limited and most containers, utensils, straws, etc. are indicated for use are compostable</p>	<p>There is no presence of single use items and only compostable containers, utensils, straws, etc. are indicated for use,</p>	<p>There is no presence of single use items and only compostable containers, utensils, straws, etc. are indicated for use,</p>



		OR the proposal incompletely explains implementation of some waste reduction efforts.	AND the proposal adequately explains implementation of the waste reduction plan.	AND the proposal clearly explains implementation of the waste reduction plan.	the proposal clearly explains implementation of the 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 proposal incompletely explains 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.) AND the proposal adequately explains 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.) AND the proposal clearly explains 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.) AND the proposal clearly explains implementation of sustainable initiatives.

Operational Capacities (Maximum: 10 points; Category Weight: 10%)

	Unsatisfactory (1 Point)	Marginal (2 Points)	Satisfactory (3 Points)	Good (4 Points)	Exceptional (5 Points)
Water Management*	The proponent indicates that they will be responsible for the management of their grey and fresh water supplies, but does not clearly demonstrate how water resources will be managed.	The proponent indicates that they will be responsible for the management of their grey and fresh water supplies and somewhat demonstrates how water resources will be managed.	The proponent indicates that they will be responsible for the management of their grey and fresh water supplies and adequately demonstrates how water resources will be managed.	The proponent indicates detailed plans for the management of their grey and fresh water supplies and clearly demonstrates how water resources will be managed.	The proponent indicates plans for the management of their grey and fresh water supplies, clearly demonstrates how water resources will be managed, AND includes sustainable initiatives they will implement for water management.
Identified Power Supply Requirements*	The proponent requires 31-60 amps for concession operation.	The proponent requires 16-30 amp for concession operation.	The proponent requires 1-15 amp for concession operation.	The proponent does not require power supply for concession operation.	The proponent does not require power supply AND demonstrates alternative sustainable energy source(s) for concession operation.

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

1. **Official Languages:** The submitted proposal clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Fresh and Greywater Management:** The submitted proposal clearly demonstrates the ability to manage fresh and greywater, and must be compatible with local regulation, environmental policy and Festival operations.
3. **Concession Stand Power Requirements:** The submitted proposal confirms that the concession operation draw 60 amps or below to operate.

NCC may request additional information from respondents if it is not clear the three (3) mandatory minimums are met.

Appendix D: NCC Documentation and Guidelines

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

Plans applicable to the sector:

- The National Capital Commission's [Plan for Canada's Capital 2017-2067](#) (2017)
- The National Capital Commission's [Ottawa River South Shore Riverfront Park Plan](#) (2018)

Guidelines with general applicability:

- The National Capital Commission's [Proponent's Guide to the NCC's Federal Land Use, Design and Transaction Approval Process](#)
- NCC [Sustainable Development Strategy](#)
- [Federal Sustainable Development Strategy](#)
- Parcs Canada's [The Standards and Guidelines for the Conservation of Historic Places in Canada](#)
- NCC [Capital Design Guidelines](#) (2023)
- NCC's [Bird-Safe Design Guidelines](#)
- [Working with Cultural Landscapes: A Guide for the National Capital Region](#)