

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Negotiated Request for Proposals
For
Gondola Transportation Feasibility Study

Request for Proposals No.: **NCC-RED-PR-041156-RFP**

Issued: **2026-08-21**

Submission Deadline: **2026-09- 03 2:00 PM EDT**



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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

Invitation

This Request for Proposals (the “RFP”) is an invitation by the National Capital Commission (“the NCC”) to prospective Proponents to submit proposals **for preliminary feasibility assessment for a proposed commuter-tourism gondola in the National Capital Region**, as further described in Section A of the RFP Particulars (Appendix B) (the “Deliverables”).

NCC Background

The NCC is a federal Crown corporation created by Canada’s Parliament in 1959 under the National Capital Act (NCA). The role of the NCC, as defined by the NCA, is “to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.” The corporation fulfills this role through the following areas of activity:

- setting the long-term planning direction for federal lands in the National Capital Region,
- regulating the use and development of federal lands in the National Capital Region,
- managing, conserving, and protecting NCC assets (including Gatineau Park, the Greenbelt, urban parks, real property, and other assets such as bridges, pathways, and parkways); and
- maintaining heritage sites in the National Capital Region, such as the official residences and commemorative sites.

The NCC’s mission is to ensure that Canada’s National Capital Region is of national significance and a source of pride for Canadians. With a mandate reaching back over a century, the NCC and its predecessor organizations have served as both the National Capital Region’s primary long-term planner for, and the principal steward of, federal lands to build a dynamic, inspiring, and sustainable capital. In addition to internal services, there are two core responsibilities (Long-Term Planning/Stewardship and Protection) derived from the NCC’s mandate and previous program alignment architecture, which reflect the NCC’s key obligations to the public as a federal government organization.

Project Overview

The NCC is inviting qualified proponents to submit their proposals for consulting services with the objective to determine whether the NCC proposed Gondola system between Ottawa and Gatineau (NCR region) can be financially viable and attract private investments. The consultant will review the proposed route, estimate the costs and revenues, compare similar projects around the world, assess risks and recommend the route and business model



1.2 Proponent must be Single Entity

The Proponent must be a single legal entity that, if selected, intends to enter into the contract with the NCC. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one of those entities as the “Proponent”. The Proponent will be responsible for the performance of the Deliverables.

1.3 Reciprocal Procurement

This tender is subject to the [Interim Policy on Reciprocal Procurement](#). This means that only Canadian Suppliers, as defined in the Standard Terms and Conditions of the Contract (Appendix A), are eligible for this tender. Proposals submitted by Suppliers for a Non-Trading Partner will be rejected.

1.4 RFP Contact

For the purposes of this procurement process, the “RFP Contact” will be:

Guy Alex Cubahiro
contracts@ncc-ccn.ca

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the NCC, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponent’s proposal.

1.5 Contract for Deliverables

1.5.1 Type of Contract

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with the NCC for the provision of the Deliverables. The terms and conditions found in the Contract (Appendix A) are to form the basis for commencing negotiations between the NCC and the selected proponent.

1.5.2 Term of Contract

The term of the Contract is to be for a period of four (4) months, RFP Timetable



1.5.3 Key Dates

Issue Date of RFP	2026-08-21
Deadline for Questions	2026-08-31 11:59:59 PM EDT
Deadline for Issuing Addenda	2026-09-01 11:59:59 PM EDT
Submission Deadline	2026-09-03 2:00 PM EDT
Rectification Period	2 business days
Anticipated Ranking of Proponents	10 business days
Contract Negotiation Period	15 calendar days
Anticipated Execution of Contract	September 2026

The RFP timetable is tentative only and may be changed by the NCC at any time. For greater clarity, business days means all days that the NCC is open for business.

1.6 Submission Instructions

1.6.1 Submission of Proposals

Proposals must be submitted by email to:

Bids-soumissions@ncc-ccn.ca

The complete proposal must be received in the above-noted email inbox by the Submission Deadline. The time stamp of the NCC's email system will be the official time for receipt of the proposal. Proposals received after the Submission Deadline may not be considered.

Proponents are expected to format their bids using the following guidelines:

- 8.5 x 11-inch (216 mm x 279 mm) paper size (unless otherwise specified)
- a numbering system that corresponds to the tender documents
- Arial 10pt, Calibri 11pt, or Times New Roman 12pt
- A table of contents for the Rated Technical submissions
- PDF format (unless otherwise specified)

Bids are to be submitted in three (3) separate emails:

Email #1: Mandatory Submission Requirements (Excluding Pricing Form)

Email #2: Rated Technical Criteria

Email #3: Pricing Form (Appendix E)

The email subject line should reference the RFP title and number (see RFP cover).

Electronic submissions must not exceed 30 MB including email signature. Proponents should divide their responses into appropriately sized (smaller than 30 MB) numbered files. In the email the Proponent should provide the details of each attachment and how many emails they will send.



Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Submission Deadline has passed. The Pricing Form will not be opened until Stage II – Evaluation has been completed.

1.6.2 Proposals to be Submitted on Time

Proposals must be received on or before the Submission Deadline set out in the RFP Timetable.

Sending large documents via email may take significant time, depending on the file size and internet connection speed. It is strongly recommended that Proponents allow sufficient time of at least one (1) hour before the Submission Deadline to send documents.

1.6.3 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment by email as above prominently marked with the RFP title and number to the email address set out above. Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace.

1.6.4 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written contract for provision of the Deliverables, a Proponent may withdraw its proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact. The NCC is under no obligation to return withdrawn proposals.

[End of Part 1]



PART 2 – EVALUATION AND AWARD

2.1 Stages of Evaluation

The NCC will conduct the evaluation of proposals and negotiations in the following stages:

2.1.1 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the NCC will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the NCC issues a rectification notice to the proponent. The mandatory submission requirements are listed in Section B of the Evaluation Criteria (Appendix C).

2.1.2 Stage II – Evaluation

Stage II will consist of the following two (2) sub-stages:

a. Mandatory Technical Requirements

The NCC will review the proposals to determine whether the mandatory technical requirements as set out in Section C of the Evaluation Criteria (Appendix C) have been met. If a proposal fails to satisfy all of the mandatory technical requirements, the NCC will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. The rectification process for these requirements may occur after any rectification process for mandatory submission requirements. Proposals that do not satisfy the mandatory technical requirements within the Rectification Period will be rejected.

b. Rated Technical Criteria

The NCC will evaluate each qualified proposal on the basis of the non-price rated criteria as set out under Evaluation Criteria in Section D of the Evaluation Criteria (Appendix C).

Proponents should present their proposal in the format specified and in compliance with the page count stated. Information provided on pages beyond the stated limit may not be reviewed and evaluated.

Proposals will be evaluated and scored based on the following:



Score	Description
0	No response provided: No response provided, or the response provided did not address the question.
1	Unacceptable response: Major gaps exist in the response.
2	Poor response: The response provided partially addressed the question or provided some of the requested information. Some gaps exist in the response.
3	Satisfactory response: The response provided addressed the question in an acceptable manner and provided an acceptable amount of the required information. Acceptable gaps exist in the response.
4	Good response: The response provided addressed the question in a good manner and provided a significant amount of the required information. Minor gap exists in the response.
5	Excellent response: The response provided comprehensively addressed the question and provided all required information. No gaps exist in the response.

The score will be multiplied by the weighting, set out in Section A of the Evaluation Criteria (Appendix C), for each criterion and divided by five (5) to arrive at a weighted score, and then the weighted scores will be summed to reach a total weighted score.

If a criterion has a weighting of 20 and a proposal scores 4, the weighted Score = $(4 \times 20) / 5 = 16$.

2.1.3 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in **Section E** of the Evaluation Criteria (Appendix C). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, the NCC may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, the NCC may reject the proposal. The NCC may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, "front-loaded" pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.



2.2 Stage V – Ranking and Contract Negotiations

2.2.1 Ranking of Proponents

After the completion of Stage II scoring, proponents must achieve a minimum score of **70 out of 100** to advance to Stage III, which will consist of the evaluation of the **lowest-priced proposal**. Refer to Appendix C for more details. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with the NCC. In the event of a tie, the selected proponent will be the proponent with the lowest price.

2.3 Stage VI – Contract Negotiations

2.3.1 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the NCC or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Contract (Appendix A) are to form the basis for commencing negotiations between the NCC and the selected proponent. Negotiations may include requests by the NCC for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the NCC for improved pricing or performance terms from the proponent.

2.3.2 Time Period for Negotiations

The NCC intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the NCC invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section C of the RFP Particulars (Appendix B), provide requested information in a timely fashion, and conduct its negotiations expeditiously.

2.3.3 Failure to Enter into Agreement

If a selected proponent fails to execute the Agreement or satisfy any pre-conditions of award within fifteen (15) days of notice of selection, the NCC may, without incurring any liability, proceed with the selection of another proponent and pursue all other remedies available to the NCC.

2.3.4 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]



PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English or French

All proposals are to be in English or French only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, the NCC may consider the proponent's past performance or conduct on previous contracts with the NCC or other institutions.

3.1.5 Information in RFP Only an Estimate

The NCC and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the NCC

The NCC will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The NCC makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the



provision of the described Deliverables. The NCC may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing by email to the RFP Contact on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. The NCC is under no obligation to provide additional information, and the NCC is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The NCC is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If the NCC, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the NCC.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the NCC determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the NCC may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, the NCC may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. The NCC may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once the Contract is executed by the NCC and a proponent, the other proponents shall be notified directly in writing of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within fifteen (15) days of such notification. The RFP Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at the NCC's location or by way of conference call or other remote meeting format as prescribed by the NCC.



3.3.3 Procurement Protest Procedure

Any proponent with concerns about the RFP process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- (a) a clear statement as to which procurement the proponent wishes to challenge;
- (b) a clear explanation of the proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- (c) the proponent's contact details, including name, telephone number, and email address.

The NCC will send an initial response to acknowledge receipt of the proponent's notice and indicate the date by which the NCC will provide the proponent with a formal response.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
 - (i) having or having access to confidential information of the NCC in the preparation of its proposal that is not available to other proponents;
 - (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision-makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
 - (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.



3.4.2 Disqualification for Conflict of Interest

The NCC may disqualify a proponent for any conduct, situation, or circumstances, determined by the NCC, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of the NCC may be precluded from participating in the RFP process in instances where the NCC has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

The NCC may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if the NCC determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix D).

3.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of the NCC; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.



3.4.8 Supplier Suspension

The NCC may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the NCC's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by the NCC, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, the NCC will notify the supplier of the grounds for the suspension, and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by the NCC in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of the NCC

All information provided by or obtained from the NCC in any form in connection with this RFP either before or after the issuance of this RFP:

- (a) is the sole property of the NCC and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from the NCC; and
- (d) must be returned by the proponent to the NCC immediately upon the request of the NCC.

3.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the NCC. The confidentiality of such information will be maintained by the NCC, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed on a confidential basis to advisers retained by the NCC to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.



3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

- a) this RFP will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- b) neither the proponent nor the NCC will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the NCC by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the NCC to enter into an agreement for the Deliverables.

3.6.4 Cancellation

The NCC may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and Quebec and the federal laws of Canada applicable therein.

[End of Part 3]



APPENDIX A – CONTRACT EXAMPLE



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Contract # **[**Insert PO Number**]**

between

National Capital Commission

and

[Insert Legal Name of Supplier**]**

for

NCC-RED-PR-041156-RFP

Canada



BETWEEN

National Capital Commission

(referred to as the “NCC”)

AND

[*INSERT FULL LEGAL NAME OF SUPPLIER*]

(referred to as the “Supplier”)

In consideration of their respective agreements set out herein, the parties covenant and agree as follows:

1. Contract Documents

The contract between the parties in respect of **Gondola Transportation Feasibility Study** is comprised of the following documents, which are collectively referred to as the “Contract”:

- (a) this Agreement;
- (b) the Standard Terms and Conditions (found on the NCC’s website: [Terms and conditions - Contracts with the NCC](#)) in effect on the effective date of the Contract;
- (c) the Schedule of Deliverables, Rates, and Specific Provisions, attached hereto as Schedule 1;
- (d) the **NCC-RED-PR-041156-RFP**, including any addenda, (the “Solicitation Document”);
- (e) all the documentation submitted by the Supplier in response to the Solicitation Document dated **[**insert date of submission**]**,

2. Interpretive Value of Contract Documents

Any ambiguity, conflict, or inconsistency between or among the documents comprising the Contract will be resolved by giving precedence to the express terms of the documents in the order in which they appear above, so that a first-mentioned document shall prevail notwithstanding any term or aspect of a later-mentioned document.

3. Execution

This Agreement may be executed and (i) delivered by facsimile transmission, (ii) scanned and delivered by electronic transmission or (iii) signed electronically, and when so executed and delivered, will be deemed an original.



IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date written below.

National Capital Commission

Signature:

Name: **[**insert name of NCC Signatory**]**

Title: **[**insert title of NCC Signatory**]**

Date of Signature:

I have the authority to bind the NCC.

[Insert Supplier's Full Legal Name**]**

Signature:

Name: **[**insert name of Supplier Signatory**]**

Title: **[**insert name of Supplier Signatory**]**

Date of Signature:

I have the authority to bind the Supplier.



APPENDIX B – SCHEDULE OF DELIVERABLES, RATES, AND SPECIFIC PROVISIONS

A. Description of Deliverables

Refer to Annex A – Project Particulars.

B. Rates and Disbursements

B. 1 Maximum Fee

Notwithstanding anything else in the Contract, the total amount payable by the NCC to the Supplier under the Contract shall not exceed **[*insert maximum contract amount in words*]** (CAD\$**[*insert amount in ##*]**), including all Applicable Taxes.

B. 2 Personnel and Rates

Key personnel have been identified and are responsible for the provision of the Deliverables. The Rates for these individuals are set out the Annex B – Basis of Payment.

C. Payment Terms

The Supplier will be paid for the Deliverables as set out in Annex B – Basis of Payment and as per the Method of Payment indicated below.

The NCC will not pay the Supplier for any design changes and/or, modifications or interpretation questions concerning the Deliverables unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Deliverables.

Any payment under this contract is subject to there being an appropriation for the particular service for the fiscal year in which any commitment would come in course of payment Section 40, Financial Administration Act.

C. 1 Method of Payment

The payment terms for the Contract are as follows:

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in Annex B – Basis of Payment and the payment provisions of the Contract if:

- c. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract. The claim must provide:
 - i. a description of the Deliverables completed to date;
 - ii. *if applicable* holdback of **[*insert holdback %*]**;
 - iii. total of all previous claims against the Contract;
 - iv. Applicable Taxes.



all such documents have been verified by the NCC.

all work associated with the milestone and as applicable any deliverable required has been completed and accepted by the NCC.

C. 2 Invoicing Instructions

The Supplier must submit invoices in accordance with C.1 above.

- a) Invoices cannot be submitted until all work identified in the invoice is completed or accepted by the NCC. Send invoices by email at the following address payables@ncc-ccn.ca and clearly indicate the Contract Number indicated on Page 1 of this Contract.
- b) All payments are NET thirty (30) days. Payments will only be processed following approval and certification of the invoice by the NCC.
- c) To ensure prompt payment, please prepare your invoice in accordance with the pricing set out in Annex B – Basis of Payment. Errors in invoicing can cause delay of payment and may cause your invoice to be returned.

D. NCC and Supplier Representatives

The NCC Contracting Authority and contact information is:

Guy Alex Cubahiro
Senior Procurement Officer
100–12 York St.
Ottawa, ON K1N 5S6
contracts@ncc-ccn.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Supplier must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

The NCC Project Authority and contact information is:

Prathamesh Raut
Real Estate Analyst
100–12 York St.
Ottawa, ON K1N 5S6
[*insert email of Project Authority *]

The Project Authority is responsible for all matters concerning the technical content of the Deliverables under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

The Supplier Representative and contact information for the Contract is:

[*insert name of Supplier Representative*]



[*insert title of Supplier Representative *]

[*insert mailing address of Supplier Representative*]

[*insert email of Supplier Representative*]

E. Term of Contract

The Contract shall take effect on the date of last signature (the “Effective Date”) and shall be in effect until [*insert end date of initial term*] (the “Expiry Date”), with an option in favour of the NCC to extend the term for an additional period of [*insert extension period, if applicable, or revise this language as necessary*], unless it is terminated earlier in accordance with the terms of the Contract or otherwise by operation of law (the “Term”).

F. Reciprocal Procurement Compliance

F. 1 Change of Location of Place of Business

The Supplier must notify the Contracting Authority in writing within 10 calendar days of any change in the location of its place of business taking effect, or, if the Supplier is a joint venture, any change in the location of the place of business of any member of the joint venture. Where possible, the NCC requests that the Supplier provide as much advance notice as possible in writing of any proposed or planned change to the Supplier's place of business.

G. Security Requirements

G. 1 Organization Screening

The Supplier must, at all times during the performance of the contract, hold a valid designated organization screening (DOS), [with approved document safeguarding at the level of Reliability status or equivalent as determined by NCC Corporate Security. Note that the NCC does not issue a DOS, these are issued by the Contract Security Program (CSP), Public Services and Procurement Canada (PSPC).

G.2 Access to Sensitive Areas

The Supplier's personnel requiring access to **protected B** information, assets or sensitive work site(s) must **each** hold a valid **Reliability** status.

G.3 Access to Protected Information or Assets

The Supplier [**may/must not**] remove protected information or assets from the work site(s) as required by this contract. The Supplier must ensure that its personnel are made aware of and comply with this restriction.

G.4 Processing of Electronic Information

The Supplier **may** utilize its Information Technology systems to electronically process, produce or store protected as required by Corporate Security information until the NCC Corporate Security has issued written approval. After approval has been granted, these tasks may be performed up to the level of Reliability status, including an IT Link up to the level of Reliability.



H. Insurance Requirements

The Supplier must put in effect and maintain all necessary and appropriate insurance that a prudent person in the business of the Supplier would maintain for the Term, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, including, but not limited to, the following:

- (a) The Supplier shall maintain Commercial General Liability insurance for the duration of the Contract with limits of not less than \$2,000,000 per occurrence and in the annual aggregate.

The policy shall include:

- Additional Insured: NCC, with respect to the Supplier's operations
- Core Coverage: bodily injury, property damage, products and completed operations, and personal injury
- Policy Features: cross liability / separation of insureds and blanket contractual liability
- Workforce Coverage: employer's liability or confirmation of WSIB (or equivalent)

The Supplier shall provide thirty (30) days' written notice of cancellation or material change.

If the policy is written on a claims-made basis, coverage must be maintained for at least 12 months after completion.

- (b) (Errors and Omissions Liability Insurance, insuring liability for errors and omissions in the performance or failure to perform the services contemplated in the Contract, in the amount of not less than \$1,000,000 per claim and in the annual aggregate. Coverage must be in place for a period of at least 12 months after the completion or termination of the Contract. The Supplier will provide the Contracting Authority thirty (3) days prior written notice of policy cancellation or any changes to the insurance policy.

H.1 SubSuppliers

No portion of the Work may be subcontracted without the prior approval of the NCC. If the Work includes the use of subSuppliers, the Supplier will, upon request from the Contracting Authority, provide a list of all subSuppliers including a description of the things to be purchased, a description of the work to be performed and the location of the performance of that work. The list should not include the purchase of off-the-shelf items, software and such standard articles and materials as are ordinarily produced by manufacturers in the normal course of business, or the provision of such incidental services as might ordinarily be subcontracted in performing the Work.

ANNEX A – PROJECT PARTICULARS

Insert (Copy + Paste) the Appendix B – RFx Particulars here.

ANNEX B – BASIS OF PAYMENT

Insert (copy + paste) the RFx Appendix D - Pricing Form here.

END OF SAMPLE CONTRACT



APPENDIX B – RFP PARTICULARS

A. STATEMENT OF WORK

1. Introduction

a. Project Overview

The National Capital Commission (NCC) wishes to retain the services of an economic viability consulting firm (the “Consultant”) with expertise in the feasibility assessment of transportation and tourism projects. The Consultant should have experience assessing the financial viability of new and expanded transportation systems, including cost estimation, revenue forecasting, and route adjustment to determine the most viable path to profitability. Experience assessing potential gondola projects is a strong asset.

The project entails completion of a preliminary feasibility assessment for a proposed commuter-tourism gondola in the National Capital Region, with the goal of determining the most viable path to implementation. In doing so, the assessment will include evaluation of the NCC’s preliminary route, identification of global market comparables for similar projects, modelling and cost estimation to identify the preferred route and system, establishment of cost and revenue forecasts, and the development of a proforma for the most viable route to be implemented. The project will be assessed on the expectation that private-sector investment will drive implementation, with no public funds committed. As such, the preliminary feasibility study should consider revenue generation, return on investment (ROI) and risk level as prime indicators of overall feasibility.

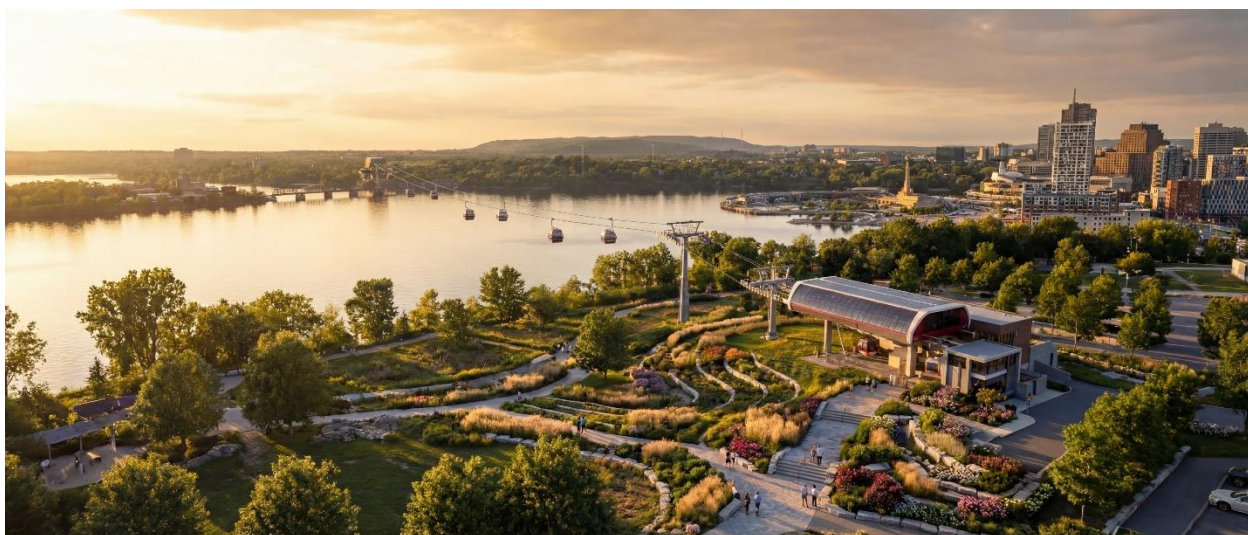


Figure 1: Conceptual image of the gondola system cross-river corridor between Ottawa, ON and Gatineau, QC

Deliverables will include a report outlining assumptions and models used to derive the viability scenario, a thorough explanation of methodology and comparable case studies, a recommendation from the Consultant with respect to viability, and a robust proforma identifying the path to profitability. The work will consider the gondola system and its role within the broader transportation network.



b. Objective and goals

The objective of this assignment is to assess the preliminary financial feasibility of a proposed aerial gondola system and provide the NCC with the technical, operational, and financial information needed to support future planning and investment decisions. The study will build on the NCC's preliminary concept and ridership modelling to identify the conditions required for a financially viable project.

The core objectives of this feasibility study are as follows:

- i. **Concept Validation:** Assess the NCC's preliminary concept in relation to the stated objectives and financial constraints, validating assumptions and identifying barriers to viability.
- ii. **Confirm Conditions for Viability:** Establish industry-standard benchmarks for capital costs, operating costs, and financial performance, and the conditions required to attract private-sector participation and support long-term financial sustainability.
- iii. **Scenario Analysis:** Confirm the proposed system type and identify opportunities to optimize the alignment, ridership, and revenue collection. Develop and test alternative scenarios to determine the most financially viable route and system configuration. Issue a recommendation with respect to the most viable concept.
- iv. **Proforma:** Prepare a financial proforma for the most viable concept. Establish a comprehensive financial representation of the project, including capital and operating cost considerations, revenue potential, and overall financial performance.

The outcome of the study shall be a recommended system type, route, and business case framework that demonstrates the financial conditions under which the project could be successfully implemented with private-sector investment.

c. Context

Background on Initiative:

The National Capital Commission (NCC) is exploring the potential implementation of a gondola-based transportation system to enhance connectivity between key economic and tourism destinations in the Ottawa–Gatineau region. The initiative responds to increasing interest in innovative, low-impact transportation solutions that can operate efficiently in constrained urban environments and challenging topography. A gondola system has the potential to provide reliable, high-frequency service where gaps exist, while additionally providing strong tourism benefits.

This initiative is proposed as a public-private partnership, leveraging the NCC's high-value landholdings along the proposed route to significantly reduce implementation costs and delays associated with land and air rights acquisition. Leveraging this NCC advantage, a private partner would deliver and operate the project under a ground lease agreement with the NCC, and under revenue-sharing agreements with the City of Ottawa and Ville de Gatineau. The feasibility



assessment should be predicated upon the expectation of profitability to both the NCC and the owner-operator of the gondola system, such that the project is economically viable. It should be likewise predicated upon the assumption of integration with regional transportation networks, rather than as a standalone installation.

This initiative is also being considered in the context of broader regional objectives, including:

- Supporting tourism and recreational access to major attractions, particularly the NCC's recreational destinations in Gatineau Park
- Improving cross-river connectivity and accessibility
- Providing sustainable and low-emission mobility solutions
- Enhancing multimodal transportation options and network resilience
- Improving desirability of NCC lands adjacent to the gondola route

NCC Preliminary Route

The NCC's preliminary analysis has identified a conceptual 3S gondola system spanning more than 17 kilometers between Gatineau Park and Ottawa's Bayview LRT station. This system is intended to integrate with existing and planned transit infrastructure, including Ottawa's light rail network (lines 1 and 2), a proposed future interprovincial tram, and Gatineau's Rapibus corridors. It is additionally expected to capitalize upon visitor travel demand, primarily between the future major event centre at LeBreton Flats and Gatineau Park.

The NCC's preliminary proposed gondola system would operate at an average speed of 30 km/h, with a one-way travel time of approximately 35 minutes and a roundtrip duration of 70 minutes. The system is designed with a cab capacity of 30 passengers, operating at a frequency of every 3 minutes, requiring approximately 23 cabins for continuous service. The following stations are currently being considered for the preliminary route:

- Bayview Station,
- UQO (Université du Québec en Outaouais),
- P3,
- Centre hospitalier affilié universitaire en Outaouais (CHAUO),
- Collège d'enseignement général et professionnel (CEGEP)/Heritage College,
- Cité-des-Jeunes / Hautes-Plaines
- Gatineau Park, Visitor Centre,
- Camp Fortune.

While these stops reflect a ridership anchored in regional transportation, the proposed route is also intended to support tourism use. The NCC recognizes that its landholdings in Gatineau Park are highly valued and support sustained visitor attendance. As such, it intends to capitalize on the gondola project to provide a more equitable and sustainable alternative to vehicular park access.



To this end, a significant portion of the route is dedicated to reaching the Gatineau Park Visitor Centre and Camp Fortune, both of which are strong visitor nodes within the park.

The NCC recognizes that alternative Gatineau Park destinations may be suggested to improve user service or overall project viability, and the Consultant is expected to comment upon alternative routes/stops as part of its analysis. Additional NCC sites within the park include but are not limited to the Mackenzie King Estate (visitor node with facilities) and Meech Lake (swim location with nearby hotel).

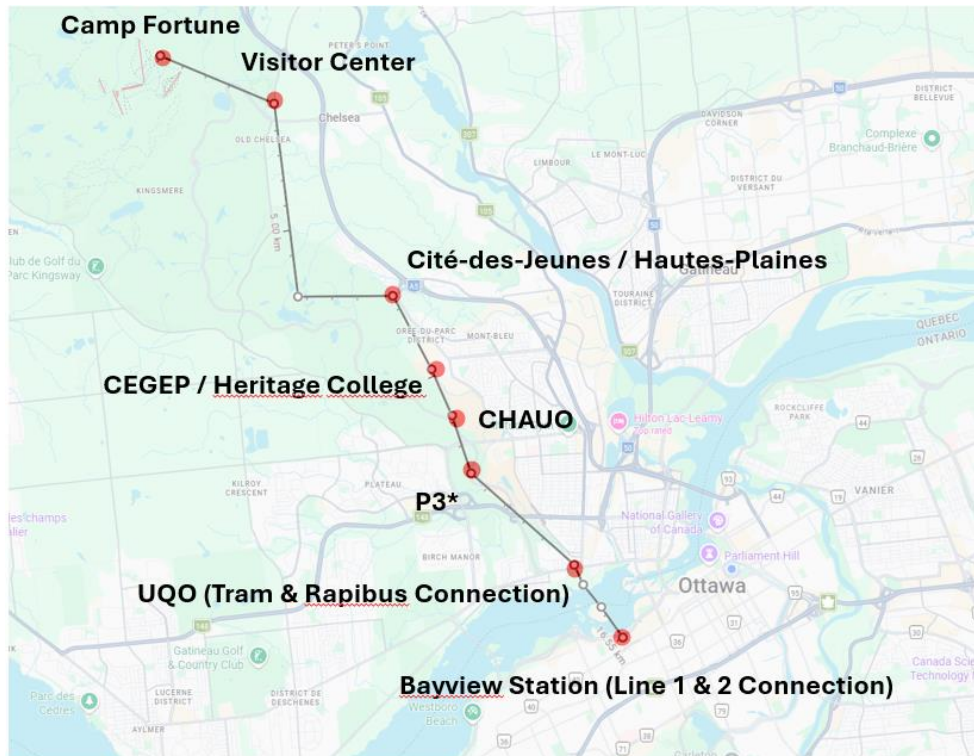


Figure 2: Proposed Gondola Route and Key Station Locations



Using weekday commuter transit-oriented modelling (i.e., modelling which does not consider tourist trips), the following outcomes were generated for the NCC's preliminary model.

Parameter	Result
Model Scenario	Forecast year 2050, AM Peak Period (2.5 hours)
System Capacity	600 pass/h/direction
Peak Period Ridership	≈ 2,800 passengers (both directions)
Daily Ridership Conversion	≈ 8,400 to 10,000 passengers/weekday
Annual Ridership Conversion	≈ 2.5M to 3.0M passengers/year
Conversion Factors	3-3.6 (PPAM to weekday), 300 (weekday to annual)
Trip Scope	Commuter trips only

Table 1: Transportation model outputs derived from proposed gondola stations in Figure 2.

The NCC is now seeking to advance this initiative through a more detailed assessment, including validation and adjustment of the NCC's preliminary concept to achieve profitability. Through high-level costing and development of a financial proforma, the NCC strives to better understand the project's feasibility, value, and role within the regional transportation network.

Assumptions

The study shall be predicated on the following assumptions:

- I. The gondola should be financially viable under a private-sector investment model, in which a third-party proponent contracts with the NCC for project implementation (construction & operation).
- II. The NCC will receive a portion of revenues reflecting use of its lands for the system, such that it is compensated for use of its lands. An assumed return collected as a percentage of fare revenues (ex, 5%) may be used as a baseline for this exercise; however the Consultant is welcome to propose alternative mechanisms (ex, rent calculated as a percentage of land/air value).



- III. The gondola should operate with full transit integration in both Ottawa and Gatineau, forming part of the broader regional transportation network. Financial modelling should clearly identify the intended means of revenue collection (ex, fare integration, fare zones, etc.), backstopped by industry precedent.



Figure 3: Conceptual image of the gondola system Gatineau Park corridor, Gatineau, QC



2. Project Details

a. Scope of work

The Consultant will be responsible for completing a comprehensive technical and financial assessment of the proposed gondola system. The work shall build upon the NCC's preliminary concept while providing greater insight into technical and financial considerations, culminating in the identification of the most viable route and system for implementation.

The scope of work will include the following:

I. Concept Validation

- a) Review the NCC's preliminary gondola concept, including station and tower placement, alignment, constructability, property constraints, transportation integration, and applicable municipal, provincial and federal policies that may influence implementation.
- b) Re-model and validate ridership expectations using industry best practices and the NCC's EMME data. The assessment should consider fare options, multi-system integration (ex, OC Transpo, Transcollines, STO), tourism and resident use, service frequency, and competing transportation options. It should additionally identify ridership associated with each station, with the goal of identifying nodes which contribute strongly to overall ridership.
- c) Evaluate the NCC's preliminary system selection (3S), undertaking a review of viable aerial ropeway technologies suitable for the proposed corridor and service objectives. Provide a recommendation with respect to the optimal system for implementation, commenting upon cost efficiency, engineering feasibility, and key operational considerations.
- d) Establish conditions for viability, as follows:
 - Establish industry-standard benchmarks for capital costs, operating costs, and financial performance (eg.: ROI, NPV) based upon the selected system. Where possible, underpin costs to comparable recent projects in a Canadian (preference) or North American context.
 - Identify the conditions required to attract private-sector participation and support long-term financial sustainability, including target financial returns, de-risking strategies, regulatory conditions, and performance metrics in a Canadian and North American context.
 - Identify a broad range of viable ownership, operating, and delivery models, drawing upon industry's best practices and comparable projects, and recommend the model best suited to the proposed system.



- Evaluate fare and non-fare revenue opportunities, including ancillary revenue streams (advertising, naming rights, land uplift, etc.), citing successful precedent.
- e) Assess the overall viability of the NCC concept in accordance with project objectives and the identified conditions for viability, identifying barriers to viability.

II. Scenario Analysis

- a) Analyze the NCC concept and propose modifications to address barriers to viability, including but not limited to route alterations, removal/addition of stations, and fare adjustments.
- b) Provide a recommendation regarding the 'most viable route' in consideration of:
 - Project objectives
 - Financial performance
 - Ease of implementation
 - System suitability
 - Other risk factors
- c) Re-model ridership with respect to the altered alignment (if applicable), developing fulsome forecasts for the most viable route. Forecasts should encompass anticipated ridership per station, total annual ridership, tourist and resident revenues, and identification of any ramp-up period.
- d) Prepare a concept-level layout for the preferred alignment (most viable route), including station locations, tower spacing, major system components, and operating assumptions.

III. Financial Proformas

- a) Prepare concept-level capital, operating and lifecycle maintenance cost estimates for the identified most viable concept:
 - Estimates shall cover major components, including stations, towers, ropeway systems, utilities, site works, and supporting infrastructure. The estimate shall be prepared at Class-D level.
 - Major cost drivers, assumptions, uncertainties and risks shall be clearly identified.
- b) Prepare capital and operating proformas for the most viable concept, including expenditures, revenues, funding needs, key financial indicators, and rent to NCC.
- c) Accompanying the proformas, prepare a short financial summary outlining key assumptions underpinning the financial analysis, including:



- Ownership, operating, and delivery models
- Fare structure
- Additional revenues (ex, naming rights, sponsorships, etc.)

The above scope of work shall encompass the following meetings with NCC staff:

1. A one-hour review meeting with the NCC representative upon delivery of the workplan for NCC approval
2. A one-hour touchpoint meeting with the NCC representative to review project requirements as the draft report and analysis are in-progress
3. A one-hour review meeting with the NCC representative upon delivery of the draft report
4. A one-hour review meeting with the NCC representative upon delivery of the revised draft report

IV. Optional Services

- a) Option item 1: Presentation of Findings to Leadership
 - Consultant to prepare a presentation deck summarizing study methodology and outcomes for NCC senior management
 - Consultant to complete a 1-hour presentation of study outcomes to NCC senior management
 - Fixed fee
- b) Option item 2: Modelling an additional scenario at NCC request
 - Consultant to model an alternative route and/or fare scenario at the NCC's request, effectively providing a secondary option from the Consultant's recommended 'most viable option.'
 - Fixed fee.
- c) Option item 3: Developed proformas for above additional concept scenario, in relation to Option Item 2.
 - Prepare concept-level capital, operating and lifecycle maintenance cost estimates
 - i. Estimates shall cover major components, including stations, towers, ropeway systems, utilities, site works, and supporting infrastructure. The estimate shall be prepared at Class-D level.
 - ii. Major cost drivers, assumptions, uncertainties and risks shall be clearly identified.



- Prepare capital and operating proformas for the concept scenario, including expenditures, revenues, funding needs, key financial indicators, and rent to NCC.
- Accompanying the proformas, prepare a short financial summary outlining key assumptions underpinning the financial analysis, including:
 - i. Ownership, operating, and delivery models
 - ii. Fare structure

Additional revenues (ex, naming rights, sponsorships, etc.)

b. Tasks, Activities and Deliverables

I. Deliverables

In completing the Scope of Work, the Consultant is to prepare the following deliverables in English:

- a) Draft Report:** The Consultant shall prepare a Draft Feasibility Report documenting all work completed under this assignment in accordance with the Scope of Work and objectives. Draft report is to include scenario analysis, proformas, and all findings, graphics, figures, recommendations, photos, and drawings.
- b) Concept Design Drawings:** The Consultant shall prepare concept-level drawings illustrating the preferred system configuration. The drawings shall be of sufficient detail to communicate the proposed alignment and principal infrastructure elements but shall not constitute detailed design or construction documents.
- c) Final Report:** Following receipt of NCC comments on the Draft Report, the Consultant shall revise the study and submit a Final Feasibility Report incorporating all accepted comments. The Final Report shall include all revised analyses, proformas, recommendations, drawings, appendices, and supporting documentation.
- d) Data package**
 - Compiled modelling data and associated files;
 - Clean, well-labeled and workbook(s) of all calculations with formulas intact; code (if applicable)
 - Associated tables, figures, maps, and data sets
- e) Report submissions** shall be provided electronically by submission deadline.
 - Draft and final format should be submitted in PDF format
 - Concept Design Drawings submitted in PDF format and relevant dwg (or relevant software format used such as Autocad)
- f) (Option item): Presentation deck & presentation to senior leadership**
- g) (Option item): Model additional scenario**



- h) (Option item): **Developed proformas for additional concept scenario in Option Item 2**

II. Roles and Responsibilities

Client will:

- Provide available background materials, maps, and relevant operational data (subject to confidentiality).
- Provide contextual commentary and feedback as required.
- Review and provide consolidated feedback within agreed timelines.

Consultant will:

- Lead data collection, analysis, reporting, and presentations.
- Secure necessary third-party data and manage related costs (unless otherwise agreed).
- Adhere to ethical research standards and applicable privacy laws.

- III. **Use of Artificial Intelligence (AI):** The supplier must include a description of the role of any AI tools or systems in the drafting or production of any deliverables, including how the use of these tools or systems influenced the content presented. This information must be provided for both draft and final versions. Any changes to the use of AI over the life of the contract must be reported to the NCC.

c. Schedule and Milestones

In submitting a proposal for this work, the consultant confirms it can meet project timelines as follows:

Milestones	Completion Date
Kick-off Meeting	September 2026
Draft Report	November 3, 2026
Final Report	December 4, 2026
Presentation(s) to Senior Management	TBD



3. Constraints

a. Travel Requirements

No travel is anticipated as part of this assignment. The work is expected to be completed primarily as a desktop study from the Consultant's own office or workspace, with meetings conducted virtually unless otherwise agreed by the NCC. All travel-related costs shall be the responsibility of the Consultant and shall be included in the Consultant's proposed fees.

b. Language of work

The working language for this assignment shall be English. The Consultant must be able to communicate effectively with the NCC project team in English for all meetings, correspondence, presentations, and day-to-day project coordination. All draft and final deliverables, including reports, drawings, models, data packages, presentation materials, and supporting documentation, shall be prepared and submitted in English unless otherwise directed by the NCC.

c. Work location and access restrictions

The work is expected to be completed primarily as a desktop study from the Consultant's own office or workspace. The NCC does not anticipate that access to the project site locations will be required to complete the assignment. If the successful bidder determines that a site visit would be beneficial to better understand the general site context or existing conditions, arrangements may be made upon request, subject to NCC approval and the availability of access to the relevant location(s).

4. Support provided by NCC

The NCC shall provide the following information to the successful Consultant, upon execution of a Non-Disclosure Agreement (NDA):

- Gondola Route model files
- Model result and outputs in PowerPoint
- Transportation model files: TRANS model developed in EMME software, provided in native EMME format and GIS shapefile format (available upon request)

Additional materials may be available upon request, as needed.



B. PRE-CONDITIONS OF AWARD

After being informed that the Proponent's proposal has been retained and prior to and as a condition of Contract award and before Contract signature, the Supplier shall, at his/her own expense, submit to the NCC **within 5 days** from receipt of request:

1. Workers Compensation

Evidence of compliance with workers' compensation, in compliance with the province that the work will be completed in.

2. Insurance Requirements

Insurance requirements for the requirement are detailed in the Contract in Section H of Schedule 1 - Schedule of Deliverables, Rates, and Specific Provisions.

3. Security Requirements

a. Conditions to be met

- i. the proponent must hold a valid organization security clearance with approved document safeguarding at the level of **Reliability** as indicated in Appendix A – Contract prior to contract award;
- ii. the proponent must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Appendix A - Contract.

b. Access to Sensitive Information

Before access to sensitive information or sites is provided to the Proponent, the following conditions must be met:

- i. the Proponent's proposed individuals requiring access to sensitive information, assets or sensitive work sites must each hold a valid **Reliability** status;
- ii. the Proponent's security capabilities must be met as indicated in Appendix A - Contract.

c. Security Screening

Provide the name and coordinates of a Company Security Representative (CSR), who will ensure that all personnel put forth for the work submits the required information, including fingerprints, within the time period established by the Contracting Authority, which will not be less than 48 hours. If, at any time, the Supplier fails to provide the required information within the timeframe established by the Contracting Authority, its proposal may be declared non-compliant.

d. Additional Information

For additional information on security requirements, Proponents should refer to the NCC Corporate Security team at corporate_security-securite_dentreprise@ncc-ccn.ca.



APPENDIX C – EVALUATION CRITERIA

A. SUMMARY OF EVALUATION

Section	CRITERIA	Page count	Weighted Points
B	MANDATORY SUBMISSION REQUIREMENTS		
B1	Submission Form (Appendix D)	N/A	Pass/Fail
B2	Pricing Form (Appendix E)	N/A	Pass/Fail
B3	Certificate of Insurance Verification Letter	N/A	Pass/Fail
D	RATED TECHNICAL EVALUATION CRITERIA	6	100
D1	Methodology & Workplan	2	40
(a)	Approach, methodology, ridership/revenue modelling, and workplan.		
D2	Relevant Project Experience (3 comparable projects)	3	50
(a)	3 comparable studies/projects described with client, year, scope, and outcomes		
D3	Schedule	1	10
(a)	Gantt chart or detailed milestone charts schedule		
E	PRICE EVALUATION		
E1	Lowest Compliant Price will receive the highest rank	N/A	N/A

B. MANDATORY SUBMISSION REQUIREMENTS

1. Submission Form (Appendix D)

Each proposal must include a Submission Form (Appendix D) completed and signed by an authorized representative of the proponent.

2. Pricing Form (Appendix E)

Each proposal must include pricing information that complies with the instructions set out below in Section E of this Appendix C.

3. Certificate of Insurance Verification Letter

Provide a verification letter from the proponent's insurer outlining the proponent's ability to comply with the insurance coverages and limits required as defined in section H– Insurance Requirements of the Contract (Appendix A).



C. RATED EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

i. **D1. Methodology & Workplan (2 pages or less):**

Each proponent should provide:

- 1) A clear and comprehensive approach, strategy, and methodology for completing the project objectives and all requirements of the Scope of Work.
- 2) A submission that demonstrates a thorough understanding of the project, including the proposed approach to concept validation, ridership forecasting, revenue modelling, scenario analysis, and financial viability assessment.
- 3) A methodology that identifies the tools, key data sources, analytical approaches to be used. In addition, proponents would also need to provide a detailed workplan showing key tasks, milestones, deliverables, quality assurance measures and project controls. Which demonstrate an understanding of private sector investment considerations, project risks and financial viability.

ii. **D2. Relevant Project Experience (3 pages):**

Each proponent should provide:

- 1) A description of **3** highly relevant transit feasibility studies completed with the last 7 years, with a preference for gondola projects within public transportation systems (transit, ropeway/gondola, tourism, infrastructure, or comparable feasibility studies). By relevant experience, the proposal will need to demonstrate experience in financial modeling, business case development cost estimation and revenue forecasting.
- 2) A proposal that includes the methodology, which client, year, scope, and outcomes.
- 3) An explanation of the lessons learned and how the experience will benefit the NCC project.

iii. **D3. Schedule (1 page):**

Each proponent should provide:

- 1) Gantt or detailed milestone chart aligned with all NCC timeline, with sub-milestones by clearly identifying all milestones, meetings, review periods, interim activities and deliverables.



D. PRICE EVALUATION METHOD

1. Evaluated Price

- i. Lowest compliant bid receives highest rank; others rank proportionately

2. Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information by completing the attached pricing form (Appendix E) and including it in their proposals.
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, which should be itemized separately.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.



APPENDIX D – SUBMISSION FORM

1. Proponent Information

Legal Name of Company:	
Operating Name (if different):	
Address (Street, City, Province, Postal Code):	
Phone Number:	
Website (optional):	

Please provide the main contact for this RFP:

Name and Title:	
Phone Number:	
Email:	

2. Acknowledgment of Non-Binding Procurement Process

The Proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the NCC and the Proponent unless and until the NCC and the Proponent execute a written contract for the Deliverables.

3. Ability to Provide Deliverables

The Proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The Proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the RFP. The Proponent confirms that the pricing information provided is accurate. The Proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The Proponent is deemed to have read and taken into account all addenda issued by the NCC prior to the Deadline for Issuing Addenda.



6. Communication with Competitors

For the purposes of this RFP, the word "competitor" includes any individual or organization, other than the Proponent, whether or not related to or affiliated with the Proponent, who could potentially submit a response to this RFP.

Unless specifically disclosed below under Disclosure of Communications with Competitors, the Proponent declares that:

- (a) it has prepared its proposal independently from, and without consultation, communication, agreement or arrangement with any competitor, including, but not limited to, consultation, communication, agreement or arrangement regarding:
 - (i) prices;
 - (ii) methods, factors or formulas used to calculate prices;
 - (iii) the quality, quantity, specifications or delivery particulars of the Deliverables;
 - (iv) the intention or decision to submit, or not to submit, a proposal; or
 - (v) the submission of a proposal which does not meet the mandatory technical requirements or specifications of the RFP; and
- (b) it has not disclosed details of its proposal to any competitor and it will not disclose details of its proposal to any competitor prior to the notification of the outcome of the procurement process.

Disclosure of Communications with Competitors

If the Proponent has communicated or intends to communicate with one or more competitors about this RFP or its proposal, the Proponent discloses below the names of those competitors and the nature of, and reasons for, such communications:

7. No Prohibited Conduct

The Proponent declares that it has not engaged in any conduct prohibited by this RFP.

8. Conflict of Interest

The Proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of the NCC within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the Proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.



Otherwise, if the statement below applies, check the box.

- ☐ The Proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the Proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the Proponent declares an actual or potential Conflict of Interest by marking the box above, the Proponent must set out below details of the actual or potential Conflict of Interest:

9. Security Requirements & Required Documentation

The Proponent certifies that they will name a Company Security Representative (CSR) who will ensure that all personnel put forth for the work submits the required information, including fingerprints, within the time period established by the Contracting Authority, which will not be less than 48 hours. If, at any time, the Proponent fails to provide the required information within the timeframe established by the Contracting Authority, its proposal may be declared non-compliant.

- ☐ The Proponent certifies that its organization holds the required clearance to clear all personnel working on this project (both from their office as well as on the site) to a level of **Reliability**.
- ☐ The proponent declares that they have read and acknowledge the Security Requirements, Required Documentation, and accept the time period to be followed and will comply with the level of security requirements for the duration of the contract.

10. Status and Availability of Resources

The Proponent certifies that, should it be awarded a contract as a result of the RFP, every individual proposed in its bid will be available to provide the Deliverables as required by the NCC's representatives and at the time specified in the bid tender or agreed to with the NCC's representatives. If for reasons beyond its control, the Proponent is unable to provide the services of an individual named in its bid, the Proponent may propose a substitute with similar qualifications and experience. The Proponent must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Proponent: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Proponent has proposed any individual who is not an employee of the Proponent, the Proponent certifies that it has the permission from that individual to propose his/her services in relation to the Deliverables to be performed and to submit his/her résumé to the NCC. The Proponent must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Proponent and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.



11. Declaration – Reciprocal Procurement

This tender is only open to Canadian Suppliers as defined in as defined in the Standard Terms and Conditions of the Contract.

The Proponent certifies that:

- ☐ it is a Canadian Supplier, as defined in as defined in the Standard Terms and Conditions of the Contract.
- ☐ the address provided below is the Proponent's place of business; or in the case of a joint venture, the address(es) provided below are the place of business for each member of the joint venture.

Insert Address(es) of Place of Business

or

The Proponent certifies that:

- ☐ it is a Supplier of an Applicable Trading Partner, as defined in as defined in the Standard Terms and Conditions of the Contract.
- ☐ the address provided below is the Proponent's place of business, or the case of a joint venture, the address(es) provided below are the place of business of each member of the joint venture.

Insert Address(es) of Places of Business

For the purpose of determining the location of a Proponent's place of business for eligibility under the Policy on Reciprocal Procurement, the NCC will only use the address(es) provided in this declaration.

12. AI-Assisted Submissions, Misrepresentation, Performance Accountability and Proponent Responsibility

All representations made in the proposal must accurately reflect the Proponent's actual qualifications, staffing capacity, and ability to perform the required services or provide the required supplies. Any proposal that relies on AI-generated content or representations that do not correspond to the Proponent's true capabilities will be considered a material misrepresentation.

The Proponent declares that the following Artificial Intelligence (AI) tools or systems were used in the preparation of their proposal. Please include a description of the role of the AI tool or system in the drafting of your response:



The Proponent declares how the AI tools or systems influenced the content presented in their proposal. Please provide specific examples of contributions made by AI to your proposal.

If the NCC determines a Proponent has submitted a proposal that misrepresents its ability to perform, the NCC may, at its sole discretion, pursue any or all of the following actions:

- Reject the proposal or terminate an awarded contract for cause.
- Withhold or recover payments made under the contract.
- Report the Proponent to appropriate authorities for false claims or fraudulent misrepresentation.
- Disqualify the Proponent from future tenders for a period determined appropriate by the NCC.

The Proponent acknowledges that they bear full responsibility for the accuracy and authenticity of all proposal content, regardless of whether AI tools were used in its creation.

13. Ethical Procurement

The Proponent must comply with the certification.

The Proponent certifies that:

- a. it has read and understands the certification attached to this tender;
- b. it understands that the eight fundamental human and labour rights laid out in the certification document must be complied with or the proposal may be declared nonresponsive, or the NCC may terminate any resulting contract for default.

The Proponent certifies the following:

Child labour

The Proponent and its first-tier subcontractors do not employ child labour, i.e. work done by children who are younger than the minimum age for admission to employment indicated in applicable legislation in the country, and no younger than the age at which compulsory schooling has been set in applicable legislation in the country. In any event, children are protected from economic exploitation and from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social



development. Employees younger than 18 shall not perform hazardous work, which includes work that may jeopardize their health, safety or morals.

Forced labour

The Proponent and its first-tier subcontractors do not use forced labour or compulsory labour in all its forms, including trafficking in persons for the purpose of forced or compulsory labour, namely any work or service that is exacted from any person under the menace of any penalty, and for which that person has not offered himself or herself voluntarily.

Abuse and harassment

The Proponent and its first-tier subcontractors treat their employees with dignity and respect. No employees shall be subject to any physical, sexual or verbal harassment, abuse or violence or psychological hazards. Corporal punishment is not used or tolerated in any form.

Discrimination

The Proponent and its first-tier subcontractors do not discriminate against their employees in hiring practices or any other term or condition of work (other than legitimate occupational requirements allowed by law) on the basis of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction of any offence for which a pardon has been granted or in respect of which a record of suspension has been ordered.

Freedom of association and collective bargaining

Where provided for by law, the Proponent and its first-tier subcontractors shall recognize and respect the right of employees to freely associate, organize and bargain collectively with their employer. No employee or worker representative shall be subject to discrimination, harassment, intimidation or retaliation as a result of his or her efforts to freely associate, organize or bargain collectively. Where the right to freedom of association is restricted under law, the Proponent and its first-tier subcontractors must provide workers alternative means of association, including effective means to express and remedy workplace grievances.

Occupational safety and health

The Proponent and its first-tier subcontractors provide workers with a safe and healthy work environment and, at minimum, comply with local and national health and safety laws. If residential facilities are provided to workers, they are safe and healthy.

Fair wages

The Proponent and its first-tier subcontractors provide wages and benefits which comply with all applicable laws and regulations and which match or exceed the local prevailing wages and benefits in the relevant industry, or which constitute a living wage, whichever provides greater wages and benefits. Where compensation does not provide a living wage, the Proponent and its first-tier subcontractors shall ensure that real wages are increased annually to continuously close the gap with living wage.



Hours of work

Except in extraordinary circumstances, the Proponent's and its first-tier subcontractors' employees are not required to work more than the lesser of (a) 48 hours per week and 12 hours overtime per week, or (b) the limits on regular and overtime hours allowed by the law of the country of manufacture.

By checking each box below, the Proponent certifies that they have read and agree to the statements and requirements above. If not completed at the time of submission, the Contracting Authority may request this certification within a specified time frame. Failure to provide the completed certification within the specified time frame will result in the proposal being deemed non-responsive.

- ☐ The Proponent declares that they have read and acknowledge the Ethical Procurement Certification, and aware of their obligations in this respect for the duration of the contract.

14. Disclosure of Information

The Proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The Proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the NCC to the advisers retained by the NCC to advise or assist with the RFP process, including with respect to the evaluation of this proposal.

Signature of Proponent Representative

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the Proponent.



APPENDIX E – PRICING FORM

1. Proponent Information

Please fill out the following form, naming one (1) person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Email:	

2. Mandatory Pricing Submission

As part of its financial proposal, the Supplier shall submit, as a separate attachment:

- 1) The names, roles, responsibilities, and contact information of all proposed subconsultants/subcontractors (if applicable).
- 2) A detailed breakdown of all professional fees associated with the proposed scope of work.
- 3) A Work Breakdown Structure (WBS), chart, or matrix identifying the proposed tasks, personnel/resources, estimated hours, billing rates, and associated costs.
- 4) A detailed breakdown of all costs, services, expenses, and deliverables required to complete the scope of work in accordance with the RFP requirements.



3. Pricing Form

ITEM NO.	DESCRIPTION	UNIT	QTY	TOTAL PRICE
Section A - Feasibility Study Report – Base Services (Main Deliverables)				
A-01	Concept Validation	LS	1	\$0.00
A-02	Financial Viability/& Porforma Assessment	LS		\$0.00
A-03	Scenario Analysis	LS		\$0.00
SECTION A SUB-TOTAL				\$0.00
Section B - Optional Services				
B-01	Developed proformas for NCC concept	LS	1	\$0.00
B-02	Additional Scenario Analysis	LS		\$0.00
B-03	Presentation deck & one-hour presentation to NCC management	LS		\$0.00
SECTION B SUB-TOTAL				\$0.00
C. Total (A+B)				\$0.00
D. Taxes				\$0.00
Grand Total				\$0.00