

NATIONAL TRADE CORRIDORS FUND

APPLICANT'S GUIDE – COMPREHENSIVE PROJECT PROPOSAL

Continuous Call for Proposals for Trade Diversification Projects



Government
of Canada

Gouvernement
du Canada

Canada

National Trade Corridors Fund comprehensive project proposal applicant's guide: Continuous call for proposals for trade diversification projects

Preface

On November 21, 2018, the Fall Economic Statement proposed an Export Diversification Strategy to increase Canada's overseas exports by 50% by 2025. One of the three components of the Strategy is investments in transportation infrastructure to support trade. This includes accelerating more than \$750 million in remaining National Trade Corridors Fund (NTCF) funding over the next five years for projects to address transportation capacity constraints and to diversify our trade with overseas markets such as Asia and Europe.

To that end, the NTCF Continuous call for proposals for trade diversification projects has been launched to expedite and prioritize projects that will support trade diversification and that provide the greatest economic benefits, based on data and analysis of key bottlenecks and supply chain challenges.

The Continuous call for proposals represents the next phase of the NTCF program and will specifically target projects that:

- improve the fluidity and/or performance of the transportation system to contribute to an increase in the value and/or volume of goods exported from Canada to overseas markets
- illustrate potential to increase existing or generate new overseas trade flows as a result of the investment
- add capacity or address bottlenecks near major ports, airports or along road and rail corridors in Canada that contribute to generating or increasing overseas trade

Unlike previous NTCF calls, this Continuous call for proposals does not have a submission deadline. Instead, applicants can submit an expression of interest at any time after **January 15, 2019**. The Continuous call for proposals will stay open as long as there are funds available. Interested applicants **must** submit an expression of interest (EOI) to Transport Canada and be successfully screened-in to be invited to submit a comprehensive project proposal (proposal).

The proposal is the second step of the funding application process. An applicant's proposal will provide a detailed description of the project and will be the basis for Transport Canada's project evaluation and selection process. Details of proposed projects may be shared with other Federal government departments, agencies, and crown corporations, as well as the Provincial and Territorial government of the province or territory where the project is located.

This guide has been developed to help applicants through the proposal application process, and outlines the nature and type of information that is required for the proposal. This information will allow Transport Canada to conduct a thorough and accurate evaluation of all proposals, and support the assessment of each project's relative merits.

Table of Contents

1. Introduction	1
1.1 About the National Trade Corridors Fund	1
1.2 Objectives of the Continuous call	2
2. Comprehensive project proposal review process	3
3. Comprehensive project proposal requirements	4
3.1 Proposal requirements	4
3.2 Evaluation criteria	4
3.3 Proposal format	10
A. Cover page	10
B. Executive summary	10
C. Applicant information	10
D. Project description	11
E. Funding rationale	14
F. Project budget	14
G. Project risks	17
H. Cost-benefit analysis	17
I. Legal, regulatory, and other requirements	18
J. Declarations	23
4. Proposal submission	26
Annex A – Contribution agreement	27
Annex B – Eligible and ineligible expenditures	29
Annex C – NTCF maximum contribution	31

1. Introduction

1.1 About the National Trade Corridors Fund

The National Trade Corridors Fund (NTCF) is a dedicated source of funding to help infrastructure owners and users invest in the critical assets that support economic activity and the physical movement of goods and people in Canada. It represents a long-term commitment by the federal government to work with stakeholders on strategic infrastructure projects that help to address transportation bottlenecks, vulnerabilities and congestion.

The NTCF is one component of the *Investing in Canada Plan*. This is the federal government's strategy for addressing long-term infrastructure needs in Canada and supporting middle-class growth and jobs. At the same time, it is a key component of Transportation 2030, the Minister of Transport's strategic plan for the future of transportation. The development of this vision, including the NTCF, has been informed by extensive engagement with Canadians from coast to coast to coast along with insights contained in the *2016 Canada Transportation Act Review* report.

NTCF funding will be allocated to projects based on their individual merits. These will be assessed according to how they help to strengthen the efficiency and resilience of transportation assets that are critical for Canada's continued success in international commerce. These assets, which include ports, airports, roads and railways, international bridges and border crossings, are the primary building blocks of supply chains that enable the physical exchange of goods between Canada and the rest of the world. In this Continuous call for proposals (hereafter called the Continuous call), Transport Canada intends to accelerate more than \$750 million in remaining NTCF funding over the next five years for projects to address transportation capacity constraints and to diversify our trade with overseas markets such as Asia and Europe.

Canada Infrastructure Bank

As part of the Government of Canada's *Investing in Canada Plan*, the federal government also established the Canada Infrastructure Bank. The bank will invest \$35 billion from the federal government into transformative infrastructure projects. These investments will be made strategically, with a focus on large projects that will be in the public interest, such as:

- public transit systems
- green infrastructure projects
- transportation projects

At least \$5 billion will be invested through the bank to address trade and transportation priorities across the country. Submissions to the NTCF may be shared with the Canada Infrastructure Bank.

To learn more about the Canada Infrastructure Bank, please visit the following web page:

<https://cib-bic.ca/en/>.

1.2 Objectives of the Continuous call

The NTCF Continuous call for proposals for trade diversification projects will target projects that meet at least one of the following two criteria:

- **improve the fluidity and/or performance of the transportation system to contribute to an increase in the value and/or volume of goods exported from Canada to overseas markets**
- **illustrate potential to increase existing or generate new, overseas trade flows as a result of the investment**

In addition, evaluations of proposals will consider the extent to which the project will add capacity or address bottlenecks near major ports, airports or along road and rail corridors in Canada that contribute to generating or increasing overseas trade.

Proposal submissions for the Continuous call must clearly demonstrate how a project will diversify trade and alleviate bottlenecks, by providing specific and quantitative evidence on the:

- **economic sectors and commodities that would benefit**
- **traffic volumes and volumes/values of trade that would be served**
- **international markets that would be accessed**

Projects funded under this Continuous call will help achieve the ultimate NTCF outcome, which is to make the entire Canadian transportation network (by rail, road, air, or water) more efficient, safe, and secure for the movement of international trade within and beyond Canada's borders.

The NTCF is guided by the following overall program objectives and intended outcomes:

- support the fluidity of Canadian trade to improve supply chain performance
- increase the resilience of the Canadian transportation system in a changing climate and ensure it adapts to new technologies and future innovation
- address unique and urgent needs in Canada's territorial North related to transportation safety and economic and social development
- leverage investments from multiple partners as we work with provinces, territories, municipalities and the private sector

The NTCF overall program objectives and intended outcomes are important secondary considerations in the assessment of projects for each NTCF call for proposals. While the proposal should focus on demonstrating that your proposed project meets the specific objectives, and assessment criteria of the Continuous call, it should also consider how the project will help to achieve the overall program objectives and outcomes.

2. Comprehensive project proposal review process

To submit a proposal, applicants must be invited following Transport Canada's confirmation that their expression of interest was accepted. NTCF project funding will be awarded to projects based on their individual merits and on the overall strength of the proposal. Proposals will be assessed by a cross-disciplinary review committee that will make formal recommendations to the Minister of Transport, who will make the final determination on funding. Transport Canada reserves the right to accept or reject any submissions. The proposal review process is summarized below.

1. To be considered in this Continuous call for proposals, eligible applicants must submit a completed proposal to Transport Canada's National Headquarters in Ottawa by email or by mail.
2. Transport Canada will provide applicants with acknowledgement of receipt of their proposal within 5 business days from the date of submission. Transport Canada will then screen the proposal for completeness. Transport Canada reserves the right to reject any submissions that it deems to be incomplete.
3. A cross-disciplinary review committee will evaluate the proposals in terms of their strengths and merit to identify those that most strongly support the NTCF objectives of the Continuous call (see [Section 1.2 – Objectives of the Continuous call](#) of this guide).
4. Subsequent to the proposal evaluation process, the review committee will make formal recommendations to the Minister of Transport for further approval and final funding determination.
5. Once the Minister has made the final funding determination, Transport Canada will notify both successful and unsuccessful applicants of the outcome.
 - a. If a project is approved for funding, Transport Canada will issue an approval-in-principle letter. This letter may include funding conditions such as the completion of an environmental assessment, aboriginal consultations or other commitments.
 - b. Transport Canada will provide successful applicants with a draft contribution agreement outlining the terms and conditions for project funding under the NTCF. As Transport Canada approval would be based on the details provided in the comprehensive project proposal, the agreement will be drafted based on the scope of work and funding requested in the comprehensive project proposal. Transport Canada will work with successful applicants to ensure that the project is appropriately represented in the agreement. (Refer to [Annex A – Contribution agreement](#) of this guide for further details related to the Contribution Agreement).
 - c. The contribution agreement will be signed by Canada and the recipient. The signing of a contribution agreement is the final step in the project approval process. It is important to note that costs incurred prior to the date on which the last party signs the contribution agreement will be ineligible for reimbursement.

Applicants must provide any additional information that Transport Canada deems necessary to assess the eligibility and selection of the proposal and to undertake due diligence.

Refer to [Annex B – Eligible and ineligible expenditures](#) of this guide for a list of eligible and ineligible expenditures. Funding under the NTCF does not imply any commitment by Transport Canada beyond the financial support stated in the contribution agreement.

3. Comprehensive project proposal requirements

3.1 Proposal requirements

Proposals will undergo an initial screening for completeness. Incomplete proposals will not be accepted, however, Transport Canada will provide eligible applicants the opportunity to resubmit an incomplete proposal; however note that you will lose your position in the priority sequence of the review process. To be deemed complete, a proposal must include all of the requested information in the format prescribed in [Section 3.3 – Proposal format](#), and must also include the following items:

- project description including project background, project rationale, alignment with NTCF program objectives, scope of work, work schedule, project delivery method and performance measurement strategy
- funding rationale
- project budget including activity expenditure breakdown, financial plan and evidence of support
- project risks
- cost-benefit analysis
- legal, regulatory and other requirements including a preliminary environmental review, a greenhouse gas emissions analysis and aboriginal consultations information, where applicable
 - where possible, the proposal must include a climate change adaptation and resilience assessment, otherwise the proposal must describe a plan to study climate change vulnerabilities and address them through appropriate measures
- declarations including conflict of interest and applicant declarations
- one confirmation of funding sources form for each party that is contributing funding to the project
- a copy of Transport Canada’s EOI acceptance notification email (attached as Annex A of the proposal)

Upon request, applicants may be required to provide additional information to assist Transport Canada in evaluating projects to ensure a fair assessment of merit.

3.2 Evaluation criteria

The proposals will be assessed by a cross-disciplinary review committee based on their overall strengths and individual merits. Note that merit will be given to projects based on the quality and overall strength

of the proposal as well as the project’s ability to advance the NTCF program objectives. The criteria on which the reviewers will base their evaluation of the overall proposal and NTCF objectives can be found in **Table 1** and **Table 2**, respectively.

The NTCF program objectives that relate to the territorial North will not be evaluated in this Continuous call. A separate and dedicated call for proposals from the North was launched in November 2018 with a closing date of March 29, 2019. While proposals for a project located in the territorial North may be submitted through this Continuous call, they will be evaluated against the criteria noted in this guide with no special consideration for the North.

Table 1: Overall proposal assessment criteria

Selection criteria	Assessment and evaluation
The applicant’s relevant experience and capacity to complete the project and/or undertake the activities carried out in the proposal	<ul style="list-style-type: none"> • assessment based on: evidence provided by applicant (mandate, expertise, labour and capital resources, partners/service providers); departmental experience with, and knowledge of, applicant and/or similar organizations • strong proposals demonstrate a track record of successful project delivery, a clear link between the proponent’s mandate and the proposed project, and that resource planning is consistent with past projects of similar scope, cost and level of risk
The relevance of the project outcome(s) to the objectives of the NTCF program and the criteria targeted in the selection process	<ul style="list-style-type: none"> • assessment based on: project business case; core objectives of the NTCF (excluding the North); stated benefits of the completed project; anticipated useable life of the asset, improvement or product • strong proposals will show a clear alignment between one or more of the NTCF core objectives and the expected outcome(s) of the project, and will be located on or near components of Canada’s transportation system that are important for nationally-significant freight
The quality and completeness of the proposal	<ul style="list-style-type: none"> • assessment based on: the applicant’s budget and timelines, financial plan (including evidence of secured balance of public and private funding, as appropriate), risk management plan and performance measurement and project monitoring strategies • strong proposals will adhere to professional standards for the preparation of business cases and demonstrate sufficient forethought and planning to deliver on-time and on-budget

Selection criteria	Assessment and evaluation
The cost effectiveness of the proposal and commitment to transparency	<ul style="list-style-type: none"> assessment of: cost-benefit ratio; total cost of project relative to expected trade and transportation performance improvements; demonstrated project management experience (including reliability of estimated costs); commitment to share some project data publicly strong proposals will have a benefit-cost ratio greater than one, and demonstrate efforts to optimize the use of financial, labour, and other inputs to increase the productive capacity or safety of trade and transportation systems

Table 2: NTCF Continuous call program objectives assessment criteria

Selection criteria	Assessment and evaluation
Support the fluidity of Canadian trade by alleviating capacity constraints and bottlenecks, and strengthen modal interconnectivity and operability	
Improve the fluidity and/or performance of the transportation system to contribute to an increase in the value and/or volume of goods exported from Canada to overseas markets	<ul style="list-style-type: none"> assessment of: whether the project will contribute to supply chain improvements and increases in fluidity for exports of goods to overseas markets; whether the proposed project will result in additional volumes or values of overseas trade; improved connections to freight facilities; potential improvements to transportation supply chain metrics (measuring capacity and performance) strong proposals will result in improved efficiency and reliability for overseas export growth, without creating excessive or underutilized capacity or related cost pressures and liabilities. Proposal will define the problem for existing trade patterns that would be overcome by the project
Illustrate potential to increase existing or generate new overseas trade flows as a result of the investment	<ul style="list-style-type: none"> assessment of: the extent to which the project will generate new overseas trade flows (either imports or exports), or incremental growth to existing overseas trade; illustrate how the NTCF investment will be the catalyst for new or increased overseas trade volumes/values; alignment with transportation demand forecasts strong proposals will quantify the benefit to new overseas trade flows, backed by data, including with respect to specific sectors, commodities, regions and markets served

<p>Add capacity or address bottlenecks near major ports, airports or along road and rail corridors in Canada that contribute to generating or increasing overseas trade</p>	<ul style="list-style-type: none"> • assessment of whether a project improves transportation infrastructure along existing major corridors (e.g., by expanding capacity or improving reliability) that is currently a constraint on overseas trade (either imports or exports); the degree to which a project competes, improvise or expands a trade corridor used intensively for overseas trade; potential benefits to multiple stakeholders and users of infrastructure • strong proposals will demonstrate a clear connection to existing road, rail, marine and associated corridors that serve overseas trade. Proposals will illustrate how project-related investments will benefit multiple stakeholders using key transportation corridors and assets within Canada
<p>Increase the resilience of the Canadian transportation system to a changing climate and its adaptability to new technologies and future innovation</p>	
<p>Increase the resilience of the Canadian Transportation system to a changing climate</p>	
<p>Improve transportation infrastructure in areas of the network where the vulnerabilities to climate change and other natural hazards are high</p>	<ul style="list-style-type: none"> • assessment of: whether the project will reduce the risk of a transportation disruption, or the severity of a disruption if one occurs (e.g., due to extreme weather, seismic events, or forest fire); whether it will create redundancy by offering new route options in areas where there are vulnerabilities; and the degree to which the project will address growing operating and maintenance costs where infrastructure is affected by climate change (e.g., permafrost thaw, coastal erosion) • strong proposals will identify vulnerabilities to climate change and other natural hazards in the transportation system, and propose infrastructure that will reduce the risk or impact of disruptions (e.g., by reducing risks to connectivity, providing reliable access to essential goods and services, helping transportation resume quickly after a disruption, etc.). Strong proposals will also demonstrate steps taken to manage climate change impact, reduce ongoing costs, and extend the life cycle of an asset

<p>Promote sustainable transportation by reducing environmental impacts including GHG and air contaminant emissions</p>	<ul style="list-style-type: none"> • assessment of: degree to which project helps to reduce GHG emissions from transportation, consistent with the objectives of the Pan-Canadian Framework on Clean Growth and Climate Change and the project’s approach to mitigating emissions associated with the project • strong proposals will demonstrate a clear understanding of the cumulative net impact of the project on GHG emissions relative to project not proceeding, quantify these impacts, and help contribute to the objectives of the Pan-Canadian Framework on Clean Growth and Climate Change
<p>Consider and address potential climate change impacts related to projects, at all stages of the project life-cycle (e.g., design, construction, operation and maintenance)</p>	<ul style="list-style-type: none"> • assessment of: whether the project duly considers (or plans to consider) potential climate change impacts, from design through life cycle operation; whether the schedule, budget and project risks include appropriate contingencies to account for the results of the assessment of climate change risks • strong proposals duly consider or plan to consider potential climate change risks related to the project and its life cycle, and include, as appropriate, contingencies in the work schedule, budget and project risks to account for the results of the assessment of climate change risks
<p>Increase the adaptability of the Canadian transportation system to new technologies and future innovation</p>	
<p>Promote innovation and productivity improvements within the transportation system as a whole, or within or between specific transportation modes</p>	<ul style="list-style-type: none"> • assessment of: applicants knowledge of or experience with the proposed type of innovation or productivity improvement; potential improvements that may be gained; feasibility or practicality of achieving sufficient critical mass to effect desired results • strong Proposals demonstrate how a project would help to better optimize the use of existing assets, improve the flow of goods and/or people and/or supports the application of proven technologies or innovations for trade and transportation
<p>Promote and enhance stakeholder understanding of how transportation-related technologies can build system capacity and inform evidence-based decision-making</p>	<ul style="list-style-type: none"> • assessment of: whether a project relates to a proven technology; plans for distribution of knowledge or information; target audiences; number of channels by which knowledge of information would be accessible; applicant’s expertise in the application or use of related technologies • strong Proposals will provide readily-accessible information or knowledge to stakeholders, and demonstrate how improvements can be realized in a cost-effective way

Leverage investments from multiple partners	
<p>Support critical trade-enhancing projects that align with NTCF priorities and receive the financial backing of other public or private entities</p>	<ul style="list-style-type: none"> • assessment of: the number of organizations sharing in project costs and risks, and the apportionment of project costs by stakeholder; alignment with other capital works by public or private sectors (e.g., as with the Roberts Bank Rail Corridor project) • strong Proposals will demonstrate commitments from multiple public and/or private sector organizations to either share in project costs, or align with other projects that help to achieve high leveraging of federal and other stakeholder investments, and greater capacity for trade
<p>Multiply investments in down-stream economic benefits</p>	<ul style="list-style-type: none"> • assessment of: the potential breadth of users or beneficiaries (e.g., common use infrastructure); assertions made in applicant’s Proposal, including third-party attestations; linkages of project with areas of trade growth (e.g., Agriculture and Agri-Food Canada) • strong Proposals will strengthen assets or provide knowledge with broad benefits to Canadians and middle class growth, and will include letters of support from industry or other jurisdictions
<p>Foster local support for important transportation corridors / infrastructure projects</p>	<ul style="list-style-type: none"> • assessment of: evidence of local support or consensus to undertake the project; degree to which project helps build knowledge of trade corridors or supply chains; recognition for or moderation of impacts of transportation intensity on residential areas • strong proposals will align with local, provincial, territorial and/or federal economic, safety priorities and objectives

3.3 Proposal format

Proposals may be submitted in English or in French. Use the titles provided in this section as headings. Each page must be numbered and include the project name.

A. Cover page

All proposals should have a cover page with the following information:

- the title “Proposal for Funding under the National Trade and Corridors Fund – Continuous Call”
- the name of the project (should be brief but descriptive)
- the location of the project¹
- the name of the organization applying for funding
- the date submitted

B. Executive summary

The executive summary must address the major elements of the proposal, including:

- a short description of the project including project location, project scope, major activities, and timelines
- the total project cost, total eligible and ineligible expenditures, total federal funding amount requested under NTCF, and all sources of funding for the project including the contributions made by other parties
- a summary of the primary project objectives, briefly explaining how they align with the NTCF program objectives, in particular, the trade diversification objectives indicated in Section 1.2 – Objectives of the Continuous call of this guide
- a brief outline of the performance measurement strategy that will be used to assess success in meeting the project and NTCF program objectives

C. Applicant information

The applicant needs to demonstrate that it has the capacity and expertise necessary to ensure the delivery of the project. Provide the following information:

C.1 Applicant organization

Provide the following information:

- the full name and legal status of the organization applying for the financial contribution
- the name and position of the primary and secondary contact for the organization who are authorized to advise and make decisions and representations on the project

¹ In the case of studies, indicate the location(s) where the study will focus.

- the mailing address, telephone number, and e-mail address
- the organization’s mandate, its role in the project and why it is best suited to undertake the project
- the eligible recipient category under which the applicant qualifies to receive a financial contribution under the NTCF

C.2 Project team

This section should demonstrate the applicant’s ability (in terms of financial resources, personnel and expertise) to complete the project and resolve issues that may arise during the project life-cycle. The information provided should include:

- name of the designated project manager and as applicable, the project team with all the necessary contact information (name, position title, mailing address, telephone number, e-mail address)
- evidence that the project manager and key staff have the relevant qualifications and experience to undertake, manage and carry out the project on behalf of the organization
- a description of the proposed project’s governance structure, including any partners, their role and how they would contribute to the project
- any partner organization’s legal name, address and point of contact
- authorizations that provide the applicant and/or the contact the authority to submit this request and/or implement the project, and/or represent the applicant

D. Project description

This section describes the issues(s) that would be addressed by the project, the project scope and activities and how they are relevant in achieving NTCF program objectives. Provide the following information:

D.1 Project background

- describe the existing conditions, constraints or weaknesses (such as current travel time delays, traffic volumes of goods and people, level of service, frequency of accidents etc.) that will be improved by project implementation
- provide a condition assessment of the present infrastructure, facility or equipment, as applicable
- describe any work that has already been completed in relation to this project, by both the applicant or by other stakeholders
- provide any other relevant background information

D.2 Project rationale

- describe the implications, as they relate to the relevant NTCF program objective(s), of the project not being implemented (that is, the “do nothing” option)

- describe how the proposed project would respond to the demonstrated need, including how the project aligns with the relevant NTCF program objective(s)
- provide a clear statement of how the federal funding request will facilitate project implementation, enhance the project scope or accelerate the timing of the project
- state how the project overlaps, supports or enhances any aspect of previous and/or planned work (such as planned investments by private or public sector partners)
- include a summary that quantifies forecasted improvements in the short-term (5 years) and longer-term (20 years) that would result from the project completion (such as travel time savings, annual traffic growth rates of goods and people, economic growth, increase in overseas trade volumes etc.)

D.3 Alignment with NTCF Continuous call program objectives

- clearly explain how the project aligns with the NTCF program objective(s) as described in [Section 1.2 Objectives of the Continuous call](#) of this guide
- as noted earlier, the NTCF program objectives that relate to the territorial North will not be evaluated in this Continuous call. A separate and dedicated call for proposals from the North was launched in November 2018 with a closing date of March 29, 2019

D.4 Project scope

- present the overall work plan to ensure delivery of a quality project within the project's timeframe and budget
- describe the major components and phases of the project, and present the corresponding scope of work and project activities will be undertaken and by whom
- provide information related to any partners that will have roles and/or responsibilities to implement the project
- include relevant project maps, plans and/or diagrams

D.5 Project work schedule

- provide the project start date and completion date, as well as the anticipated timelines for key milestones and major project activities
- describe project dependencies, interdependencies or hurdles to implementing the project
- provide the timelines for securing required permits and approvals, if applicable
- applicants should provide all applicable key milestones, relevant project activities and include the corresponding timelines (refer to **Table 3** for an example of a project work schedule)
- all projects must be useable for its intended purpose (completed) no later than December 31, 2027 and all financial transactions related to the NTCF must be concluded by March 31, 2028²

² The expression of interest applicant's guide for the Continuous call for proposals provided the final date by which a project must be useable for its intended purpose as no later than December 31, 2028 in error. The final date by which a project must be useable is December 31, 2027, with all financial transactions related to the NTCF concluded by March 31, 2028

Table 3: Project work schedule example

Project activity / milestone	Timelines	
	Start date	Completion date
Project design and surveying		
Environmental assessment		
Aboriginal consultations		
Construction and other permits (specify)		
Tender call		
Start of construction		
Substantial completion		
Project completion		

D.6 Project delivery method

The proposal must include the current status of the project planning/design and timelines as well as how the project will be delivered (such as design-bid-build, design build, alternative financing and procurement method).

D.7 Performance measurement strategy

The performance measurement strategy is a very important component of the proposal. The results from these project evaluations will help to establish important lessons learned about the project itself and contribute to related Government of Canada evaluation exercises at the program funding level.

Provide the following information:

- describe a performance measurement strategy with expected project outcomes and/or outputs
- using **Table 4** below as an example, list these project outcomes/outputs
- also using **Table 4**, for each specific outcome/output identify performance indicators, the current performance, the target performance after the completion of the project, the sources of the data, and the frequency the data will be collected
- describe the methodology the applicant will use to measure the achievements of project goals and objectives
- performance results should be provided as data and not as a summary of information

Table 4: Performance indicators measurement template

Outcomes/ outputs	Performance indicator	Current performance	Performance target	Data source	Collection frequency

E. Funding rationale

The proposal must include a rationale for federal funding, the context for why the project is important and how it will support the trade diversification objectives indicated in Section 1.2 – Objectives of the Continuous call of this guide, based on data and analysis of key bottlenecks and supply chain challenges. It should include:

- an analysis of the benefits of the project/activities
- a demonstration of how the project aligns with local, regional, and/or national transportation priorities
- an explanation of how the financial support of the Government of Canada and, if applicable, of other funding sources, is required to enable the implementation, enhance the scope, or accelerate the timing of the proposed project/activities
- data and sources used to support investment decisions

Contributions to for-profit private sector organizations may be considered, but **only when** the contribution will provide wider benefits, rather than to the recipient alone.

F. Project budget

The proposal must include an expenditure breakdown by project activity and a cash flow forecast for all phases of the project delivery for each fiscal year of the project. For the following sections, please refer to Annex B – Eligible and ineligible expenditures of this guide.

F.1 Activity expenditure breakdown

Referring to **Table 5** below as an example, provide the following information:

- the estimated total project cost, including all eligible and ineligible expenditures under the NTCF
- a project/activity budget and cash flow forecast, including estimates for substantive phases of project delivery
- a statement as to the accuracy and level of confidence of the cost estimates
- a statement that the applicant will be responsible for all cost overruns

Table 5: Project activity expenditure breakdown example

Project activity	Project costs by fiscal year (April 1 – March 31)			
	2019-2020	2020-2021	...*	Total
A – Ineligible expenditures by project activity and fiscal year				
List all ineligible expenditures				
Ineligible expenditure A1 (e.g., cost before contribution agreement is signed)				
Ineligible activity A2 (e.g., legal fees)				
Ineligible activity A3 (e.g., acquisition of land)				
Total ineligible costs:				\$ Total A
B – Eligible expenditures by project activity and fiscal year				
List all eligible expenditures				
Eligible activity B1 (e.g. environmental assessment)				
Eligible activity B2 (e.g. site preparation)				
Eligible activity B3 (e.g. construction)				
Total eligible costs:				\$ Total B
Total project costs (ineligible + eligible)				\$ Total A + Total B

*Provide the project/activity budget and cash flow for each fiscal year of the project.

F.2 Financial plan

Applicants must provide all of the following project information:

- a financial plan, including the disclosure of all sources of funding for the project (secured and anticipated) and the estimated cash flow per fiscal year of the project, referring to **Table 6** as an example
- the requested NTCF contribution (refer [Annex B – Eligible and ineligible expenditures](#) of this guide), the applicant’s contribution to the project and any other sources of funding, including any other federal sources of funding

- evidence of the applicant’s ability to fund upfront expenditures and operating costs (such as statements, letters of commitment etc.)
- for capital costs – assurance of capacity to operate and maintain the service or infrastructure for a minimum of 25 years after it is completed
- a summary describing whether the project has the ability to generate revenue, how the fees will be collected and the anticipated annual revenue

The NTCF contribution should not exceed the maximum applicable contribution rate, as indicated in Annex C – NTCF maximum contribution of this guide, over the course of the project.

Table 6: Project costs by funding source and fiscal year example

Funding partners	Funding sources by fiscal year (April 1 – March 31)				
Funding source	Secured funding (yes/no)	2019-2020	2020-2021	...*	Total
A - Funding source for the ineligible costs by fiscal year					
Applicant					
Any other sources of project funding (specify each)					
Total ineligible costs:					\$ Total A
B - Funding source for the eligible costs by fiscal year					
NTCF contribution					
Applicant					
Any other sources of project funding (specify each)					
Total eligible costs:					\$ Total B
Total project cost					\$ Total A + Total B

*Provide the project/activity budget and cash flow for each fiscal year of the project.

F.3 Evidence of support

The proposal must include a **letter of intent** from each partner organization indicating the type of financial or in-kind support being provided (attach as an Annex B to the proposal). As part of the review process, TC may contact partner organizations to confirm details provided and may request additional information. The letter(s) of intent must include:

- contact information
- a statement of intent or support for the proposed project
- a description of the nature, extent, sources and valuations of in-kind contributions

The proposal should demonstrate that the proposed project is consistent with applicable:

- federal, territorial, regional, or municipal planning documents
- growth management plans and other relevant guidance documents (such as land use plans and transportation master plans)

In addition to the letter of intent, each partner organization and the applicant must also provide signed copies of the Confirmation of funding form (see [Section J - Declarations](#)).

G. Project risks

The proposal must include an overview of the project risks, the significance of their impact and likelihood, and the mitigation measures/strategies the organization plans to adopt.

- **risks** are uncertainties or constraints that may impact project completion within the proposed scope, timelines and budget. They often include short construction season, delayed permits or materials, lack of participation, etc. Clearly indicate the implications to the schedule if approval dates are delayed.
- **mitigation measures** are the planning and management activities that the organization will undertake in the course of the project to avoid these risks and reduce their consequences or impact on the project

If the proposed project requires real property acquisition and/or land/Right of Way access agreement with a third party, explain the status of the progress of acquisition and/or negotiations including the timelines.

H. Cost-benefit analysis

The proposal must demonstrate a sound analysis of the anticipated safety, efficiency, environmental, social, and international trade and commerce benefits of the project. If applicable, provide a summary of the cost-benefit analysis for the project, including:

- a description of the methodology used for the cost-benefit analysis
- a statement of the major benefits of the project (such as travel time savings, reduced safety costs, expanded capacity, sustainable development, how the local and/or regional community (both businesses and residents) benefit from the project etc.)
- net present value, internal rate of return and net cost-benefit ratio
- an evaluation period (use 30 years) and discount rate (use 10%)
- a sensitivity analysis

I. Legal, regulatory, and other requirements

The proposal must:

- identify any legal or regulatory requirements that apply to the project
- demonstrate that the project will adhere to all applicable federal legislation
- indicate the status and estimated timelines of any approval/permits/licenses that are required

I.1 Preliminary environmental review

The information to be provided in this section relates to Government of Canada requirements under the *Canadian Environmental Assessment Act, 2012* (CEAA 2012) and will be used to establish potential future environment assessment requirements.

Applicants are required to complete a Preliminary Environmental Review of their project by answering the questions found in **Table 7** below.

For more information on the *Regulations Designating Physical Activities*, refer to the following:
<http://laws-lois.justice.gc.ca/eng/regulations/SOR-2012-147/page-1.html>.

Table 7 – Preliminary environmental review table

Identification of environmental assessment requirements
1. Does the project (either in full or in part), include one or more physical activities that are designated by <i>Regulations Designating Physical Activities</i>? (yes/no)
If yes, has a project description been submitted to the Canadian Environmental Assessment Agency? (yes/no)
If yes, please indicate <ul style="list-style-type: none">• Project type:• Canadian Environmental Assessment Registry (CEAR) #:
2. Does the project (either in full or in part) require a provincial environmental assessment? (yes/no/to be determined)
If yes, please describe <ul style="list-style-type: none">• Provincial process:• Start date:• End date:• Result:

3. Does the project (either in full or in part) require an environmental assessment under a northern regime? (yes/no/to be determined)
If yes, please describe
<ul style="list-style-type: none"> • Northern process: • Start date: • End date: • Result:
Projects with federal land requirements under Section 67 of CEAA 2012
4. Will the project (either full or in part) to be carried out on federal lands? (yes/no)
<p>If yes, please indicate</p> <ul style="list-style-type: none"> • The federal land administrator (department or agency with contact information) • Description of federal lands (attach map if available) • Indicate if the entire project footprint located on federal lands (Yes/No) <ul style="list-style-type: none"> If no, please indicate the portions that will take place on federal lands • Indicate if an environmental evaluation has been completed that includes effects on any identified federal lands (Yes/No) <ul style="list-style-type: none"> If yes, please provide a date: • Indicate if other CEAA 2012 Authorities are involved in the project (Yes/No) <ul style="list-style-type: none"> If yes, please list:

I.2 Climate change adaptation and resilience assessments

Increasing the resilience of the Canadian transportation system to a changing climate is one of the program objectives of the NTCF. Some key climate risks include:

- temperature and precipitation changes
- extreme weather events (e.g., storms, floods and related landslides/ground instability, drought, extreme heat)
- changes to surface snow, ice (including sea ice), freezing rain, frost, permafrost
- changes to water levels, streamflow, wave action
- coastal erosion, riverbank erosion
- fog
- wind

The integration of climate change adaptation and resiliency considerations in project development:

- supports the safe, efficient and reliable operation of assets
- optimizes a project's cost over its full lifecycle (e.g., by reducing frequency of required maintenance)
- mitigates the negative effects a project may have on climate change-related phenomena (e.g., disruption of hydrological regimes in vulnerable areas).

Changes to design, construction techniques, or planned operating and maintenance protocols are examples of measures that could be implemented.

Applicants are required to assess climate change risks related to their project and duly consider and integrate results into their project, where appropriate. The timescale of the assessment should match the intended lifespan of the asset.

As indicated in Annex A – Contribution agreement of this guide, all successful projects will be monitored through an agreement monitoring committee, and this will include monitoring of and reporting related to climate change risks and measures undertaken to respond to these risks.

For further information on climate change risks in Canada, potential adaptation practices, resources and a glossary of terms, please consult the following websites:

1. <http://www.nrcan.gc.ca/environment/resources/publications/impacts-adaptation/reports/assessments/2017/19623>
2. <http://www.infrastructure.gc.ca/pub/other-autre/cl-occ-eng.html#annexH>

Applicants **must select the most appropriate of the three following options**, indicate how it applies and provide the required information in their proposal.

1. **Climate change risks to the project have been considered through a formal climate risk assessment³.**

Required information: Describe how the findings of the assessment were considered and integrated into the project, and include the climate risk assessment as an annex to this application.

2. **A formal climate change risk assessment has not yet been undertaken, but is planned for the project.**

Required information: Describe how the risk assessment will be completed, and how the findings will be considered and integrated into the project.

³ A climate change risk assessment is an analysis of future climate conditions that may negatively impact the proposed project, taken into consideration with the likelihood of these impacts and the severity of the expected consequences. Applicants are encouraged to employ the principles of *ISO 31000 Risk Management Standard* and include future climate conditions and impacts in their process.

- No formal climate change risk assessment has yet been undertaken, nor is one planned for the project.**

Required information: Describe what other actions have been/will be undertaken to ensure that climate change risks are duly considered for the project.

Applicants are required to describe provisions to address results from the assessment of climate change risks, by answering the questions found in **Table 8**.

Table 8 – Provisions to address results from the assessment of climate change risks (applies to all three options described above):

1. Have provisions been included in project costing to account for scope changes and other modifications that result from the assessment of climate change risks? (yes/no)
Explain:
2. Have provisions been included in the work schedule to account for scope changes and other modifications that result from the assessment of climate change risks? (yes/no)
Explain:
3. Does the risk assessment reflect possible impacts to project scope, schedule and budget related to the assessment of climate change risks? (yes/no)
Explain:

I.3 Greenhouse gas emissions analysis

Applicants are required to undertake a greenhouse gas (GHG) emissions impact assessment of their project by completing **Table 9**. The purpose of the GHG emissions impact assessment is to determine if the project is likely to contribute to Canada’s national GHG emissions reduction target, and identify plans to include emissions mitigation measures in project design to limit an increase in emissions.

Table 9 – Greenhouse gas emissions analysis table

<p>1. Will the project contribute to a reduction in GHG emissions over the life of the project? (yes/no)</p> <p>If yes, please complete question 2 and 4 below. If no, please complete question 3 and 4 below.</p>
<p>2. If yes, is the GHG emissions mitigation assessment consistent with the approach in Chapter 2 of the Climate Lens General Guidance Version 1.1, published by Infrastructure Canada? (yes/no)</p> <p>If yes, please provide a description of the results of the GHG emissions mitigation assessment in the space below, including the estimated quantity of emissions reduced (in tonnes of carbon dioxide equivalent), and attach a copy of the completed assessment as an annex to this application.</p> <p>If no, please describe in as much detail as possible in the space below, how the project will contribute to reducing GHG emissions from relevant sources over its lifetime. Please include simplified calculation approaches or other relevant metrics, and the estimated quantity of emissions reduced (in tonnes of carbon dioxide equivalent).</p>
<p>3. If the project is expected to contribute to an increase in GHG emissions over its lifetime, please describe the significance of the increase, including any quantification of expected direct and indirect emissions from the project, in the space below.</p>
<p>4. Please identify and describe any planned emissions mitigation measures that will be part of the project, and how these measures will help to limit air emissions from the construction, operation or maintenance of the project.</p> <p>General examples:</p> <ul style="list-style-type: none">• adoption of lower emissions intensity technology/fuels or energy efficiency• adoption of LED lighting• minimize traffic disruption during construction• reduce idling of equipment• follow green procurement policies• use of locally sourced material or recycled material

I.4 Aboriginal consultations

The federal government has a legal duty to consult and, where appropriate, accommodate Indigenous groups when its conduct might adversely impact potential or established Aboriginal or Treaty rights.

Third parties, such as proponents, do not have a legal obligation to consult Aboriginal groups. The Crown may delegate to the proponent such aspects of consultation as the gathering of information about the impact of the proposed project on the potential or established Aboriginal or Treaty rights.

To assess legal duty to consult requirements for the project, the proponent should provide information about the impact of the proposed project on potential or established Aboriginal or Treaty rights. The information collected by a proponent will be used by the federal government in its decision-making process.

To facilitate any Crown consultation as well as any decision-making that may arise, applicants are encouraged to submit:

- a description of completed/ongoing/planned consultation with Aboriginal groups
- a description of communications, if any, to date with Aboriginal groups
- a summary of any issues or concerns that Aboriginal groups have raised
- a description of how the applicant has addressed or proposes to address these issues or concerns

J. Declarations

J.1 Conflict of interest

Applicants must indicate any employee or major shareholder who is a former public office holder (as defined by the *Parliament of Canada Act*) or public officer (as defined by the *Financial Administration Act*). If that person left the federal government within the last 12 months, indicate whether that person was at an executive level or above.

As part of the comprehensive project proposal, applicants must provide assurance that:

- no former public servant who is not in compliance with the Values and Ethics Code for Public Servants shall derive benefits from the Contribution Agreement
- no former public office holder who is not in compliance with the Conflict of Interest and Post-Employment Code for Public Office Holders shall derive a direct benefit from the Contribution Agreement
- no member of the House of Commons of Canada shall be admitted to any share or part of the Contribution Agreement or to any benefit to arise therefrom

J.2 Confirmation of funding sources form

The applicant and each third-party financial contributor to the proposed project, whether contributing cash or in-kind contributions⁴ shall complete and sign a Confirmation of Funding Sources Form (Form) below. The applicant will attach its and each third party financial contributor's forms to its application for funding that it submits to Transport Canada. The total of all confirmed sources of funding, including those from the applicant, must equal the estimated total project expenditures, less the amount of funding requested from Transport Canada.

In the matter of the application for funding for **(Insert name of project)** by **(Name of applicant)** to Her Majesty the Queen in right of Canada, as represented by the Minister of Transport under the National Trade Corridors Fund Program:

I _____ **(Name)**, of the City/Town of _____,
Province/Territory of _____, declares as follows:

1. That I hold the position of _____ with **(Insert name/company of contributor)**.
2. I am duly authorized by **(Name/company)** to give this declaration under **(Contributor inserts the complete reference to the bylaw or internal policy authority that allows them to provide this declaration)** dated **(insert date of the bylaw or internal policy authority)**.
3. **(Insert name/company of third party contributor or applicant)** will provide the contribution(s) noted below for the expenditures under the **(Insert title of proposed project) (Insert when)**, should the proposed project be approved for funding by Her Majesty the Queen in right of Canada, as represented by the Minister of Transport for funding under the National Trade Corridors Fund program:

⁴ In-Kind Contributions" means non-monetary contributions of goods, services or other support that will be provided to the applicant/recipient by a third party for the project, for which fair value is assigned, but for which no payment occurs. In-kind contributions received from a third party are considered donations and may form part of the total eligible expenditures of the project, but are not reimbursable.

Type of Contribution	Value of Contribution
(Insert type of contribution)	(Insert amount of contribution)
<i>Example: In-kind contribution of meeting space (assessed at fair market value)</i>	<i>\$3,000</i>
<i>Example: Cash contribution</i>	<i>\$50,000</i>

Dated this _____ day of _____, 20_____.

Signature

J.3 Applicant declaration

The comprehensive project proposal must include the following declaration, signed by a duly authorized person:

I/we, the undersigned, hereby certify that:

- all information provided to Transport Canada in support of this request for NTCF funding is true and complete
- if funding requested in this application is approved, the funds will be spent solely for the project and activities described in this application
- I/we provide consent to Transport Canada to make necessary credit and other enquiries in support of this application

Name

Title

Signature

Date

4. Proposal submission

Please ensure that you allow sufficient time to submit your proposal to Transport Canada’s National Headquarters in Ottawa.

A digital version of the proposal may be submitted by email (recognizing the 10 MB limit) to tc.ntcf-fncc.tc@tc.gc.ca. For files larger than 10 MB, applicants may “ZIP” files and submit them as attachments. The email subject line must contain the text “TC2004”. For example, “Subject: TC2004 – Comprehensive project proposal for the <name of the project> for NTCF Funding Consideration”.

Proposals in USB or paper copy form will also be accepted and should be submitted by mail/courier service to:

Transport Canada
NTCF - CPP Submission
Transportation Infrastructure Programs (AHS)
Place de Ville, Tower C
330 Sparks Street
Ottawa, ON K1A 0N5

Annex A – Contribution agreement

Contributions under the NTCF are subject to performance conditions specified in a Contribution Agreement (CA). In order to receive federal NTCF funding, a CA must be signed by both the recipient and Transport Canada (TC). The agreement will state the terms and conditions under which the Government of Canada will provide funding for the project.

Project scope

The applicant's proposal will form the foundation to define the project scope, mandatory legal documentation, clauses, terms and conditions, performance measurements and payment structure in the formal CA.

It is very important to clearly define the scope of the project in the application because the recipient will be responsible for:

- completing the project according to the defined scope within the timelines in the application
- covering any cost overruns above the budget identified in the application
- covering all costs associated with work performed outside the approved scope of a project

Failure to complete the project complete scope will result in a corresponding reduction of the federal contribution.

Reporting requirements

Each CA will set out reporting requirements, including progress reports and a final report.

- **Progress Reports:** TC may require recipients to submit progress reports describing the progress achieved at specific intervals.
- **Final Report:** When the project is complete, recipients must submit a final claim for reimbursement along with a final report. The final report serves as a verification of all project activities, costs and outcomes. Under the funding agreement, TC must receive the final report before it pays the final claim for reimbursement.

Contract provisions

The CA will require the recipient to satisfy the Government of Canada with respect to having a competitive and transparent tendering process for the project and to comply with the Canadian Free Trade Agreement.

Intellectual property

While any intellectual property resulting from the work will remain with the recipient, by submitting a proposal, the applicant agrees that TC may:

- Summarize and publish information about findings that are not commercially sensitive, on its website and/or in hard-copy form, as information for the transportation sector and as guidance for future activities in the transportation sector
- Use all information and material developed under the terms of the CA, except for commercially sensitive information and findings, during and after the term of the agreement
- Share the applicant's proposal with the Canada Infrastructure Bank for further consideration

Communications protocol

The CA may include a communications protocol, outlining requirements for joint communications activities, such as public information products, news releases, public announcements, other joint events and official languages.

Performance reporting

TC must be provided with meaningful performance data that demonstrates the impact and results of the project. The CAs will include requirements from the recipients to collect data to assess progress against the desired outcomes. Performance results should be provided as data and not as a summary of information.

Annex B – Eligible and ineligible expenditures

Eligible expenditures

Contributions will be made towards eligible expenditures directly related to eligible projects that, in the opinion of the Minister of Transport or his delegated representative, are reasonable, required to achieve the objectives and outcomes of the NTCF program, and have been incurred on or after the signing of a contribution agreement, including, but not restricted to, the following:

- expenditures related to preparation (for example, site preparation), construction, rehabilitation and improvement of assets
- professional fees for contracted services*
- costs of engineering and environmental reviews, including environmental assessments, follow-up programs, and the cost of remedial activities, mitigation measures and follow-up identified in any environmental assessment*
- costs of environmental consultations*
- expenditures for Aboriginal consultations, specifically project-related consultation activities pursuant to the Crown's legal duty to consult*
- expenditures related to public outreach and Indigenous engagement, dissemination of information, communications materials and other associated costs*
- staff salaries and benefits such as: wages; employer's portion of: Employment Insurance, Canada Pension Plan/Quebec Pension Plan, and disability insurance; private insurance; and benefits paid to staff working on the project/activities where the recipient can demonstrate value for money
- expenditures related to telecommunication, data analysis, and data validation services
- purchase or lease of technologies, equipment, software, data and systems
- licenses and permits
- training costs related to new technologies, equipment, software and systems
- travel expenditures (including the cost of accommodations, vehicle rental and kilometric rates, bus, train, airplane or taxi fares, allowances for meals and incidentals in accordance with established policies and directives)*
- administrative expenditures (including expenditures for general administration, rent, insurance and office equipment rental)*
- rental of meeting rooms and audio/video equipment*
- hospitality, in accordance with federal government policies and directives⁵*
- honoraria payments for Indigenous persons

⁵ Expenditures related to hospitality are eligible but must form part of the recipient's share of the total eligible expenditures for the project.

- for projects administered as a P3, expenditures for the development of a P3 business case and other costs related to the delivery of a project through a P3

For capital infrastructure projects, no more than 15% of NTCF funding will be provided for expenditures identified with an asterisk.

Where TC's contribution is less than 100% of the total eligible expenditures, the above eligible expenditures may include those associated with in-kind contributions. In-kind contributions may take the form of:

- goods, services or assets consumed by the recipient for which costs are incurred and no cash is exchanged
- donations of goods, services or assets to the recipient, for which no costs are incurred and no cash is exchanged

Donations are not eligible for reimbursement but may form part of the recipient's share of the total eligible expenditures for the project/activities.

Ineligible expenditures

Certain costs are not eligible for funding, therefore applicants must not include them in the calculation of the total eligible costs of the proposed project. These ineligible expenditures include, but are not limited to:

- costs incurred before the signing of the Contribution Agreement and after the agreement termination date
- the costs of purchasing land, associated real estate and other fees, financing charges and interest payments on loans
- the costs of leasing land, buildings, and other facilities
- legal fees
- the costs of developing a proposal
- provincial sales tax and the goods and services tax or harmonized service tax for which the recipient or a third party is eligible for a tax rebate and all other costs eligible for rebates
- general repairs and maintenance of a project work and related structures
- services or works normally provided by the applicant (e.g., employee wages, benefits, overhead costs or any other direct or indirect operating, maintenance or administrative costs) incurred in the course of implementation of the project except those specified as eligible costs

Annex C – NTCF maximum contribution

The amount of funding provided under NTCF will take into consideration other sources of funding (including funding from other Canadian government entities) available to the recipient and will be subject to the eligibility expenditures, and maximum amounts payable for the program.

The maximum contribution amount requested per project **must not exceed \$500,000,000**. The maximum level of total Canadian government funding (municipal, provincial, territorial and federal) authorized by this program's terms and conditions must not exceed 100% of total eligible expenditures for any project.

To ensure that NTCF funding commitments are the minimum necessary to complete eligible project activities, Transport Canada's maximum contribution will be up to 50% of the total eligible expenditures for a project, with the following exceptions:

- Public-private partnerships (P3) projects where the maximum contribution will be up to 33% of the total eligible expenditures
- Transportation projects in the Territories, where the maximum contribution will be up to 75% of the total eligible expenditures

Projects with Federal Crown corporations and agencies where the maximum contribution will be up to 100% of the total eligible expenditures.