



**OTTAWA PUBLIC LIBRARY
AND
CITY OF OTTAWA**

REQUEST FOR EXPRESSIONS OF INTEREST

Central Library Development Opportunity

Ottawa Central Library
Bibliothèque centrale d'Ottawa



**Request for Expressions of Interest
REOI No. 01415-95600-EOI-1**

September 15, 2015



As Chair of the Ottawa Public Library Board, I invite you to be part of a unique opportunity and City-building initiative.

The Ottawa Public Library Board and the City of Ottawa Council have approved the development of an inclusive and dynamic Ottawa Central Library.

The Ottawa Central Library will be a significant civic building in Ottawa with roles both as a downtown library branch and a citywide resource. The Ottawa Central Library is envisioned as an innovative and iconic facility, combining form and function.

We're coming to you to assist us in determining a preferred site location and delivery method based on partner development. We want to engage with the development community now so that the information gathered can be used to refine this business opportunity.

This Request for Expressions of Interest is the first stage of a three-stage procurement process to identify a development site and project delivery method, and will be followed by a Request for Qualifications and a Request for Proposals.

The successful conclusion of the procurement process will lead to the development of a signature building, an inclusive, dynamic Central Library enabling creation and learning for Ottawa residents and visitors to the nation's capital.

Thank you for your interest. I hope that you will share my enthusiasm for this exciting opportunity to create a new Central Library for Ottawa.

A handwritten signature in black ink, appearing to read "Tim Tierney".

Tim Tierney
Councillor, Ward 11, Beacon Hill-Cyrville
Chair, Ottawa Public Library Board



120 Metcalfe Street, Ottawa, ON K1P 5M2
613.580.2940 Fax/Téloc.
613.567.8815
InfoService@BiblioOttawaLibrary.ca
BiblioOttawaLibrary.ca



En tant que président du conseil d'administration de la Bibliothèque publique d'Ottawa (BPO), je vous invite à prendre part à une occasion unique de développement municipal.

En effet, le C.A. de la BPO et le Conseil municipal de la Ville d'Ottawa ont approuvé la construction dans notre ville d'une bibliothèque centrale ouverte et dynamique.

La Bibliothèque centrale d'Ottawa sera un édifice municipal important à Ottawa, qui jouera à la fois le rôle de succursale du centre-ville et de ressource pour l'ensemble des secteurs de la ville. La Bibliothèque centrale d'Ottawa sera une installation novatrice et emblématique, conjuguant forme et fonction.

Nous sollicitons votre participation pour nous aider à désigner un emplacement et une méthode de prestation fondée sur le partenariat. Nous souhaitons nous engager dès lors avec le secteur de l'aménagement afin que l'information obtenue serve à affiner ce projet d'entreprise.

Cette demande d'expression d'intérêt constitue la première des trois étapes d'un processus d'acquisition d'un emplacement et de désignation d'une méthode de réalisation de ce projet. Viendront ensuite une demande de qualification et une demande de propositions.

La conclusion réussie du processus d'acquisition mènera à la construction d'un édifice de marque, une bibliothèque centrale inclusive et dynamique, favorable à la création et à l'apprentissage, dont pourront profiter les résidents d'Ottawa et les visiteurs de passage dans la capitale nationale.

Je vous remercie de votre intérêt et j'espère que vous partagez mon enthousiasme envers cette occasion stimulante de créer une nouvelle bibliothèque centrale à Ottawa.

Tim Tierney
Conseiller, quartier 11, Beacon Hill-Cyrville
Président du C.A. de la Bibliothèque publique d'Ottawa



120, rue Metcalfe, Ottawa, ON K1P 5M2
613.580.2940 Fax/Télec.
613.567.8815
InfoService@BiblioOttawaLibrary.ca
BiblioOttawaLibrary.ca

**Request for Expressions of Interest
Central Library Development Opportunity**

TABLE OF CONTENTS

1.0 INTRODUCTION	5
2.0 CENTRAL LIBRARY PROJECT OVERVIEW	6
2.1 Background	6
2.2 Board Direction 2014 - 2015.....	6
2.3 Strategic Direction 2015	7
2.4 Implementation Process	8
2.5 Additional Information and Source Materials	8
3.0 OVERVIEW OF POTENTIAL REAL ESTATE OPPORTUNITIES	9
3.1 Development Opportunity - Procurement Implementation Methods	9
3.2 Development Objectives	11
3.3 Additional Real Estate Opportunities.....	12
3.3.1 Existing Library Property-120 Metcalfe Street /191 Laurier Avenue W13	
3.3.2 City-Owned Exemplar Development Site - 557 Wellington Street	16
3.3.2.1 Site Development Program Elements - 557 Wellington Street.....	18
3.3.2.2 Additional Information on Planning Framework - 557 Wellington Street	19
4.0 REQUEST FOR EXPRESSIONS OF INTEREST (REOI) PROCESS	20
4.1 Introduction.....	20
4.2 REOI Function and Purpose.....	20
4.3 Participation.....	20
4.4 Desired REOI Outcome.....	21
4.5 Site Visit	21
4.6 Information Requested from Respondents.....	22
4.7 Commercially Confidential Meetings	22
4.8 Requesting Commercially Confidential Meetings	23
4.9 REOI Timeline and other Critical Dates.....	24
4.10 Administrative Authority.....	25
4.11 Municipal Freedom of Information and Protection of Privacy Act	25
4.12 Conflict of Interest	25
4.13 Firms Retained by the OPL/City	26
4.14 Notes to Respondents	27
Document 1 - Closed-Ended Questions.....	28
Document 2 - Open-Ended Questions	31
Annex A – Viability Test	34
Annex B – Commercially Confidential Meeting Request Form	36

Request for Expressions of Interest Central Library Development Opportunity

1.0 INTRODUCTION

The Ottawa Public Library Board (“the Board”) and the City of Ottawa Council (“Council”) have approved the development of a modern, dynamic Ottawa Public Library (“OPL”) Central Library facility for the City of Ottawa (“the City”) as a strategic initiative. A preferred site location, and delivery method, for constructing the Central Library have not yet been determined. The following Request for Expressions of Interest (REOI) is the first stage of a three-stage procurement process to identify a development site and project delivery method. The REOI stage will be followed by a Request for Qualifications (RFQ) and a Request for Proposals (RFP). The anticipated timeframe for the entire process to select a site, delivery method and commence construction is 32 months.

A modern Central Library facility will be a significant civic building in Ottawa with roles both as a downtown library branch and a citywide service. The Ottawa Central Library is envisioned as an innovative and iconic facility. Combining form and function, the structure will be advantageously positioned and clearly distinguished from any potential partner development that might be co-located on a joint development site.

The purpose of this REOI is to gather information from the private sector regarding its preferred business model for the delivery of a new Central Library. The REOI will function as an open invitation to interested parties and their consortium partners to provide verbal and written responses to questions and to meet through Commercially Confidential Meetings (CCMs) with OPL/City staff and their consultants to examine potential development opportunities and how they may integrate with the Central Library Development.

The REOI will engage the development community early in the project process. The information gathered during the REOI will be used to refine the business opportunity. The industry feedback will guide the assessment process by providing key evaluation criteria for the RFQ process to be undertaken as part of Stage 2 of the procurement process.

The REOI contains a Central Library Overview, an Overview of the Potential Real Estate Opportunity and outlines the REOI Process.

**Request for Expressions of Interest
Central Library Development Opportunity**

2.0 CENTRAL LIBRARY PROJECT OVERVIEW

2.1 Background

The Ottawa Public Library is established under the authority of the Ontario Public Libraries Act, RSO 1990, c. P.44. OPL is governed by an independent body, the Library Board. Board trustees are appointed by City Council, and the Board reports directly to Council.

OPL is the largest bilingual (English-French) public library system in Canada. Services are provided through 33 physical locations, a virtual branch, and alternative services, e.g. bookmobiles, kiosks. Key 2014 statistics include:

Circulation (items borrowed)	11 million
Virtual Visits (web based interactions)	13 million
Physical Visits (in person)	4.8 million
Total Uses (e.g. circulation, virtual visits, physical visits, program attendance, in-house use of materials)	32 million

The Main Library is the largest and busiest branch with 728,000 visits, 680,000 items circulated, and 208,000 public computer sessions in 2014. The existing facility opened in 1974 on the site of the original 1906 Carnegie Library at 120 Metcalfe Street. The library building includes an underground parking garage and connects to the Sir Richard Scott office building, a 16-storey high-rise at 191 Laurier Avenue West. The Main Library's total gross space is 8,400 square metres (90,418 square feet) and OPL leases an additional 1,695 square metres (18,240 square feet), used for library administration, on the 4th and 5th floors of the Sir Richard Scott building.

The Main Library facility was developed for a book-based delivery model and cannot support modern library service delivery based on technology, increasing customer expectations and changing demographics.

2.2 Board Direction 2014 - 2015

In July 2014, the Board received information and options for modernizing the existing Main Library facility. In response, the Board directed staff to undertake further planning studies, including development of a business case to analyse the

Request for Expressions of Interest Central Library Development Opportunity

merits of proceeding with any of the modernize options for the Main Library versus building a new facility either alone or through partnership opportunities.

On June 9, 2015, the Board approved the next stages of the Central Library project including:

- Basing the project on the Ottawa Central Library Program Framework that identified a requirement of approximately 12,263 gross square metres (132,000 gross square feet);
- **Proceeding with a New Build Central Library as the preferred option;**
- Using the Central Area as the basis for considering opportunities for a New Build;
- Using the implementation process outlined in the business case as the basis for considering opportunities for a New Build; and
- Surveying of Main Library customers on factors including how and why they use the existing facility; and, surveying potential future users of a new Central Library.

2.3 Strategic Direction 2015

In April 2015, the Board approved 2015-2018 OPL Board Strategic Priorities. The “Spaces for Community, Collections, and Creation” Priority included a direction to “Develop an inclusive, dynamic Central library enabling creation and learning”. In addition, the Board approved the Central Library as OPL’s key priority initiative for recommendation for inclusion in the City’s 2015-2018 Term of Council Priorities.

On July 8, 2015, Central Library Development was approved as a strategic initiative in the 2015-2018 Term of Council Priorities. With this designation, a new Central Library became an official project and an implementation process to determine a project delivery method commenced. Major project milestones identified for the 2015-2018 Term of Council include:

- Conclusion of RFP and OPL Board/Council approval by Q1 2017;
- Award contract by Q4 2017; and
- Initiate phase 1 of construction by Q1 2018.

Request for Expressions of Interest Central Library Development Opportunity

2.4 Implementation Process

Through Motion No. 20150609/3, the Board approved an implementation process for the Central Library project. The first step in the implementation process includes the following actions:

- Undertake a public engagement process and public opinion research;
- Undertake further exemplar site investigation;
- Complete an REOI process;
- Establish the RFQ approach and evaluation criteria; and
- Investigate potential grants.

The REOI component is a critical element to be undertaken early in the process. It will help establish the RFQ approach and importantly the evaluation criteria. Results of these activities, including this REOI, will be reported to the Board and Council in Q1 2016 as well as recommendations for next steps in the implementation process.

2.5 Additional Information and Source Materials

For more information on Central Library facility planning, please see the following resource materials:

1. Main Library Facility Planning (Ref No. OPLB-2014-0063), July 7, 2014.
http://bibliottawalibrary.ca/sites/default/files/Board_Docs/140609/Doc%203%20Main%20Library%20Facility%20Planning.pdf
2. 2015-2018 Ottawa Public Library Board Strategic Priorities and Work Plans (Ref No. OPLB-2015-0031), April 14, 2015.
<http://app05.ottawa.ca/sirepub/mtgviewer.aspx?meetid=6553&doctype=AGENDA>
3. Central Library Development (Ref No. OPLB-2015-0061), June 9, 2015.
<http://app05.ottawa.ca/sirepub/mtgviewer.aspx?meetid=6556&doctype=SUMMARY>
4. Action Summary, Ottawa Public Library Board Meeting June 9, 2015.
<http://app05.ottawa.ca/sirepub/mtgviewer.aspx?meetid=6556&doctype=SUMMARY>
5. Action Summary, Ottawa City Council Meeting 15, July 8, 2015.
<http://app05.ottawa.ca/sirepub/mtgviewer.aspx?meetid=6404&doctype=AGENDA>

Request for Expressions of Interest Central Library Development Opportunity

3.0 OVERVIEW OF POTENTIAL REAL ESTATE OPPORTUNITIES

3.1 Development Opportunity - Procurement Implementation Methods

The City of Ottawa/Ottawa Public Library is seeking to build a bold and architecturally inspiring new Central Library that will capture the imagination of the Ottawa region and beyond and serve to connect existing and emerging neighbourhoods of the Central Area of Ottawa. Partnerships may be the key to finding the best financial outcome and establishing an innovative approach for building a Central Library.

To accomplish its objectives, the OPL and City is seeking input and interest from potential private or public sector partners regarding the implementation and delivery of a new 12,263 square metres (132,000 square feet) landmark library that will better inform a subsequent RFQ process. The Business Case document, considered by the OPL Board on June 9, 2015, identified five potential Procurement Implementation Methods for delivering a new facility (that upon substantial completion would be administered and staffed by the OPL/City), as follows:

1) Design-Bid-Build (“DBB”)+ OPL/City Develop on City-Owned Site

This is the base case procurement option in which the OPL/City will retain an architect to design and produce bid documents including construction drawings and technical specifications for tender of a stand-alone library facility on the Exemplar site at 557 Wellington Street. The City would have the option to retain or sell the surplus development rights.

2) Design-Build (“DB”) + Partner Development on City-Owned Site

This procurement method involves partnering with a private or public sector consortium that will construct the new Central Library facility on a design-build basis with the option to transfer the development of the surplus property rights on the Exemplar Site at 557 Wellington Street to the partner(s). In this option, the OPL/City would finance, own, operate and maintain the library facility. This would be a short-term partnership arrangement related to design and construction similar to the one currently being used for the City’s Arts Court Redevelopment project.

**Request for Expressions of Interest
Central Library Development Opportunity**

3) Design-Build (“DB”) + Partner Development on Alternative Site

This procurement method involves partnering with a private or public sector consortium that will construct the new Central Library facility on a design-build basis in conjunction with a development on a property provided by the consortium. In this option, the OPL/City would finance, own, operate and maintain the library facility.

4) Design-Build-Finance-Maintain (“DBFM”) + Partner Development on City-owned Site

This procurement method is similar to the design build partnership on the City-owned site except that the private or public sector consortium would also finance and maintain the new library facility under a long-term contractual arrangement between the City and the consortium. The development of the surplus property rights of the Exemplar site at 557 Wellington Street could be transferred to the partner(s). The OPL/City would operate and staff the new facility. Ownership would revert to the City at the end of the contractual arrangement. This type of public-private sector partnership (P3) would be undertaken in accordance with the City's approved policies, guidelines and processes for P3 projects.

5) Design-Build Finance Maintain (“DBFM”) + Partner Development on Alternative Site

This procurement method is similar to the design build option on an alternative site provided by the consortium except that the consortium would also finance and maintain the new library facility under a long-term contractual arrangement between the City and the consortium. Ownership would revert to the OPL/City at the end of the contractual arrangement. This type of public-private sector partnership (P3) would be undertaken in accordance with the City's approved policies, guidelines and processes for P3 projects.

The OPL/City is interested in receiving industry feedback on these options through the REOI process. Other potential delivery methods that Respondents may consider appropriate, in relation to their interest in this potential development opportunity, are encouraged.

Request for Expressions of Interest Central Library Development Opportunity

3.2 Development Objectives

With respect to the potential partnership opportunity, the OPL/City wishes to convey its specific building, site, scheduling and real estate transaction objectives for discussion and input.

Building and Land-Use Objectives

- Application of the program framework prepared by Library Strategies International entitled “*Ottawa Central Library Program Framework*” to construct a new library facility having a gross floor area of 12,263 square metres (132,000 square feet);
- Establishment of a civic landmark and centrepiece of architectural excellence for the Central Area generating economic and social growth for the municipality;
- Accessible and attractive public open spaces to support pedestrian movement and community gathering;
- Creation of a visibly prominent library facility that may be integrated and connected with a mixed-use development but maintains its distinction as a discrete architectural building entity;
- Plan for an environmentally friendly sustainable building meeting a LEED Gold rating; and
- Creation of an adaptable, accessible and flexible space that will accommodate new innovative technologies and changing needs.

Site Location Objectives

- Selection of a library site located within the Central Area <http://app05.ottawa.ca/sirepub/mtgviewer.aspx?meetid=6556&doctype=A> GENDA. Click on Item 1 Central Library Development then Document 3 on the right side of the screen;
- Selection of a site of sufficient size to accommodate a 12,263 square metres (132,000 square feet) library building having a building height ranging from 3-5 storeys and a 279 square metres (3,000 square feet) external plaza;
- Provision of a site location that is preferably located within 400m (5 minute walk) of a Light Rail Transit station on the Confederation Line;
- Selection of a site zoned to accommodate a library within a mixed-use development or a site that is eligible to be rezoned in accordance with an existing supportive Secondary Plan of the Official Plan as indicated by a preliminary planning approvals analysis; and

Request for Expressions of Interest Central Library Development Opportunity

- Ensuring that a candidate site has, or can have, adequate services/utilities at the limits of the site.

Scheduling Objectives

- Achieve a development timeframe that can accommodate a construction start in spring 2018;
- The Respondent team or Consortium is able to establish, at the RFP stage, a single entity with the ability to represent the Respondent interests with a single voice to the OPL/City; and
- Further scheduling dates can be found at Section 4.9 REOI Timelines and Other Critical Dates, which outline the preliminary anticipated stages of the Central Library Development project.

Real Estate Transaction Objectives

- Pursue potential partnership arrangements for the construction of the Central Library to achieve cost efficiencies and best value for money;
- Concurrently pursue the potential sale of the property rights at 557 Wellington Street with the potential to receive a net financial offer for the Central Library construction; and
- Concurrently pursue the potential sale of the property rights at 120 Metcalfe Street/191 Laurier Avenue West with the potential to receive a net financial offer for the Central Library construction.

3.3 Additional Real Estate Opportunities

The Development Opportunity to be explored in the REOI is not solely limited to the delivery of a Central Library. An additional project objective will be to pursue the sale of real estate assets to enhance affordability from a project funding standpoint. The OPL and City are examining options to leverage the real property assets at 120 Metcalfe Street/191 Laurier Avenue West (Existing Library) and 557 Wellington Street (Exemplar Site).

The disengagement from the existing Central Library facility at 120 Metcalfe Street/191 Laurier Avenue West will create a business opportunity. Respondents to the REOI will be asked to explore the redevelopment of this property as part of the procurement process in the development of a new Central Library.

The Exemplar Site at 557 Wellington Street holds significant development rights. It is anticipated that the surplus development rights will be unlocked should the

Request for Expressions of Interest Central Library Development Opportunity

Central Library be built on the site under either a Design Bid Build, Design Build, or Design Build Finance and Maintain. Should the Central Library be located on an alternative Respondent site, the land at 557 Wellington Street is not required for the project. Respondents to the REOI will be asked to explore the option to include the acquisition and development of 557 Wellington Street as part of the procurement process.

The City would like to assess in the REOI stage the level of interest in these two assets and whether it will be feasible to integrate them with the procurement process as part of the affordability component to the development of the Central Library. The following background information is provided to assist Respondents in better understanding the Additional Real Estate Opportunities.

3.3.1 Existing Library Property - 120 Metcalfe Street /191 Laurier Avenue W

The building complex at 120 Metcalfe Street/191 Laurier Avenue West is located at the northwest corner of Laurier Avenue West and Metcalfe Street on a site that has a total estimated area of 2,759 square metres (29,698 square feet). The subject site is legally described as Lots 49, 50 and 51 on Plan 3922 North Laurier Avenue, save and except CR543422, City of Ottawa PINS 04115-0102 and 04115-0103.

The site is improved with the following building components completed in 1974:

- A 4-storey below grade structure which provides basement spaces for the above grade facilities and 171 parking spaces; this structure is owned by the OPL/City with the parking garage facility portion of the structure being rented by the owner of the office tower in accordance with the provision of a lease from the OPL/City;
- A 3-storey above grade podium structure at 120 Metcalfe Street to accommodate the primary functions of the Main Library with the related "mechanical" rooms located on the north side of the floor above; this structure is owned by the OPL/City except for that portion of the structure which provides support facilities (ground floor lobby, elevator shafts and stair wells) for the office tower above; and
- A 16-storey privately owned office tower (Sir Richard Scott Building), known municipally as 191 Laurier Avenue West and having a typical floor area of approximately 1,254 square metres (13,500 square feet) and a

**Request for Expressions of Interest
Central Library Development Opportunity**

total floor area of approximately 19,881 square metres (214,000 square feet), located on the west side of the site directly above the 3-storey podium. The office tower, and related support facilities in the 3-storey podium, are subject to the provisions of an air rights lease between the owner of the office tower and the OPL/City. As per the original 60 year lease, there is one remaining 10 year renewal term that commences July 1, 2024 for both the air rights and parking garage. As of July 1, 2034, full ownership reverts back to the City.

The relationship of the building components on the site are illustrated in the "Ownership Sketch" (See Figure 1).

The site is zoned MD – Mixed-use Downtown permitting a number of commercial and residential uses. There is no minimum lot area, lot width or yard setback requirements. The maximum building height requirement is set at 155 metres above sea level at the Laurier Avenue frontage and 153 metres above sea level at the north end of the property. Street level is approximately 70 metres above sea level resulting in a building height limit of approximately 83 to 85 metres (25-26 storeys).

It is intended that the OPL/City's interests in the 120 Metcalfe Street/191 Laurier Avenue West property be sold and conveyed upon completion of a Central Library facility.

Request for Expressions of Interest
 Central Library Development Opportunity

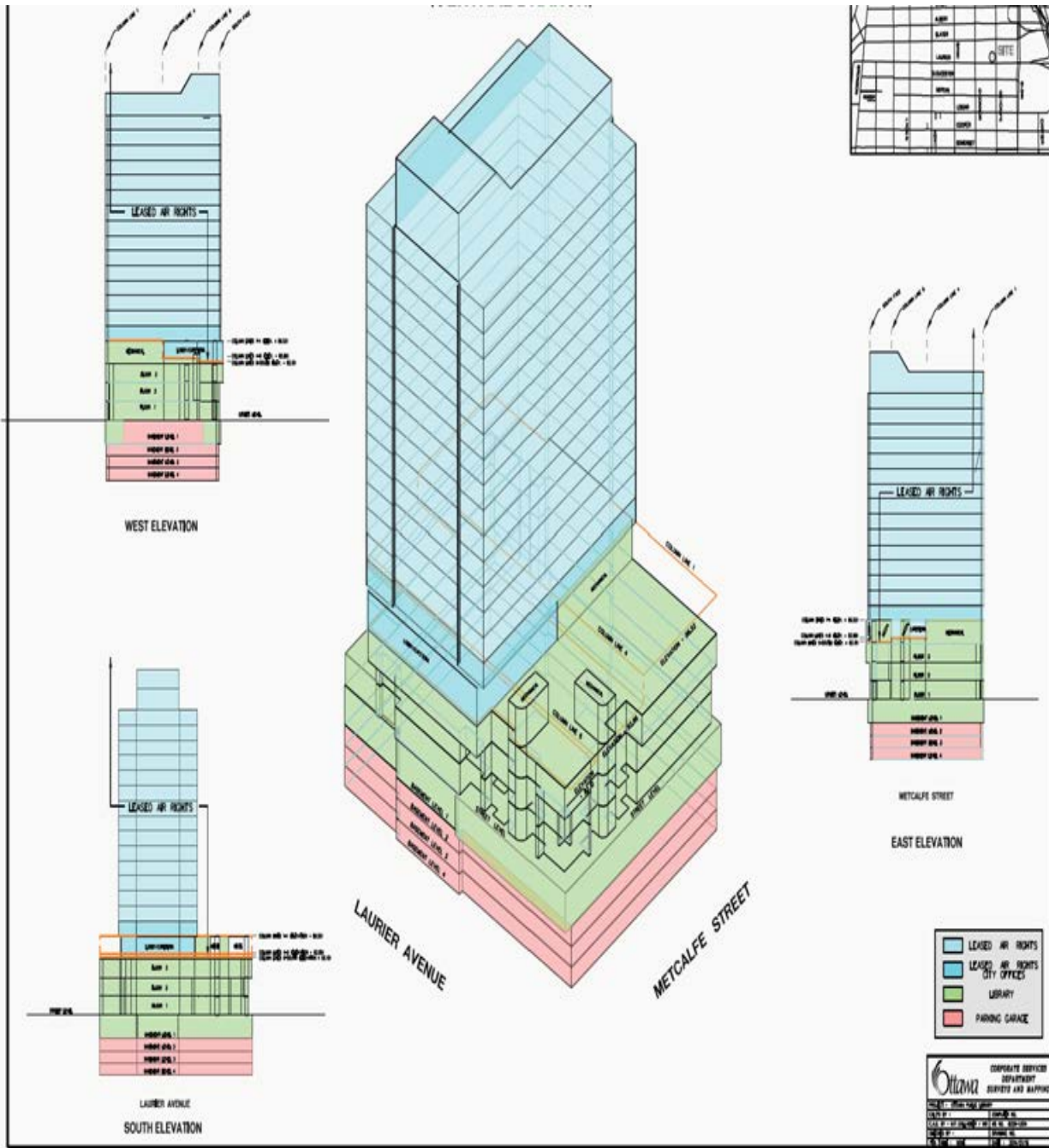


Figure 1 – Ownership Sketch Main Library and Office Components

Request for Expressions of Interest Central Library Development Opportunity

3.3.2 City-Owned Exemplar Development Site - 557 Wellington Street

The exemplar site at 557 Wellington Street is located in the South LeBreton neighbourhood of the Central Area and is bounded by Wellington Street (closed), Albert Street, Commissioner Street and (future) Empress Street Extension (See Figure 2).

The site has been identified as an important development site in the City's Escarpment Area District Plan as approved by Council in December 2008. The site is currently being utilized as a staging site for the Confederation Light Rail Transit (LRT) project and it is the intention that this property be available for sale and development upon completion of the adjacent LRT construction work whether, or not, a new Central Library facility is to be built in this location.

During the development of the Business Case, the 557 Wellington Street site was determined to be the City-owned property in the Central Area that met the site location objectives set out in Section 3.2 above and was established as the exemplar site for a 'New Build' option.

The site area is 14,406 square metres (3.56 acres) and is zoned R5O [951] H20. The policy framework and zoning of the property will be reviewed by the City to be consistent with the mixed-use and intensification policies for transit oriented development in the City's Official Plan. The site is not within any of the control viewpoint corridors of the City or National Capital Commission ("NCC"). The Escarpment Area District Plan envisioned higher density mixed-use development with building heights ranging from 56-72 metres (15-23 storeys) for this site as well as the adjacent NCC owned lands located on Albert Street east of Booth Street. Additional NCC owned lands west of Booth Street are subject to a current RFP process. The RFP conducted by the NCC is scheduled to select a Proponent in December 2015.

Access to the site will be available from Commissioner Street, Albert Street and a future extension of Empress Street when the Confederation Line Light Rail Transit (LRT) line is completed and the existing bus Transit way adjacent to the west side of the site is closed. There is sufficient soil depth above bed rock to accommodate up to three (3) levels of underground parking. Below the bedrock the City will be constructing a combined sewer and storage tunnel ("CSST") that intersects the site. The City has initiated a Phase I and Phase II Environmental Site Assessment and will develop a site remediation plan once a specific development opportunity has been identified.

**Request for Expressions of Interest
 Central Library Development Opportunity**

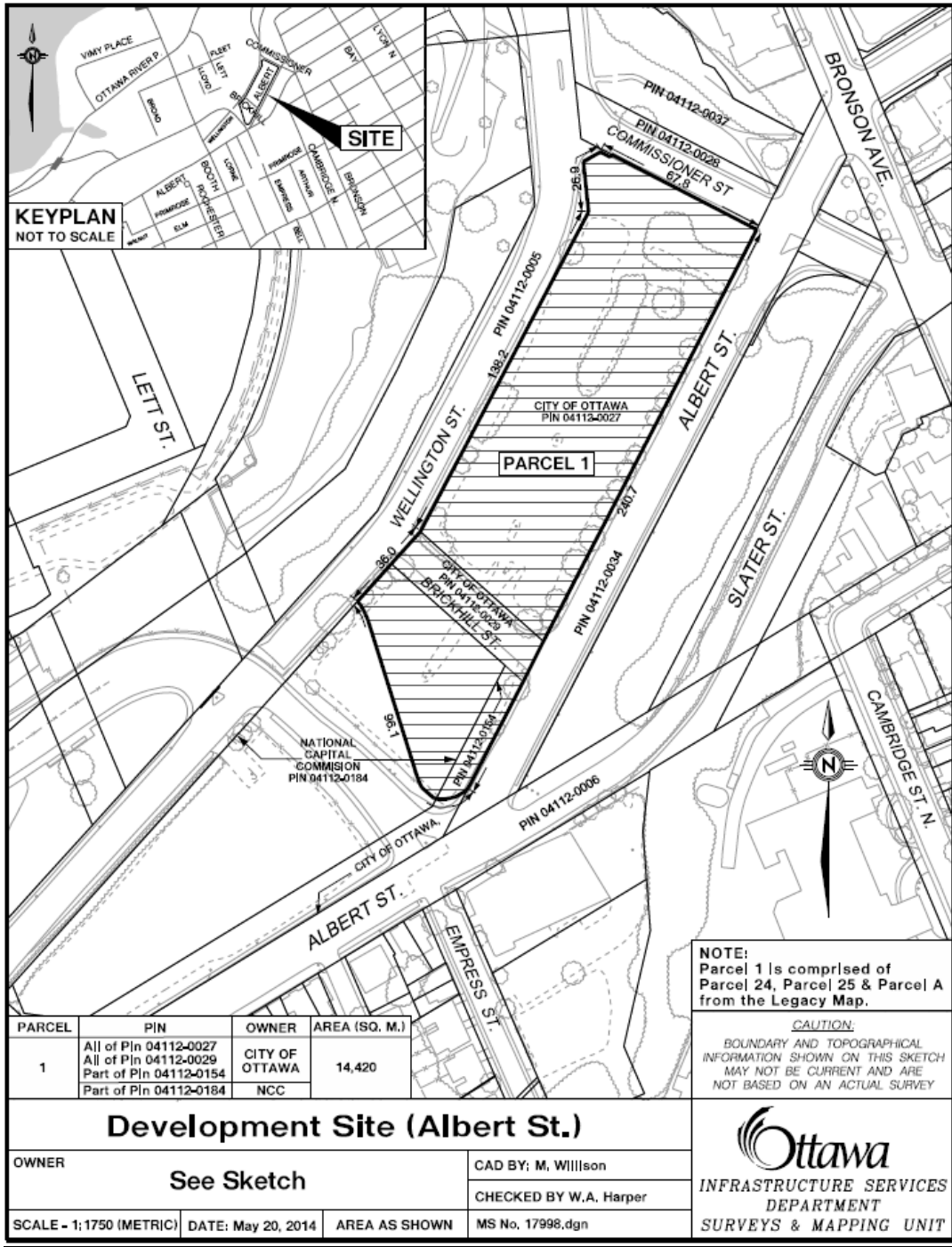


Figure 2 – Exemplar Site Location Plan - 557 Wellington Street

Request for Expressions of Interest Central Library Development Opportunity

As an emerging neighbourhood Pimisi Station of the Confederation Light Rail Line will serve the future medium-to high-density residential area within LeBreton Flats. In this respect, additional pedestrian and cycling improvements will also be implemented by the City for the LeBreton Flats and Escarpment Area districts.

The completion of the Confederation Line and the development of the LeBreton Flats area will change and expand Ottawa's Downtown district. Significant additional development activity is already being planned or constructed in the LeBreton Flats district as follows:

- Claridge Homes is developing phase 3 of their LeBreton Flats Project with 120 new units to join the existing 350 units sold;
- Windmill Developments has completed a master plan and is marketing the former Domtar 20.4 acre site on Chaudière Island which will comprise a development of 7 districts containing 40 development blocks of residential, retail office, hotel and community open spaces; and
- The NCC is currently engaged in an RFQ for development of lands directly west of Booth Street for innovative proposals that include an anchor institution of significant architectural and national character that will serve as an economic driver. This process is scheduled for completion by December 2015 with a winning design announced in mid-2016.

3.3.2.1 Site Development Program Elements - 557 Wellington Street

The following program elements are envisioned for development interest for 557 Wellington Street including a Central Library:

- Library located at west end of site within proximity of the Pimisi LRT Station (walking distance 150 metres);
- Mid to high-rise development with mainly residential for the balance of the site;
- Visual and pedestrian connections through the site at spaced intervals.
- Primary automobile drop-off and access from the Empress Street Extension (dead end and turn around);
- Maintenance of an access, fire lane and pedestrian corridor over the LRT tunnel;
- Outdoor amenity space fronting the library; and
- Underground public and residential parking -privately owned and operated.

**Request for Expressions of Interest
Central Library Development Opportunity**

3.3.2.2 Additional Information on Planning Framework - 557 Wellington Street

Additional information regarding the existing planning framework for the 557 Wellington site is available as follows:

- Escarpment Area District Plan –
<http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/con055241.pdf>
- Central Area Secondary Plan –
http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/01_central_en.pdf
- Lebreton Flats Secondary Plan –
<http://ottawa.ca/en/official-plan-0/10-central-area/111-lebreton-flats>
http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/schedule_q_en.pdf

Request for Expressions of Interest Central Library Development Opportunity

4.0 REQUEST FOR EXPRESSIONS OF INTEREST (REOI) PROCESS

4.1 Introduction

This REOI represents the first stage of a three stage procurement process. Upon the approval of the Board and Council, an open RFQ, Stage Two and a shortlisted RFP, Stage Three are contemplated as per the timeline identified in Section 4.9.

The OPL/City has assembled a team of subject matter experts to develop, review and assess the REOI process and outcome. In an effort to be non-biased, open, fair and transparent, the OPL/City has engaged a Fairness Commissioner to oversee the REOI process. If any question asked by the Respondent is of a non-confidential basis, subject to the interpretation of the Fairness Commissioner, the OPL/City may issue an Addendum to all interested Respondents. Should any Respondent feel the information given to the OPL/City, either in writing or verbally, is of a proprietary and confidential nature, the Respondent shall instruct the OPL/City which parts need to remain confidential.

4.2 REOI Function and Purpose

The REOI will function as an open invitation to interested parties and their consortium partners to provide written responses to certain questions and to meet through Commercially Confidential Meetings (CCMs) with OPL/City staff and their consultants to examine the development opportunity and how it may integrate with the Central Library Development plan.

The purpose of the REOI stage is to engage the public and private development community, at an early stage of the project process, and use this industry feedback to refine the business opportunity and to limit risk when moving forward with the RFQ and RFP process.

The OPL/City may, in their discretion, accept and act on all, some or none of the ideas and information submitted.

4.3 Participation

The REOI is inclusive and flexible and is not intended to pre-qualify Respondents for any subsequent stages of the project. The OPL/City believes it would be highly beneficial for Respondents to participate in the REOI process in advance

Request for Expressions of Interest Central Library Development Opportunity

of the RFQ. **A Respondent who does not participate in the REOI process is not precluded from participating in the RFQ process.**

Due to the complexity of the project and the need to integrate a potential private and/or public sector development with the OPL's Central Library building design. The REOI will offer an opportunity to prospective Respondents to assist the OPL/City in defining the RFQ terms of reference.

Respondents are encouraged to submit written responses to the closed-ended questions (Document 1) and to request CCMs with the City to engage in two-way dialogue with the OPL/City's project team and consultant team to seek clarification on the project and to provide feedback to the OPL/City toward its development of the RFQ and RFP.

4.4 Desired REOI Outcome

The industry feedback obtained in the REOI Stage will refine the business opportunity and limit risk when moving forward with the RFQ and RFP Stages. The REOI results will frame what level of information the City would be seeking in the RFQ and RFP Stages.

4.5 Site Visit

Site visits to the exemplar City site cannot be held at this time, as it is the current staging area for Light Rail Transit (LRT) construction. An image gallery for this site is available by contacting the Administrative Authority, as identified in Section 4.10.

Site visits to the current Main Library at 120 Metcalfe Street/191 Laurier Avenue West can be arranged through the Administrative Authority, as identified in Section 4.10.

Should a Respondent have a privately owned site that it wishes to tour with the OPL/City project team, please contact the Administrative Authority, as identified in Section 4.10, to make arrangements for a confidential tour.

Request for Expressions of Interest Central Library Development Opportunity

4.6 Information Requested from Respondents

A series of closed-ended and open-ended questions are included as a guide for obtaining information and expressions of interest from potential Respondents who may have wide ranging and significantly different development interests. The responses to the closed-ended questions are generic (Yes/No) and intended to solicit written responses that will provide a basis for quantitatively determining the relative degree of industry interest in the project and process. The responses to the open-ended questions are focused on obtaining additional information and insights from potential Respondents.

Respondents are requested to provide written responses to the closed-ended questions set out in Document 1. This document can be used as a template in providing generic “Yes/No” answers. Responses are intended to provide a basis for statistically determining the relative degree of industry interest in the various aspects of the project and process. Completion of the template prior to participating in a CCM with OPL/City staff would be of benefit to all parties.

Any additional written comments are welcome, and may be added to the Respondent’s written response to this REOI, or discussed in conjunction with the open-ended questions (Document 2) at a CCM.

Any requests for clarification by the Respondents must be sent by e-mail to the Administrative Authority identified in Section 4.10 of this REOI. Clarification will be provided to all Respondents by way of an Addendum to the REOI.

The written responses should be submitted electronically in MS Word format to the Administrative Authority on, or before, **Tuesday, 17 November 2015**.

4.7 Commercially Confidential Meetings

The information exchanged during the CCMs will assist the OPL/City in preparing the RFQ. CCMs will be bilateral meetings between the OPL/City, its representatives and advisors and individual Respondents, their representatives and advisors.

Request for Expressions of Interest Central Library Development Opportunity

4.8 Requesting Commercially Confidential Meetings

In order to request a CCM, interested parties must submit the fully completed Commercially Confidential Meeting Request Form attached as Annex B.

This form **must** be submitted to the Administrative Authority, identified in Section 4.10, by e-mail. The OPL/City reserves the right to invite any Respondent(s) to a CCM.

In order to be granted a CCM, an interested Respondent **must** meet the requirements set out in Annex A – Viability Test. The OPL/City may seek clarification of a Respondent should it determine that the information provided is insufficient or unclear.

All requests for CCMs are to be made to the Administrative Authority as soon as possible and not later than **Friday, 30 October 2015**. The meetings will be scheduled as outlined in Section 4.9 – REOI Timelines and Critical Dates during business hours at Ottawa City Hall, including key OPL and City staff, including representatives from Infrastructure Services Department, Real Estate Partnership and Development Office, the Consultant Team, and other subject matter experts, as well as a Fairness Commissioner. Respondent(s) will have the opportunity to designate information provided during the course of a CCM (e.g. questions, answers, and other information) as commercially confidential.

The OPL/City reserves the right to hold follow-up CCMs with a Respondent on any matter covered during an initial CCM. The OPL/City further reserves the right to meet with a Respondent after a CCM is held to gather additional information regarding the OPL/City's requirements, approach or any other matters related to the Central Library Development project.

No statement, consent, waiver, acceptance, approval or anything else said or done in any CCM by the OPL/City or any of its advisors, employees or representatives shall amend or waive any provision of the REOI, or be binding on the OPL/City or be relied upon in any way by Respondent(s), Respondent Team Member(s) or their advisors except when and only to the extent expressly confirmed in a written addendum to the REOI.

**Request for Expressions of Interest
Central Library Development Opportunity**

4.9 REOI Timeline and other Critical Dates

Preliminary REOI timelines and other critical project dates are:

Activity	Timelines
REOI posted on MERX	15 September 2015
Deadline to request a CCM	30 October 2015
CCMs are held	21 September 2015 – 10 November 2015
Submission deadline for written responses to REOI	17 November 2015
Compiling of feedback from the CCMs for incorporation into the design development documents and RFQ	October 2015 – December 2015
Report on the REOI results and next steps	February 2016 – March 2016
RFQ issued on MERX	April 2016
Deadline for RFQ responses	June 2016
Report on the RFQ results and next steps	July 2016 - August 2016
RFP issued	October 2016
Deadline for RFP responses	December 2016
Conclude RFP process and seek OPL Board /Council approval	Q1 2017 – Q2 2017
Negotiation of Agreements	Q2 2017 – Q1 2018
Execution of Agreements with Successful Proponent	Q4 2017 - Q1 2018
Construction Commences on Site	Q1 2018 - Q2 2018

**Request for Expressions of Interest
Central Library Development Opportunity**

4.10 Administrative Authority

For further information regarding the Request for Expressions of Interest, please contact:

City of Ottawa
Finance Department
Supply Branch
100 Constellation Drive
4th Floor, West Tower
Ottawa, ON K2G 6J8

Attention: **Brian T. Hum**
Title: Purchasing Officer
Telephone: 613-580-2424, ext. 25833
Facsimile: 613-560-2126
E-mail: **Brian.Hum@ottawa.ca**

Respondents are advised that all communications with the OPL/City related to this REOI **must** be directly and only with the Administrative Authority, preferably by e-mail.

4.11 Municipal Freedom of Information and Protection of Privacy Act

The Ottawa Public Library and the City of Ottawa are subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, as amended (“MFIPPA”) with respect to, and protection of, information under its custody and control.

All information is subject to MFIPPA and may be subject to release under the Act, notwithstanding your request to keep the information confidential.

4.12 Conflict of Interest

The Respondent Team is required to disclose to the OPL/City any perceived, potential or actual conflict of interest. If, during the REOI process, the Respondent Team is retained by another client giving rise to a potential conflict

**Request for Expressions of Interest
Central Library Development Opportunity**

of interest, then the Respondent Team shall so inform the OPL/City and if a significant conflict of interest is deemed to exist by the OPL/City, then the Respondent Team shall:

- Refuse the new assignment, or
- Take such steps as are necessary to remove the conflict of interest.

4.13 Firms Retained by the OPL/City

Respondents are advised that the OPL/City has retained the following firm(s) / person(s) to provide advice on an on-going basis in respect of the Central Library Development Project.

- (i) The firm Library Strategies International LLC in partnership with Kathryn Taylor Design had been retained to provide the OPL/City with the Program Framework for this Project;
- (ii) The firm Citant Group Ltd has been retained to provide the OPL/City for quantity surveying and feasibility analysis associated with this Project;
- (iii) The firm Turner & Townsend Inc has been retained to update the OPL/City with the costing associated with this Project;
- (iv) The firm Ajon Moriyama Architect has been retained to update the OPL/City with the Blocking Plans associated with this Project;
- (v) The firm Borden Ladner Gervais LLP has been retained to provide the City with legal advice on all aspects of this Project; and
- (vi) The firm PSC The Public Sector Company Limited has been retained as the Fairness Commissioner.

Other firm(s)/person(s) will be engaged to provide advice in the planning stages of the Project.

**Request for Expressions of Interest
Central Library Development Opportunity**

By responding to the REOI, a Respondent:

- (a) confirms that it has disclosed to the OPL/City all matters in which it has retained, directly or indirectly (including through an insurer), any of the above-noted firms/persons and shall forthwith disclose any new retainer following the date of such disclosure;
- (b) if it has retained any of the above-noted firms/persons, acknowledges that no conflicts of any nature whatsoever, including legal or business conflicts, exist or will be created as a result of its response to the REOI and/or the undertaking of any matters described herein;
- (c) consents to the above-noted firms/persons having acted, and continuing to act, for and on behalf of the OPL/City in respect of the Project; and
- (d) notwithstanding the foregoing, acknowledges that it is waiving all conflicts of any nature whatsoever, including legal or business conflicts, which may now or hereafter exist as a result of the above-noted firms/persons having acted, and continuing to act, for and on behalf of the OPL/City in respect of the Project.

4.14 Notes to Respondents

There are no contractual obligations created by the issuance of or response to the REOI.

The OPL/City reserves the right to reconfigure the procurement in the future, for example by not engaging in an RFQ or RFP process, or to otherwise conduct the procurement in any way that complies with the City's Purchasing By-Law.

**Request for Expressions of Interest
 Central Library Development Opportunity**

Document 1 - Closed-Ended Questions

#	Closed-Ended Question	Yes	No
1.	Are you interested in building a new Central Library for the Ottawa Public Library (OPL)/ City of Ottawa (City)? If so, state your interest in building a Central Library at the following site scenarios within the City of Ottawa's defined Central Area: a. City Owned Site? b. Respondent Owned Site? c. Alternate City Purchased Site? d. All/Some of the above?		
2.	Based on your interest in the scenarios above, are you interested in constructing a Central Library as: a. A stand alone building? b. A Central Library with other development/ redevelopment opportunities?		
3.	In addition to qualifying development teams at the RFQ stage, the OPL/City intends to establish site evaluation criteria and have Respondents identify and provide information regarding the site or sites proposed for a new Central Library. In this respect, would you participate in a RFQ process that includes qualifying proposed sites in addition to qualifying development teams?		
4.	Considering the OPL's requirement to build the Central Library with a minimum floor plate of 2,787 square metres (30,000 square feet) and an exterior plaza with a minimum dedicated area of 279 square metres (3,000 square feet), would the sites you are proposing meet these requirements?		
5.	Project Design Requirements: a. If required as part of the RFQ/RFP process, would you be able to assemble an Architect and Design Team that has the necessary experience in building a Central Library or other large institutional/Community facility developments in conjunction with other large urban mixed use development's (over 9,290 square metres (100,000 square feet)) of a similar scale, complexity and design excellence? b. The OPL/City is looking to undertake an open and		

**Request for Expressions of Interest
 Central Library Development Opportunity**

#	Closed-Ended Question	Yes	No
	<p>transparent design process; would you be willing to take part in a design competition for the overall proposed development as part of an RFP process?</p> <p>c. If the Library is part of a larger development on a City-owned or alternative site, would your business plans be able to accommodate a Central Library designed as a prominent, inspiring Architectural building with a notable character?</p>		
6.	<p>Project Timing Requirements:</p> <p>a. Based on the anticipated schedule for completion of the RFQ/RFP process by the end of 2016, could you commit construction to commence by the beginning of 2018 for a City owned Site, Proponent owned Site or Alternative City purchased site?</p> <p>b. If the construction were to commence in 2018, could the Library construction be completed with an underground parking facility within 24 months?</p> <p>c. If the Central Library is planned as part of a mixed-use development, could the Central Library construction commence in 2018 in advance of the other Development, should that development not be ready for construction?</p> <p>d. As part of a Respondent owned site, could the Central Library construction commence in advance of 2018?</p>		
7.	<p>Project Delivery Models: At this stage, the OPL/City is trying to determine the preferred methodology for delivering the Central Library that offers a successful design, meets the program requirements and delivers the best value for money for City residents. Is your Respondent team interested in building a Central Library based on one or more of the following delivery models:</p> <p>a. Standard City process for a stand-alone Library building (Design-Bid-Build or Design-Build):</p> <ol style="list-style-type: none"> 1. City owned Site? 2. Respondent owned Site? 3. Alternative City purchased Site? <p>b. Standard City Design-Bid-Build Central Library plus non-integrated development on the remaining surplus</p>		

**Request for Expressions of Interest
 Central Library Development Opportunity**

#	Closed-Ended Question	Yes	No
	property rights: 1. City owned Site? 2. Respondent owned Site? 3. Alternative City purchased Site? c. Design-Build Central Library in conjunction with integrated development: 1. City owned Site? 2. Respondent owned Site? 3. Alternative City purchased Site? d. Design- Build, Finance, Maintain (P3 Model) Central Library in conjunction with integrated development: 1. City owned Site? 2. Respondent owned Site? 3. Alternative City purchased Site? e. Other Delivery Model		
8.	Financing of the Central Library Development may be contingent upon the sale of the 120 Metcalfe Street/ 191 Laurier Avenue West site. Would you still be interested in the Central Library construction, if the sale of the existing OPL/City assets were an integral part of the RFP conditions and form the basis of the Agreement?		
9.	The 557 Wellington Street site was used as the exemplar site for the Business Case process to establish the new build as the preferred option. Would you be interested in the purchase of the exemplar site if this was a condition of the Agreement within the RFP, whether the Library is built on this site, other City purchased sites, or a Respondent proposed site?		
10.	Would a Respondent Team proposed by you be experienced in public engagement?		

**Request for Expressions of Interest
 Central Library Development Opportunity**

Document 2 - Open-Ended Questions

#	Open-Ended Question	Response
1.	The OPL/City is interested, either through response to these questions or within the Commercially Confidential Meetings (CCMs), in Respondents' thoughts specific to: a. Site location opportunities you might consider for a Central Library? b. Development possibilities you might consider in combination with a Central Library?	
2.	If you are not considering a stand-alone Central Library, how would you see your mixed use Development integrating with a Central Library project considering the OPL/City's requirements and criteria?	
3.	How would you propose that OPL/City evaluate the sites that may be proposed by Respondents as part of the RFQ, in an effort to consider the ideal location for the Central Library?	
4.	For consideration in the development of the RFQ, the OPL/City is seeking your input on the following conditions: a. Make-up of the Consortium Team? b. Requirement for and appropriate values of Honoraria? c. Maximum and minimum number of Respondents to proceed to the RFP stage?	
5.	To ensure design excellence, how would you propose to select your Architect and consultant team and what criteria would you use to select this team?	
6.	Would you be willing to participate in a design competition as part of the RFP process and what suggestions do you	

**Request for Expressions of Interest
Central Library Development Opportunity**

#	Open-Ended Question	Response
	have to ensure superior design as part of this process?	
7.	How would you propose the Central Library could be built in a complementary manner with the rest of your proposed development without diminishing the importance of the Central Library as an independent facility?	
8.	What do you see as an ideal timeframe for your development and how would the Central Library construction fit into your proposed development schedule?	
11.	What Delivery Method do you envision as your preferred approach and why?	
12.	What is your degree of interest in acquiring, as a condition for building the new Central Library facility, the OPL/City's existing property assets at: <ul style="list-style-type: none"> a. 120 Metcalfe Street/191 Laurier Avenue West b. 557 Wellington Street 	
13.	With respect to a Public Engagement process, the OPL/City is seeking Respondent input as follows: <ul style="list-style-type: none"> a. How would you envision the public engagement process, as part of the procurement process, be undertaken? b. What would your role and involvement be? c. How much information would you be willing to release to the public? 	
14.	As part of the Central Library, is there anything that the OPL/City should be considering as part of this project, that they have not yet contemplated? From your experience on similar projects, are there any suggestions that you wish to share with the Project team?	
15.	Considering what you have heard and	

**Request for Expressions of Interest
Central Library Development Opportunity**

#	Open-Ended Question	Response
	learned about the Central Library Project, are there any elements of concern that might prevent you from responding to the RFQ stage and, if so, what are those concerns?	
16.	What additional information would you require to accept construction risk on this project?	
17.	What challenges related to raising financing/bonding/security for the project do you anticipate, if any?	

**Request for Expressions of Interest
Central Library Development Opportunity**

Annex A – Viability Test

1. Interested parties must provide information as described below.
 - The identity of the legal entity that would seek to enter into an Agreement with the OPL/City including the ownership structure of that entity (e.g. corporation) and its primary line of business.
 - The name, address, telephone, fax number, and e-mail address of the representative authorized to act on behalf of the Respondent.

2. Project descriptions of at least one (1) development mixed use project of similar sized construction and complexity started within the last ten (10) years.

Within the project descriptions please provide, for each project, the project name and client, the start date, the dollar value, the amount of insurance, the amount of bonding, a description of the nature of the construction (e.g. concrete frame construction), and any awards or certifications received (e.g. LEED Silver).

The viability of an interested Respondent to participate in a Commercially Confidential Meeting will be assessed on a pass/fail basis.

A Respondent is not locked in to the structure it submits and can reconfigure its structure and membership under the RFQ process and RFP process.

Interested Respondents are encouraged to use the tables below for providing the required information.

**Request for Expressions of Interest
 Central Library Development Opportunity**

Please provide the following information with your request for a Commercially Confidential Meeting:

Respondent Information	
Required Information	Response
Name of legal entity	
Ownership structure	
Primary line of business	
Name of authorized representative	
Contact information for authorized representative	
Project Description #1	
Required Information	Response
Project Name	
Client	
Start Date	
Estimated Value	
Amount of Insurance	
Amount of Bonding	
A description of the nature of the project (e.g. concrete frame construction)	
Awards	
Certifications	

**Request for Expressions of Interest
Central Library Development Opportunity**

Annex B – Commercially Confidential Meeting Request Form

Date: _____, 2015

Brian T. Hum
Purchasing Officer
613-580-2424, ext. 25833
613-560-2126
Brian.Hum@ottawa.ca

Re: REOI No. 01415-95600-EOI-1

Commercially Confidential Meetings – Acknowledgement, Waiver and Release

The undersigned Respondent hereby acknowledges and agrees:

- that participation in this Commercially Confidential Meeting is to provide the Ottawa Public Library (OPL) / City of Ottawa (the “City”) and the Respondent a forum for the tabling of questions and answers and obtaining information related to OPL/City’s process for the sale of the development rights at 557 Wellington Street, the design/build development of the air rights, and the design/build of the Central Library Development, sale of property at 120 Metcalfe Street/191 Laurier Avenue West and/or Respondent owned property.
- that, unless confirmed in an written addendum to the REOI, any statement or commentary made by any of the OPL/City’s representatives, managers, employees, consultants, advisors and/or agents during a Commercially Confidential Meeting:
 - will not constitute a representation of any kind, whether a representation of fact or otherwise;
 - will not in any way amend or waive any provision of the REOI;
 - is not in any way binding on the OPL/City or any of its representatives, managers, employees, consultants, advisors and/or agents;
 - cannot be deemed or considered to be an indication of a preference or rejection by the OPL/City of anything presented during the Commercially Confidential Meeting; and

**Request for Expressions of Interest
Central Library Development Opportunity**

- The OPL/City shall be under no obligation to confirm, in writing or otherwise, any information exchanged during the Commercially Confidential Meeting;
- that the undersigned shall not seek to obtain commitments from any of the OPL/City's representatives, managers, employees, consultants, advisors and/or agents during the Commercially Confidential Meeting or otherwise seek to obtain an unfair competitive advantage over any other Respondent;
- that the undersigned shall not attempt to use any aspect of a Commercially Confidential Meeting to provide the Respondent with access to information that is not equally available to other Respondents;
- that all Commercially Confidential Meetings will be attended by the Fairness Commissioner;
- that the advice of the Fairness Commissioner may be sought during a Commercially Confidential Meeting, through the Chair, if required;
- waive any and all rights to contest and/or protest the REOI process and the processes and guidelines set out herein, including the Respondents Commercially Confidential Meetings, based on the fact that such Respondent Commercially Confidential Meetings occurred or on the basis that information may have been received during a Respondent Commercially Confidential Meeting by another Respondent, Respondent Team Member or their respective advisors or representatives that was not received by the Respondent, Respondent Team Member or any of their respective advisors or representatives. For greater certainty, the undersigned waives any and all rights to contest and/or protest the decision by the OPL/City to grant it a CCM.

The undersigned acknowledges and understands that it is not permitted to participate in the Commercially Confidential Meeting(s) unless it has signed this Acknowledgement, Waiver and Release.

The undersigned hereby acknowledges and agrees that nothing herein shall derogate from, or in any way vary, amend or limit the terms of the REOI.

The undersigned further understands that any concerns with respect to the fairness of a Commercially Confidential Meeting or any other fairness concerns up to the date of such Commercially Confidential Meeting should be brought to the attention of the Fairness Commissioner for the Project, during the meeting or within five (5) business days thereafter.

**Request for Expressions of Interest
Central Library Development Opportunity**

In order to be granted a Commercially Confidential Meeting, the undersigned must demonstrate viability to be a potential Respondent in accordance with the attached Schedule - Annex A - Viability Test. Information responsive to these requirements should be provided along with this form. The information will be assessed on a pass/fail basis in the OPL/City's sole and absolute discretion.

IN WITNESS WHEREOF the undersigned has executed this Acknowledgement, Waiver and Release effective as of the day and year first above written.

(Print) Name :

Signature:

(Print) Name:

(Print) Job Title:

Witnessed By:

(Print) Name of Witness:
