

## Central Library Development Implementation Process

The following four-stage implementation process is recommended for Central Library development based on a new build library facility.

### Stage 1

This stage would include the following tasks:

1. Initiate a Request for Information (“RFI”) process to gauge the potential level of market interest in the new Central Library development opportunity and obtain industry information and feedback with respect to, but not necessarily limited to:
  - a) Developing a new Central Library facility on a City-owned site;
  - b) Developing a new Central Library facility on a potential proponent-owned site;
  - c) Acquiring the OPL/City's interests in the existing property at 120 Metcalfe/191 Laurier and the surplus development rights to a City-owned site identified for development of a new Central Library facility;
  - d) Pursuing the development of the proposed new Central Library facility based on a preferred delivery method, to be identified by the potential proponent, in relation to the five delivery method options proposed in the Business Case;
  - e) Establishing a relative time frame for implementing a new Central Library facility project, and any related potential proponent development, based on the City following a subsequent RFQ and RFP process;
  - f) Determining the potential make-up, and associated qualifications, for a proponent's development team/consortium; and,
  - g) Obtaining industry advice regarding the proposed overall development project approach, potential delivery options and associated financing models, including potential for a capital lease arrangement, for P3 options.
  
2. Undertake further site investigation, building design, and cost estimating work, as may be required, in order to:
  - a) Establish an appropriate capital budget, or affordability cap, for a new 132,000 square foot Central Library facility on the preferred City site;
  - b) Carry out the P3 Project Assessment Phase process, as required by the City's P3 Policy, Guidelines, and Procedures, to:
    - i) Establish the P3 potential of the new Central Library project using the Screening Checklist;

- ii) Provide the Strategic Assessment of the project risks using the Risk Allocation criteria;
  - iii) Establish the Public Sector Comparator based on the Design-Bid-Build (“DBB”) + Sale of Development Rights base case option (Option 0) set out in this report; and,
  - iv) Provide the further Business Case/Value for Money Assessment.
3. Establish and carry out a public engagement process to inform, as part of a potential RFQ/RFP process, appropriate criteria for evaluating proposals against the PSC with respect to:
  - a) Site characteristics and location for a new Central Library facility; and,
  - b) Building design concepts.
4. Establish the provisions and evaluation criteria for the RFQ process which include the identification and evaluation of proponent-proposed development sites and, proponents' design capabilities/experience, and building design concepts.
5. Investigate the potential for obtaining grants for a new Central Library facility under Federal and/or Provincial government programs including the P3 Building Canada program.

The Stage 1 process would be initiated following OPL Board approval of the Central Library Development report OPLB-2015-0061 and subsequent Ottawa City Council approval of the development of a new Central Library as a 2015-2018 Council strategic initiative. To ensure an open and transparent Stage 1 process, the services of a Fairness Commissioner will be engaged prior to issuing the RFI. It is anticipated that the Stage 1 process will run from Q3-Q4 2015. Results of the process, including recommendations for approvals to move to Stage 2, would be reported to the OPL Board and City Council not later than Q1 2016.

## Stage 2

Subject to the results of the Stage 1 process and associated Council approvals, the Stage 2 process would include the following tasks:

1. Initiate the Request for Qualifications (“RFQ”) process.
2. Establish and carry out a public consultation process with respect to obtaining public feedback regarding the design and site elements.

3. Evaluate the proponents submissions in context of the Council approved provisions/evaluation criteria for the RFQ process.
4. Undertake additional work during the RFQ process as deemed necessary to refine the PSC, in accordance with the City's P3 Procedures and taking into account the results of the RFQ process.
5. Establish the provisions and evaluation criteria for a RFP process based on the submissions received in the RFQ process and the feedback from the Public Consultation process.

The Stage 2 Process would be initiated following consideration of the Stage 1 report and approval of associated recommendations by the OPL Board and Council. It is anticipated that the Stage 2 process will run from Q1-Q2 2016. Results of the process, including recommendations for approvals to move to Stage 3, would be reported to the OPL Board and City Council not later than Q3 2016.

### Stage 3

Subject to the results of the Stage 2 process and associated Council approvals, the Stage 3 process would include the following tasks:

1. Initiate the RFP process.
2. Establish and carry out a public consultation process with respect to obtaining public feedback regarding the design and site elements set out in proponents' submissions.
3. Evaluate the proponents submissions in context of the Council approved provisions/evaluation criteria for the RFP process, the results of the Public Consultation process and the PSC.

The Stage 3 Process would be initiated following consideration of the Stage 2 report and approval of associated recommendations by the OPL Board and Council. It is anticipated that the Stage 3 process will run from Q3-Q4 2016. Results of the process, including recommendations for approvals to move to Stage 4, would be reported to the OPL Board and City Council not later than Q1 2017.

## Stage 4

The Stage 4 process will depend on the results of, and evolve after, the Phase 3 process. Based on receiving OPL Board and Ottawa City Council approvals for Stage 4 by Q1 2017, it should be possible to negotiate and enter into agreements, for constructing the new Central Library facility before the end of 2017, to allow for construction to commence by the spring of 2018.