

**Deloitte.**

**Ottawa Central Library Development  
Project**

**Site Evaluation Report**

**December 2016**

# Contents

Introduction .....	1
Context .....	1
Project Background.....	1
Site Evaluation and Selection Process.....	2
Stage 1 – Site Evaluation .....	4
Site Evaluation Criteria .....	4
Site Evaluation Approach.....	5
Stage 1 – Site Evaluation for OPL Stand-alone Facility.....	7
Stage 1 – Site Evaluation for OPL-LAC Joint Facility .....	12
Stage 2 – Further Due Diligence .....	17
Further Due Diligence Approach.....	17
Stage 2 – Further Due Diligence for OPL Stand-alone Facility.....	20
Stage 2 – Further Due Diligence for OPL-LAC Joint Facility .....	22
Conclusion .....	24
Site Assessment Outcome.....	24
Recommendation of Preferred Site .....	25
Appendix 1 – Candidate Sites .....	26
Appendix 2 – Site Evaluation Personnel.....	28
Appendix 3 – Map of the Central Area.....	29
Appendix 4 – Assessment Commentary for OPL Stand-alone Facility.....	31
Appendix 5 – Assessment Commentary for OPL-LAC Joint Facility .....	52

# Introduction

## Context

Deloitte LLP (“Deloitte”) was engaged by Ottawa Public Library (“OPL”) to facilitate the evaluation and selection process of a site for the Ottawa Central Library Development Project (the “Project”).

This report outlines the site evaluation approach and rationale, the further due diligence on the short-listed sites and a recommendation by the Site Evaluation Committee on the preferred site for the Project.

## Project Background

### Ottawa Central Library Development

In recent years, OPL has faced significant challenges in transforming its library services to keep up with rapidly developing technology, increasing customer expectations and changing demographics in the greater Ottawa area. Furthermore, the existing Main Branch facility, the largest and busiest branch in the OPL system was opened in 1974 and is in need of replacement to deliver modern library services and be more accessible. In order to respond to these issues, the City of Ottawa (the “City”) and OPL have decided, based on a series of investigations and analyses, to develop a new, modern, dynamic Central Library facility in the Central Area<sup>1</sup> of Ottawa. The new facility will replace the existing aging Main Branch facility and function as a community-based creative learning library, serving both the roles of a local branch and a citywide service. Upon completion, the new facility is expected to:

- Be user-friendly, safe, accessible, welcoming and customer-focused;
- Offer flexible spaces achieved through effective and intuitive design;
- Create inviting and comfortable spaces through the use of natural light; and
- Enable self-service through technology.

OPL envisions the new facility to be:

- An innovative, iconic and significant civic building that will function as a local library branch and a citywide service;
- A destination for all residents and visitors to the Nation’s Capital; and
- A conveniently-located and architecturally distinct building.

---

<sup>1</sup> Defined as the Central Area Land Use (“Central Area”) designation of the Official Plan, also shown as Area “A” on Schedule 1 of Zoning By-law 2008-250.

<http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/cap089614.pdf>

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

In July 2015, the new Central Library development was approved as a 2015-2018 Term of Council Priority. The Project is considered to be a transformational project and a City-building initiative for Ottawa.

### Partnership with Library and Archives Canada

In January 2016, OPL and Library and Archives Canada (“LAC”) announced an intention to investigate and explore the potential opportunity for partnership to jointly develop an OPL-LAC facility that will accommodate both the planned OPL central library and certain functions of LAC. OPL and LAC have been conducting analyses to assess the feasibility and benefits of developing a joint facility. Meanwhile, concurrent planning processes, including the site evaluation and selection process, have been undertaken for both an OPL stand-alone Central Library (“OPL Stand-alone Facility”) and an OPL-LAC joint facility (“OPL-LAC Joint Facility”) (both will also be referred to as the “Central Library”).

### Site Evaluation and Selection Process

#### Overall Process

In April 2016, the OPL Board approved the initiation of a process to determine the preferred site(s) for an OPL Stand-alone Facility and an OPL-LAC Joint Facility.

The site evaluation and selection process, under the direction of the OPL CEO with support from the City’s Corporate Real Estate Office (“CREO”), includes the following key components:

- Identification of potential sites in the Central Area of Ottawa for the development of the Central Library (“Candidate Sites”). A total of 12 Candidate Sites were identified by CREO for the Project;
- Development of detailed site information packages by CREO for all of the identified Candidate Sites;
- Development of the site evaluation criteria with input from OPL, LAC, the City, external experts and the public;
- Stage 1 – Site Evaluation involving the assessment of identified Candidate Sites against the pre-determined site evaluation criteria to identify a short-list of sites for further due diligence and investigation;
- Stage 2 – Further Due Diligence involving due diligence by CREO on the Further Due Diligence Sites to investigate any development and financial site acquisition considerations associated with each site; and
- Identification of a preferred site for the Central Library based on the Stage 1 and Stage 2 outcomes.

A specialist committee consisting of representatives from OPL, LAC, CREO and the City’s Planning, Infrastructure and Economic Development Department (“PIED”) and external subject matter experts (“Site Evaluation Committee”) was formed to provide subject matter expertise

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

throughout the site evaluation and selection process (please refer to the committee member list provided in Appendix 2 of this report).

A fairness commissioner was engaged by OPL to oversee the entire site evaluation and selection process from a fairness perspective.

### Boundaries of the Central Area

The Board approved boundaries of the Central Area for the purpose of site selection include:

- The Ottawa River to the North;
- Albert / Gloucester / Lisgar to the South;
- King Edward to the East; and
- The Trillium Line (Bayview Station) to the West.

# Stage 1 – Site Evaluation

## Site Evaluation Criteria

The site evaluation criteria, including weightings and overall scoring considerations (the “Site Evaluation Criteria”), were developed in conjunction with the OPL, LAC and City Project team, taking into consideration the input received through the public engagement process and the subject matter expert input from various City divisions and external experts.

The Site Evaluation Criteria included:

- Seven screening assessment criteria, grouped in four categories: mandatory requirements, site physical attributes, accessibility and location within Central Area; and
- 12 detailed assessment criteria for the OPL Stand-alone Facility scenario and 15 detailed assessment criteria for the OPL-LAC Joint Facility scenario, grouped in four categories: site physical capacity, contextual suitability, opportunities to contribute to civic / national planning initiatives and City / Nation building and encumbrances.

Each criterion was assigned a weighting, reflecting its importance to OPL, LAC, the City and public.

The draft Site Evaluation Criteria went through several rounds of review and discussions:

- The draft Site Evaluation Criteria were first reviewed with the relevant experts from OPL and CREO to ensure that the City’s planning considerations and public input identified through the public engagement process were fully addressed.
- The Site Evaluation Criteria were then reviewed with a key Project team member from LAC to ensure LAC’s requirements were fully addressed.
- The Site Evaluation Criteria were finally reviewed with the Site Evaluation Committee during an interactive workshop.

The Site Evaluation Criteria were refined based on the verbal and written comments received from the review participants throughout the review process. The Site Evaluation Committee reached consensus on the final draft Site Evaluation Criteria.

The final draft Site Evaluation Criteria were presented to the OPL Board in July 2016. The OPL Board approved the Site Evaluation Criteria and directed the Project team to proceed with the site evaluation and selection process.

Please refer to the report titled “Ottawa Central Library Development Project – Site Evaluation Criteria (July 2016)” for details of the Site Evaluation Criteria.

# OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

## Site Evaluation Approach

### Two-Step Evaluation Approach

Stage 1 – Site Evaluation was carried out using a two-step approach:

#### Step 1 – Screening Assessment

Each Candidate Site was first evaluated against the Screening Assessment criteria. In order for a site to pass the Screening Assessment and be further considered, it must:

- Allow for the design and development of a facility that is accessible by people with disabilities;
- Have a sufficiently large area to accommodate the functional building program; and
- Obtain a minimum score of 70 points out of 100 in total based on the Screening Assessment.

#### Step 2 – Detailed Assessment

The Candidate Sites that passed the Screening Assessment were further evaluated against the Detailed Assessment criteria.

### Scoring and Ranking

The following grades were used to evaluate and score each identified Candidate Site against the Site Evaluation Criteria:

- **100%** – the site **significantly exceeds** the requirements
- **85%** – the site **exceeds** the requirements
- **70%** – the site **meets** the requirements
- **50%** – the site **partially meets** the requirements
- **0%** – the site **does not meet** the requirements

The scores were then multiplied by the applicable weighting to arrive at a weighted score for each criterion.

Total scores for each step of the evaluation were calculated as follows:

- Screening Assessment score = sum of the weighted score for each of the Screening Assessment criteria
- Detailed Assessment score = sum of the weighted score for each of the Detailed Assessment criteria
- Total assessment score = (Screening Assessment score + Detailed Assessment score)/2

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

The Candidate Sites that pass the Screening Assessment were ranked based on their total assessment score.

### Selection of Short-Listed Sites for Further Due Diligence

Deloitte facilitated the evaluation and consensus processes and chaired (non-voting) a two-day Site Evaluation Committee consensus workshop. Detailed site information packages developed by CREO for all of the identified Candidate Sites were provided to the Site Evaluation Committee members for review prior to the consensus workshop.

During the consensus workshop, the Site Evaluation Committee visited all of the Candidate Sites and evaluated, on a consensus basis, each of the Candidate Sites against each of the pre-determined Site Evaluation Criteria. At the conclusion of the workshop, the Site Evaluation Committee reached a consensus on the scoring and ranking of the Candidate Sites for both an OPL Stand-alone Facility and an OPL-LAC Joint Facility.

Results of the Stage 1 – Site Evaluation and the ranking of the Candidate Sites were presented to the OPL Board in August 2016.

The Board approved the evaluation outcome of Stage 1 and directed the Project team to proceed with Stage 2 (further due diligence) on the short-listed Candidate Sites for the OPL Stand-alone Facility and OPL-LAC Joint Facility.



**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Stage 1 – Site Evaluation for OPL Stand-alone Facility

Screening Assessment for OPL Stand-alone Facility

The Screening Assessment results are summarized in the table below. Please see Appendix 4 of this report for detailed commentary on the scoring rationale.

Item	Assessment Criteria	Weighting	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Mandatory Requirement</b>		<b>Pass / Fail</b>												
S-1	The site allows for the design and development of a facility that is accessible by people with disabilities	Yes / No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Site Physical Attributes</b>		<b>40 Points</b>												
S-2	Sufficient site area to accommodate the functional building program	20 points	85%	85%	70%	85%	70%	100%	100%	100%	100%	100%	100%	100%
S-3	The site configuration and features allow for an innovative architectural design	5 points	70%	50%	50%	85%	50%	70%	70%	100%	85%	85%	85%	50%
S-4	Visibility of the site	15 points	50%	70%	70%	70%	70%	70%	50%	100%	85%	70%	85%	70%
<b>Accessibility</b>		<b>40 Points</b>												
S-5	Accessibility by public transit	25 points	70%	100%	70%	70%	100%	85%	70%	70%	100%	85%	100%	100%
S-6	Accessibility by walking and by cycling	15 points	50%	70%	85%	70%	70%	70%	70%	85%	85%	70%	85%	70%

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Item	Assessment Criteria	Weighting	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Location within Central Area</b>		<b>20 Points</b>												
S-7	Proximity to the cultural and administrative centre of the City	20 points	70%	70%	85%	85%	85%	85%	85%	70%	70%	70%	70%	50%
<b>Screening Assessment Scores (Out of 100)</b>			<b>67.0</b>	<b>79.5</b>	<b>74.3</b>	<b>76.8</b>	<b>79.5</b>	<b>82.8</b>	<b>76.0</b>	<b>84.3</b>	<b>88.8</b>	<b>80.5</b>	<b>88.8</b>	<b>78.5</b>
<b>Screening Assessment Results</b>			<b>Fail</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Detailed Assessment for OPL Stand-alone Facility**

The Detailed Assessment results are summarized in the table below. Please see Appendix 4 of this report for detailed commentary on the scoring rationale.

Item	Assessment Criteria	Weighting	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Site Physical Capacity</b>		<b>20 points</b>											
D-1	Zoning status	5 points	85%	85%	100%	100%	85%	85%	70%	85%	85%	85%	70%
D-2	The site configuration and features allow for sustainable design and minimal environmental impact	10 points	70%	70%	70%	70%	70%	70%	100%	85%	70%	85%	50%
D-3	Proximity to paid parking spaces	5 points	100%	85%	100%	100%	100%	70%	70%	70%	70%	70%	70%
<b>Contextual Suitability</b>		<b>20 points</b>											
D-4	Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility	10 points	100%	70%	70%	70%	70%	50%	100%	100%	70%	100%	85%
D-5	Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use	10 points	100%	70%	85%	70%	70%	50%	85%	70%	70%	70%	70%

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Item	Assessment Criteria	Weighting	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Opportunities to Contribute to Civic Planning Initiatives and City Building</b>		<b>35 points</b>											
D-6	Development of the new library facility would serve as a catalyst and economic driver for Central Area development	10 points	85%	50%	50%	70%	70%	50%	100%	100%	85%	100%	70%
D-7	Development of the new library facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification	10 points	100%	50%	50%	50%	50%	50%	100%	100%	70%	100%	70%
D-8	Development of the new library facility contributes to the establishment of a new civic focal point and civic identity	15 points	85%	50%	70%	50%	50%	50%	100%	85%	50%	85%	85%
<b>Encumbrances</b>		<b>25 points</b>											
D-9	No significant physical encumbrances	7 points	50%	70%	70%	70%	70%	70%	70%	70%	70%	70%	50%
D-10	No significant servicing encumbrances	5 points	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
D-11	No significant environmental encumbrances	5 points	85%	85%	70%	70%	70%	0%	70%	70%	100%	50%	50%
D-12	No significant legal encumbrances	8 points	50%	70%	85%	85%	50%	70%	85%	70%	70%	50%	50%
<b>Detailed Assessment Scores (Out of 100)</b>			<b>84.3</b>	<b>66.8</b>	<b>73.2</b>	<b>70.7</b>	<b>67.2</b>	<b>57.8</b>	<b>90.7</b>	<b>85.0</b>	<b>72.3</b>	<b>82.4</b>	<b>69.3</b>

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Conclusion of Stage 1 – Site Evaluation for OPL Stand-alone Facility**

The total assessment results and ranking are summarized in the table below.

Assessment	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
Screening Assessment Scores (Out of 100)	67.0	79.5	74.3	76.8	79.5	82.8	76.0	84.3	88.8	80.5	88.8	78.5
Screening Assessment Results	Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass
Detailed Assessment Scores (Out of 100)	N/A	84.3	66.8	73.2	70.7	67.2	57.8	90.7	85.0	72.3	82.4	69.3
Total Assessment Scores (Out of 100)	N/A	81.9	70.5	75.0	75.1	75.0	66.9	87.5	86.9	76.4	85.6	73.9
Ranking	N/A	4	10	7	6	8	11	1	2	5	3	9

Based on the above noted Stage 1 – Site Evaluation outcome and the ranking of the Candidate Sites, the OPL Board decided in August 2016 that Site 8 (the 1<sup>st</sup> ranked Candidate Site), Site 9 (the 2<sup>nd</sup> ranked Candidate Site) and Site 11 (the 3<sup>rd</sup> ranked Candidate Site) were short-listed for the OPL Stand-alone Facility scenario to proceed into the Stage 2 – Further Due Diligence process.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Stage 1 – Site Evaluation for OPL-LAC Joint Facility

Screening Assessment for OPL-LAC Joint Facility

The Screening Assessment results are summarized in the table below. Please see Appendix 5 of this report for detailed commentary on the scoring rationale.

Item	Assessment Criteria	Weighting	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Mandatory Requirement</b>		<b>Pass / Fail</b>												
S-1	The site allows for the design and development of a facility that is accessible by people with disabilities	Yes / No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Site Physical Attributes</b>		<b>40 points</b>												
S-2	Sufficient site area to accommodate the functional building program	20 points	0%	0%	0%	0%	0%	70%	100%	100%	100%	50%	100%	100%
S-3	The site configuration and features allow for an innovative architectural design	5 points	N/A	N/A	N/A	N/A	N/A	50%	50%	100%	85%	85%	85%	50%
S-4	Visibility of the site	15 points	N/A	N/A	N/A	N/A	N/A	70%	50%	100%	85%	70%	85%	70%
<b>Accessibility</b>		<b>40 points</b>												
S-5	Accessibility by public transit	25 points	N/A	N/A	N/A	N/A	N/A	85%	70%	70%	100%	85%	100%	100%
S-6	Accessibility by walking and by cycling	15 points	N/A	N/A	N/A	N/A	N/A	70%	70%	85%	85%	70%	85%	70%

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Item	Assessment Criteria	Weighting	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Location within Central Area</b>		<b>20 points</b>												
S-7	Proximity to the cultural and administrative centre of the City	20 points	N/A	N/A	N/A	N/A	N/A	85%	85%	70%	70%	70%	70%	50%
<b>Screening Assessment Scores (Out of 100)</b>			<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>75.8</b>	<b>75.0</b>	<b>84.3</b>	<b>88.8</b>	<b>70.5</b>	<b>88.8</b>	<b>78.5</b>
<b>Screening Assessment Results</b>			<b>Fail</b>	<b>Fail</b>	<b>Fail</b>	<b>Fail</b>	<b>Fail</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>	<b>Pass</b>

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Detailed Assessment for OPL-LAC Joint Facility**

The Detailed Assessment results are summarized in the table below. Please see Appendix 5 of this report for detailed commentary on the scoring rationale.

Item	Assessment Criteria	Weighting	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
<b>Site Physical Capacity</b>		<b>16 points</b>							
D-1	Zoning status	4 points	85%	85%	70%	85%	85%	85%	70%
D-2	The site configuration and features allow for sustainable design and minimal environmental impact	8 points	70%	70%	100%	85%	70%	85%	50%
D-3	Proximity to paid parking spaces	4 points	100%	70%	70%	70%	70%	70%	70%
<b>Contextual Suitability</b>		<b>20 points</b>							
D-4	Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility	8 points	70%	50%	100%	100%	70%	100%	85%
D-5	Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use	6 points	70%	50%	85%	70%	70%	70%	70%
D-6	Proximity to existing or planned government institutional facilities that are complementary in terms of function and use	6 points	70%	50%	85%	85%	85%	85%	50%
<b>Opportunities to Contribute to Civic and National Planning Initiatives and City / Nation Building</b>		<b>39 points</b>							



**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Item	Assessment Criteria	Weighting	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
D-7	Development of the new library / archives facility would serve as a catalyst and economic driver for Central Area development	7 points	70%	50%	100%	100%	85%	100%	70%
D-8	Development of the new library / archives facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification	7 points	50%	50%	100%	100%	70%	100%	70%
D-9	Development of the new library / archives facility contributes to the National Capital Commission (NCC) Comprehensive Plan	7 points	50%	0%	85%	85%	70%	85%	0%
D-10	Development of the new library / archives facility contributes to the establishment of a new civic focal point and civic identity	9 points	50%	50%	100%	85%	50%	85%	85%
D-11	Development of the new library / archives facility contributes to the establishment of a new national focal point supporting the National Capital and Canadians	9 points	50%	0%	100%	85%	70%	85%	0%
<b>Encumbrances</b>		<b>25 points</b>							
D-12	No significant physical encumbrances	7 points	70%	70%	70%	70%	70%	70%	50%
D-13	No significant servicing encumbrances	5 points	100%	100%	100%	100%	100%	100%	100%
D-14	No significant environmental encumbrances	5 points	70%	0%	70%	70%	100%	50%	50%
D-15	No significant legal encumbrances	8 points	50%	70%	85%	70%	70%	50%	50%
<b>Detailed Assessment Scores (Out of 100)</b>			<b>65.3</b>	<b>48.8</b>	<b>90.0</b>	<b>84.6</b>	<b>73.8</b>	<b>82.0</b>	<b>56.1</b>

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Conclusion of Stage 1 – Site Evaluation for OPL-LAC Joint Facility**

The total assessment results and ranking are summarized in the table below.

Assessment	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
Screening Assessment Scores (Out of 100)	N/A	N/A	N/A	N/A	N/A	75.8	75.0	84.3	88.8	70.5	88.8	78.5
Screening Assessment Results	Fail	Fail	Fail	Fail	Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass
Detailed Assessment Scores (Out of 100)	N/A	N/A	N/A	N/A	N/A	65.3	48.8	90.0	84.6	73.8	82.0	56.1
Total Assessment Scores (Out of 100)	N/A	N/A	N/A	N/A	N/A	70.5	61.9	87.1	86.7	72.1	85.4	67.3
Ranking	N/A	N/A	N/A	N/A	N/A	5	7	1	2	4	3	6

Based on the above noted Stage 1 – Site Evaluation outcome and the ranking of the Candidate Sites, the OPL Board decided in August 2016 that Site 8 (the 1<sup>st</sup> ranked Candidate Site), Site 9 (the 2<sup>nd</sup> ranked Candidate Site), Site 11 (the 3<sup>rd</sup> ranked Candidate Site) and Site 6 (the highest ranked Candidate Site outside of Sector Four of the City’s Central Area) were short-listed for the OPL-LAC Joint Facility scenario to proceed into the Stage 2 – Further Due Diligence process.

## Stage 2 – Further Due Diligence

### Further Due Diligence Approach

#### Due Diligence Costs

Based on Stage 1 – Site Evaluation outcome and the ranking of the Candidate Sites, the OPL Board decided in August 2016 that the following Candidate Sites should proceed to the Stage 2 – Further Due Diligence process:

- **OPL Stand-alone Facility:** Site 8 (the 1<sup>st</sup> ranked Candidate Site), Site 9 (the 2<sup>nd</sup> ranked Candidate Site) and Site 11 (the 3<sup>rd</sup> ranked Candidate Site); and
- **OPL-LAC Joint Facility:** Site 8 (the 1<sup>st</sup> ranked Candidate Site), Site 9 (the 2<sup>nd</sup> ranked Candidate Site), Site 11 (the 3<sup>rd</sup> ranked Candidate Site) and Site 6 (the highest ranked Candidate Site outside of Sector Four of the City's Central Area).

During the due diligence process, it was confirmed in discussions between CREO and the NCC that Site 11 was not available for the Project. As a result, Site 11 was removed from the list of Candidate Sites.

During Stage 2 – Further Due Diligence, the City's CREO conducted detailed investigations of Sites 6, 8 and 9 ("Further Investigated Sites") using a consistent set of 12 due diligence investigation factors, including:

- Parking requirements;
- Potential constructability constraints;
- Zoning;
- Utilities availability;
- Site servicing and infrastructure;
- Transportation overview;
- Environmental;
- Archeology;
- Existence of buildings that will need to be demolished;
- Aboriginal considerations;
- Site value / acquisition price; and
- Operating cost premiums.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

The objective of the exercise was to identify any development and transaction issues associated with each site and assess the potential impacts of the identified issues on the Project costs (“Due Diligence Costs”).

The City’s CREO worked in conjunction with the Project technical team and external technical consultants (including Turner & Townsend, Ajon Moriyama Architect, Stantec, Golder Associates, etc.), with the inputs from various relevant City divisions, to develop the cost impact estimate for each investigation factor for each Further Investigated Site.

For the purpose of analysis, in the case where the cost impacts recur every year, the Due Diligence Cost associated with the issue in question was calculated as the net present value of the cost impacts over 30 years using a discount rate of 5% per annum as suggested by Golder Associates in its cost impact assessment.

For each Further Investigated Site, the sum of the site potential acquisition cost (or lost opportunity cost for the City owned site) and the cost impacts of all of the due diligence issues resulted in a total Due Diligence Cost for the site in question:

- Total Due Diligence Cost for Site X = potential acquisition cost or appraisal value +  $\sum$  (the cost impacts of all of the due diligence issues)

**Further Due Diligence Scoring**

The total Due Diligence Costs were then evaluated based on the following scoring table pre-determined prior to the review of the estimated Due Diligence Costs:

<b>Cost Variance</b>	<b>Score (out of 100)</b>
(Total Due Diligence Cost for Site X) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) ≤ \$8M	100% * 100
(Total Due Diligence Cost for Site X) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) > \$8M and ≤ \$16M	85% * 100
(Total Due Diligence Cost for Site X) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) > \$16M and ≤ \$24M	75% * 100
(Total Due Diligence Cost for Site X) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) > \$24M and ≤ \$32M	50% * 100
(Total Due Diligence Cost for Site X) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) > \$32M	0% * 100

The \$8M increments were pre-determined and used for the scoring of the Due Diligence Costs. \$8M equates to approximately 5% of the estimated construction costs (without a parking lot) for the OPL-LAC Joint Facility and 7% of those costs for the OPL Stand-alone Facility.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

### Overall Score for the Site

Considering that it is critical for OPL, the City and LAC to select a site that best meets the Project needs and the City's overall urban development strategy, an 80/20 weighting was pre-determined and applied to the Stage 1 Site Evaluation Score and Stage 2 Further Due Diligence Score. This approach also aligns with the City's procurement practice of applying 80% to the qualitative component and 20% to the quantitative / financial component of an evaluation.

- Overall Assessment Score for Site X = (Stage 1 Site Evaluation Score for Site X \* 80%) + (Stage 2 Further Due Diligence Score for Site X \* 20%)

### Ranking

The final ranking of the applicable Further Investigated Sites was based on the overall assessment scores for the sites.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

## Stage 2 – Further Due Diligence for OPL Stand-alone Facility

### Estimated Due Diligence Costs

Detailed further due diligence was conducted by the City’s CREO on Site 8 and Site 9, the Further Investigated Sites for the OPL Stand-alone Facility scenario, with support from the Project technical team and external technical and costing consultants.

The total estimated Due Diligence Cost associated with each Further Investigated Site is summarized in the table below:

Site	Total Due Diligence Cost*
Site 8	\$106,593,000
Site 9	\$115,175,300

\*Note: All of the above noted estimated Due Diligence Costs exclude HST.

### Further Due Diligence Scores

#### Site 8

(Total Due Diligence Cost for Site 8) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) = \$106,593,000 – \$106,593,000 = \$0

Therefore, the Stage 2 Further Due Diligence score for Site 8 is 100.

#### Site 9

(Total Due Diligence Cost for Site 9) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) = \$115,175,300 – \$106,593,000 = \$8,582,300

Therefore, the Stage 2 Further Due Diligence score for Site 9 is 85.

### Overall Site Assessment Scores

#### Site 8

Overall Assessment Score for Site 8 = (Stage 1 Site Evaluation Score for Site 8 \* 80%) + (Stage 2 Further Due Diligence Score for Site 8 \* 20%) = (87.5 \* 80%) + (100 \* 20%) = 90.0

#### Site 9

Overall Assessment Score for Site 9 = (Stage 1 Site Evaluation Score for Site 9 \* 80%) + (Stage 2 Further Due Diligence Score for Site 9 \* 20%) = (86.9 \* 80%) + (85 \* 20%) = 86.5

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

	<b>Weighting</b>	<b>Site 8</b>	<b>Site 9</b>
Stage 1 Site Evaluation Score	80%	87.5	86.9
Stage 2 Further Due Diligence Score	20%	100	85
<b>Overall Assessment Score</b>	<b>100%</b>	<b>90.0</b>	<b>86.5</b>
<b>Ranking</b>		<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

## Stage 2 – Further Due Diligence for OPL-LAC Joint Facility

### Estimated Due Diligence Costs

Detailed further due diligence was conducted by the City’s CREO on Site 6, Site 8 and Site 9, the Further Investigated Sites for the OPL-LAC Joint Facility scenario, with support from the Project technical team and external technical and costing consultants.

The total estimated Due Diligence Cost associated with each Further Investigated Site is summarized in the table below:

Site	Total Due Diligence Cost*
Site 6	\$183,079,000
Site 8	\$149,689,000
Site 9	\$158,477,300

\*Note: All of the above noted estimated Due Diligence Costs exclude HST.

### Further Due Diligence Scores

#### Site 6

(Total Due Diligence Cost for Site 6) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) = \$183,079,000 – \$149,689,000 = \$33,390,000

Therefore, the Stage 2 – Further Due Diligence score for Site 6 is 0.

#### Site 8

(Total Due Diligence Cost for Site 8) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) = \$149,689,000 – \$149,689,000 = \$0

Therefore, the Stage 2 – Further Due Diligence score for Site 8 is 100.

#### Site 9

(Total Due Diligence Cost for Site 9) – (Lowest total Due Diligence Cost among the applicable Further Investigated Sites) = \$158,477,300 – \$149,689,000 = \$8,788,300

Therefore, the Stage 2 – Further Due Diligence score for Site 9 is 85.



**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Overall Site Assessment Scores**

**Site 6**

Overall Assessment Score for Site 6 = (Stage 1 Site Evaluation Score for Site 6 \* 80%) + (Stage 2 Further Due Diligence Score for Site 6 \* 20%) = (70.5 \* 80%) + (0 \* 20%) = 56.4

**Site 8**

Overall Assessment Score for Site 8 = (Stage 1 Site Evaluation Score for Site 8 \* 80%) + (Stage 2 Further Due Diligence Score for Site 8 \* 20%) = (87.1 \* 80%) + (100 \* 20%) = 89.7

**Site 9**

Overall Assessment Score for Site 9 = (Stage 1 Site Evaluation Score for Site 9 \* 80%) + (Stage 2 Further Due Diligence Score for Site 9 \* 20%) = (86.7 \* 80%) + (85 \* 20%) = 86.4

	Weighting	Site 6	Site 8	Site 9
Stage 1 Site Evaluation Score	80%	70.5	87.1	86.7
Stage 2 Further Due Diligence Score	20%	0	100	85
<b>Overall Assessment Score</b>	<b>100%</b>	<b>56.4</b>	<b>89.7</b>	<b>86.4</b>
<b>Ranking</b>		<b>3<sup>rd</sup></b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>

# Conclusion

## Site Assessment Outcome

As an outcome of the site evaluation and selection process including both Stage 1 – Site Evaluation and Stage 2 – Further Due Diligence, Site 8 ranked the highest among the 12 Candidate Sites considered. This ranking was consistent for both the OPL Stand-alone Facility and OPL-LAC Joint Facility scenarios.

### Site 8

Site 8 scored well based on many factors and considerations. It is located in the City's Central Area approximately 60 metres west of Bronson Avenue within the Escarpment District, a unique geological feature at the western gateway to the Core of the City. Situated between Cathedral Hill and LeBreton Flats, the site is in close proximity to residential and institutional facilities, as well as open green spaces (the Garden of the Provinces) and the historic aqueduct including the heritage Fleet Street Pumping Station.

The site is less than 300 metres (i.e. three to four minute walk) east of the Pimisi LRT Station. This transit station, expected to open in May 2018, would significantly enhance the public transportation services to the planned mixed-use development in the lower Escarpment area and LeBreton Flats District. The LRT will provide high frequency service linking this area to other City areas.

The site would also be easily accessible by car and become a focal point of the City's expanding cycling network. Future pedestrian access would be improved with the planned road and intersection modifications in 2019-2020 along the Albert / Slater corridor to facilitate movement and support integration with the Core of the City and residential neighbourhoods to the east and south.

Furthermore, this site is approximately 400 metres (i.e. five minute walk) southeast from the Library and Archives Canada facility at 395 Wellington Street and in close proximity to the federal facilities in Gatineau, Quebec through the bridges crossing the Ottawa River, which make it a convenient location for the OPL-LAC Joint Facility.

The site location, size, shape and vistas facilitate the design and development of an innovative and iconic facility. Site 8 has sufficient area to accommodate the required functional building program for the Project (an OPL-Stand-alone Facility or OPL-LAC Joint Facility) without additional land assembly. School and tour bus lay-by lanes can also be accommodated to address anticipated visitor demand. With relatively clear view planes from the north and west, an iconic building on Site 8 would serve as a gateway development clearly visible and prominent on the City skyline.

From a costing perspective, the estimated total Due Diligence Cost associated with Site 8 for the Central Library development is lower than those of Sites 6 and 9.

Overall, from a strategic perspective, development of a landmark City / National public facility on

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

Site 8 would significantly contribute to the City's development policies, secondary plans and the transit-oriented growth and intensification strategy. It is also consistent and supportive of the National Capital Commission's vision and development plans for the adjacent LeBreton Flats.

### Site 9

Site 9 also scored high in Stage 1 – Site Evaluation and has many superior features similar to Site 8. However, compared to Site 8, Site 9 has some site characteristics and surrounding influences that caused concerns including the traffic noise from the abutting Booth Street Bridge and above grade LRT and future development on remaining Claridge Lands north of the site and on Site 8. These site characteristics and influences could negatively impact outdoor programming and the visibility of an iconic Central Library building in the future.

From a financial perspective, Site 9 has a higher estimated total Due Diligence Cost compared to Site 8.

### Site 6

Site 6 scored much lower in Stage 1 – Site Evaluation compared to Sites 8 and 9. In order to meet the minimum site area requirement of 64,500 sf. for an OPL-LAC Joint Facility, a land assembly would be required to result in a site area of 66,230 sf. The small size and irregular shape of the site makes it very restrictive for the OPL-LAC Joint Facility and could pose significant challenges to the development of an innovative and iconic facility. For example, the current design analysis indicates that rather than having a four-storey building with a single-level parking garage, Site 6 requires a five-storey building with a two-level garage. This would significantly increase the construction and operating costs.

Furthermore, Site 6 is located in a predominantly residential area. Due to the lack of long range visibility and the residential nature of the surrounding areas, Site 6 would not make the new facility an essential focal point of the National Capital Region and a civic identity that creates civic pride.

Also, development of a new library / library and archives facility on Site 6, a site located in a predominantly residential area, would not fully align with the City's overall development policies and secondary plans, as well as the goals of the NCC master, sector and area plans.

From a financial perspective, Site 6 has a significantly higher estimated total Due Diligence cost compared to Site 8.

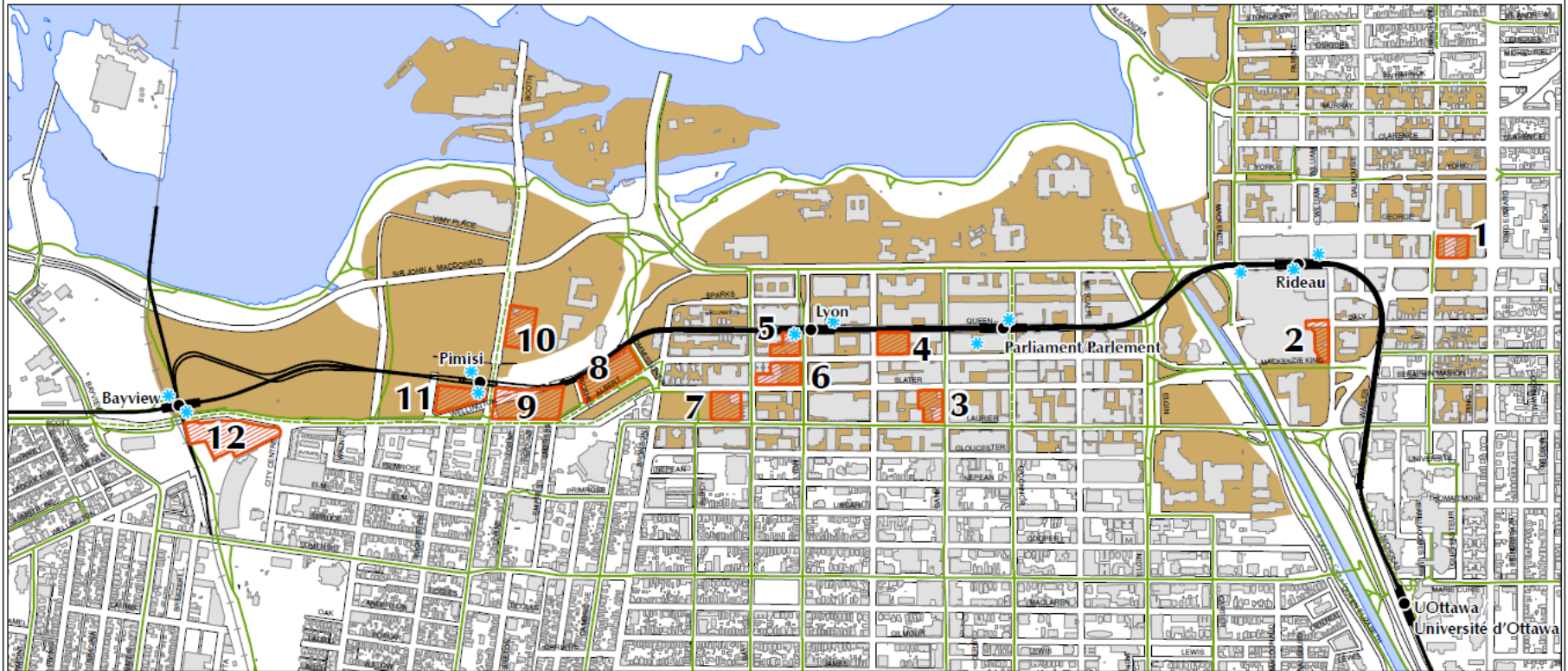
## Recommendation of Preferred Site

In conclusion, as a result of the site assessment exercise, Site 8, the City owned property at 557 Wellington Street, is recommended by the Site Evaluation Committee to be the preferred site for the Project.

# Appendix 1 – Candidate Sites

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

**Ottawa Central Library : Inventory of Candidate Sites / Bibliothèque centrale d'Ottawa : inventaire des emplacements possibles**



1. Site bounded by George, Rideau and Cumberland / Emplacement borné par George, Rideau et Cumberland
2. Site bounded by Daly, Mackenzie King and Nicholas / Emplacement borné par Daly, Mackenzie King et Nicholas
3. Site bounded by Slater, Laurier and Bank / Emplacement borné par Slater, Laurier et Bank
4. Site bounded by Queen, Albert and Kent / Emplacement borné par Queen, Albert et Kent
5. Site bounded by Queen, Albert and Lyon / Emplacement borné par Queen, Albert et Lyon
6. Site bounded by Albert, Slater and Lyon / Emplacement borné par Albert, Slater et Lyon
7. Mid-block between Slater, Laurier, Bronson and Bay / Mi-chemin entre Slater, Laurier, Bronson et Bay
8. Site bounded by Confederation Line, Albert and Commissioner / Emplacement borné par la Ligne de la Confédération, Albert et Commissioner
9. Site bounded by Confederation Line, Albert and East of Booth / Emplacement borné par la Ligne de la Confédération, Albert et est de Booth
10. Site part of Phase 1 LeBreton Flats Development and East of Booth / Le site est partie de la Phase 1 et à l'est de Booth
11. Site bounded by Confederation Line, Albert and West of Booth / Emplacement borné par la Ligne de la Confédération, Albert et ouest de Booth
12. Site bounded by Scott, Trillium Line and City Centre / Emplacement borné par Scott, la Ligne Trillium et City Centre

- Confederation LRT Line and Stations / Ligne de la Confédération du TLR et stations
- LRT Station Entrance / Entrée de la station du TLR
- Cycling Network / Réseau cyclable
- Proposed Cycling Network / Réseau cyclable proposé
- Central Area / L'aire centrale

Prepared by: Planning and Growth Management  
 Cosmetics, Mapping and Graphics Unit  
 Préparé par: Service de l'urbanisme et de la gestion de la croissance  
 Unité des Cosmétiques, cartographiques et graphiques  
© Ottawa, 2016. Tous droits réservés. Ottawa, 2016. Tous droits réservés.

## Appendix 2 – Site Evaluation Personnel

### Site Evaluation Committee for the OPL Stand-alone Facility

- **Elaine Condos**, Division Manager, Central Library Project, OPL
- **Richard Stark**, Program Manager, Facilities Development, OPL
- **John Smit**, Director, Economic Development & Innovation, City of Ottawa
- **Robin Souchen**, Manager, Strategic Realty Initiatives, City of Ottawa
- **David Leinster**, Partner, The Planning Partnership (external expert)
- **James Parakh**, Manager, Urban Design, Toronto City Planning (external expert)
- **David Gordon**, Director, School of Urban and Regional Planning, Queen's University (external expert)

### Site Evaluation Committee for the OPL-LAC Joint Facility

- **Serge Corbeil**, Director General, Real Property, LAC
- **Mario Gasperetti**, Manager, Strategic Accommodation, LAC
- **Elaine Condos**, Division Manager, Central Library Project, OPL
- **Richard Stark**, Program Manager, Facilities Development, OPL
- **John Smit**, Director, Economic Development & Innovation, City of Ottawa
- **Robin Souchen**, Manager, Strategic Realty Initiatives, City of Ottawa
- **David Leinster**, Partner, The Planning Partnership (external expert)
- **James Parakh**, Manager, Urban Design, Toronto City Planning (external expert)
- **David Gordon**, Director, School of Urban and Regional Planning, Queen's University (external expert)

### Site Evaluation Facilitator

- Deloitte

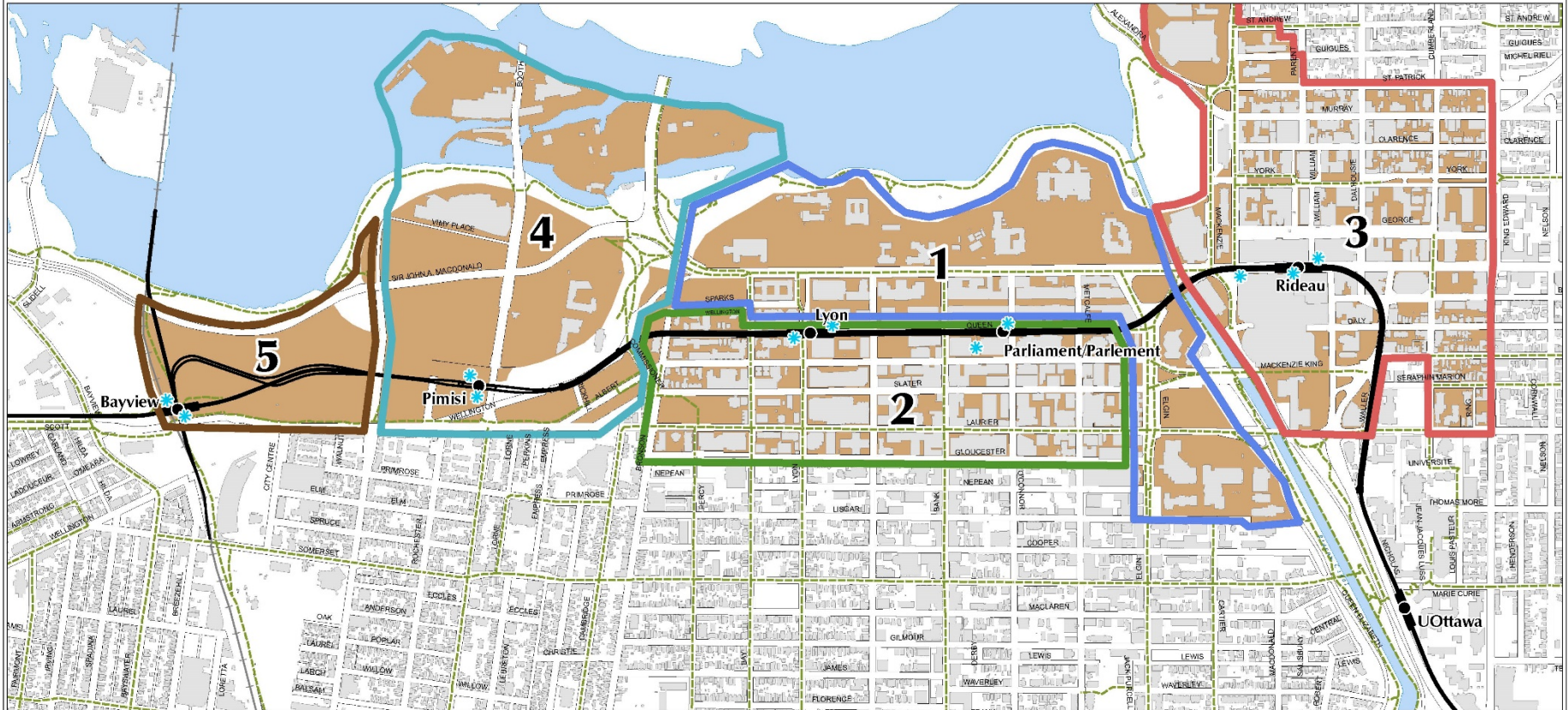
### Fairness Commissioner

- Peter Woods, Public Sector Company Limited

## Appendix 3 – Map of the Central Area

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

Screening Assessment Criteria Item No. S-7



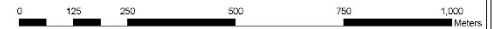
SECTOR WITHIN CENTRAL AREA

- Sector 1
  - Sector 2
  - Sector 3
  - Sector 4
  - Sector 5
- Confederation LRT Line and Stations
  - \* LRT Station Entrance
  - Cycling Network
  - Central Area



Prepared by: Planning and Growth Management,  
Geomatics Mapping and Control Unit  
Préparé par: Service de l'urbanisme et de la gestion de la croissance,  
Unité des Géomatiques, cartographie et graphiques

© 2014, Ottawa (City). All rights reserved. No warranty is made for the use of this report.





# Appendix 4 – Assessment Commentary for OPL Stand-alone Facility

## Commentary on Screening Assessment (OPL Stand-alone Facility)

### 1. Mandatory Requirement

**S-1: The site allows for the design and development of a facility that is accessible by people with disabilities**

**Description: By law the site must allow for the design and development of a facility that complies with the City of Ottawa’s Accessibility Design Standards (2nd Edition, November 2015).**

Scoring Commentary:

- All 12 sites allow for the design and development of a facility that is accessible by people with disabilities. Therefore, all of the sites scored “Yes” and passed this criterion.

### 2. Site Physical Attributes

**S-2: Sufficient site area to accommodate the functional building program**

**Description: A minimum site area of 40,000 sf. is required for the OPL Stand-alone Facility. A site area of 60,000 sf. or more is considered to significantly exceed the requirement.**

Scoring Commentary:

- Site 1 has an area of 53,820 sf., which exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 1 scored 85% for this criterion.
- Site 2 has an area of 51,625 sf., which exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 2 scored 85% for this criterion.
- Site 3 has an area of 44,000 sf. (40,411 sf. developable), which meets the requirement for the OPL Stand-alone Facility. Therefore, Site 3 scored 70% for this criterion.
- Site 4 has an area of 50,450 sf., which exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 4 scored 85% for this criterion.
- Site 5 has an area of 41,312 sf., which meets the requirement for the OPL Stand-alone Facility. Therefore, Site 5 scored 70% for this criterion.
- Site 6 has an area of 66,230 sf., which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 6 scored 100% for this criterion.
- Site 7 has an area of 137,067 sf., which significantly exceeds the requirement for the OPL

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

Stand-alone Facility. Therefore, Site 7 scored 100% for this criterion.

- Site 8 has an area of 155,074 sf., which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 8 scored 100% for this criterion.
- Site 9 has an area of 125,889 sf., which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 9 scored 100% for this criterion.
- Site 10 has a developable area of 61, 623 sf., which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 10 scored 100% for this criterion.
- Site 11 has an area of 122,839 sf., which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 11 scored 100% for this criterion.
- Site 12 has an area of 93,907 sf. (over the City rail corridor), which significantly exceeds the requirement for the OPL Stand-alone Facility. Therefore, Site 12 scored 100% for this criterion.

***S-3: The site configuration and features allow for an innovative architectural design***

***Description: The site configuration is regular in shape and the site features should allow for the design and development of an innovative and iconic facility without significant challenges.***

***Scoring Commentary:***

- Site 1 has a regular rectangular shape. Although the LCBO store which is co-located in the same block could be challenging, the site should still allow for the design and development of an innovative and iconic library facility. Therefore, Site 1 scored 70% for this criterion.
- Site 2 is adjacent to the east side of the Rideau Centre and has a somewhat irregular shape. Also, there is a heritage building (the old City Registry Office) in the middle of the site. The connection of Site 2 to the Rideau Centre, the potential issues with sharing entrances and loading docks and the on-site heritage building would pose significant challenges to the design and development of an innovative and iconic facility. Therefore, Site 2 scored 50% for this criterion.
- Site 3 has an irregular L shape. The narrower portion of the site is approximately 41 meters in depth, which could be restrictive to accommodate the library's functional program. Also, there is a heritage building on the site facing Bank Street, providing both opportunities and challenges. The high rise office buildings co-located in the same block could also be challenging. Therefore, Site 3 scored 50% for this criterion.
- Site 4 is located in a predominantly commercial / business area. It has a regular rectangular shape with frontage on three sides. Also, there is no existing building on the site. Despite the surrounding high rise buildings, the site should still facilitate the design and development of an innovative and iconic facility given its features and the business nature of the surrounding areas. Therefore, Site 4 scored 85% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 5 has an irregular L shape. The narrower portion of the site is approximately 30 meters in depth, which could pose significant challenges to accommodating the library's functional program. The high rise residential building adjacent to the site could also be challenging. Therefore, Site 5 scored 50% for this criterion.
- Site 6 has an irregular shape including a "pan handle". The rectangular portion of the site without the "pan handle" is approximately 53,000 sf., which is sufficient for the OPL Stand-alone Facility. Despite the surrounding high rise residential and commercial buildings, the site should still allow for the design and development of an innovative and iconic facility. Therefore, Site 6 scored 70% for this criterion.
- Site 7 also has an irregular shape including a "pan handle". However, given the large size of the site, the irregular shape is not expected to pose significant challenges to the design. Despite the high and low rise residential buildings adjacent to the site on the east side and the high rise residential buildings on the south side across from Laurier Avenue, the site would still allow for the design and development of an innovative and iconic facility. Therefore, Site 7 scored 70% for this criterion.
- Although Site 8 is long, it is not narrow. The short side of the site is over 50 meters, similar to the width of a typical city block in Ottawa. In addition, the nearby historical City waterworks building, including the Fleet Street Pumping Station and the aqueduct, provides the site with unique features that would significantly facilitate the design and development of an innovative and iconic facility. Therefore, Site 8 scored 100% for this criterion.
- The developable portion of Site 9 is primarily Parcel 3, which has an irregular trapezoid shape with one side being very narrow. However, given the large size of the site, the irregular shape is not expected to pose significant challenges to the design. The site is relatively flat with its long side facing Albert Street, which could facilitate the design and development of an innovative and iconic facility. Therefore, Site 9 scored 85% for this criterion.
- Site 10 has a regular rectangular shape. Although the elevated Booth Street alongside the site could potentially pose some challenges to the design, the site should still facilitate the design and development of an innovative and iconic facility. Therefore, Site 10 scored 85% for this criterion.
- Site 11 has a trapezoid shape with a relatively wide short side and similar features to Site 9. The site features should facilitate the design and development of an innovative and iconic facility. Therefore, Site 11 scored 85% for this criterion.
- Site 12 will require air rights as it is located over a rail corridor (the Trillium Line), which would create significant challenges for the development of an innovative and iconic facility. Therefore, Site 12 scored 50% for this criterion.

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

**S-4: Visibility of the site**

**Description: Considering the adjacent land uses and site topography, the site should allow the new facility to be fully visible from as many approaches as possible with quality long and short range views. The site should allow the new facility to be fully visible from at least two approaches.**

Scoring Commentary:

- Site 1 is co-located with an LCBO store in the same block and is surrounded by high rise residential buildings. The site would allow for oblique short range views but not quality long range views. Therefore, Site 1 scored 50% for this criterion.
- Site 2 would allow the facility to be visible from multiple approaches (Mackenzie King Bridge, Nicholas Street and Daly Avenue) with short range but not long range views due to the adjacent Rideau Centre and the surrounding buildings. Therefore, Site 2 scored 70% for this criterion.
- Site 3 would allow the facility to be visible from multiple approaches (Bank Street, Slater Street and Laurier Avenue) with short range but not long range views due to the surrounding high rise buildings. Therefore, Site 3 scored 70% for this criterion.
- Site 4 would allow the facility to be visible from multiple approaches (Queen Street, Kent Street and Albert Street) with short range but not long range views due to the surrounding high rise buildings. Therefore, Site 4 scored 70% for this criterion.
- Site 5 would allow the facility to be visible from multiple approaches (Queen Street, Lyon Street and Albert Street) with short range but not long range views due to the surrounding high rise buildings. Therefore, Site 5 scored 70% for this criterion.
- Site 6 would allow the facility to be visible from multiple approaches (Albert Street, Lyon Street and Slater Street) with short range but not long range views due to the surrounding high rise buildings. Therefore, Site 6 scored 70% for this criterion.
- Site 7 has a high rise building and a number of low rise buildings adjacent to the site facing Bay Street. There are also high rise residential buildings on the south side across from Laurier Avenue. The site could potentially allow the facility to be visible from only two approaches (Slater Street and Laurier Avenue) without quality long range views. Therefore, Site 7 scored 50% for this criterion.
- Albert Street turns at Site 8, which provides it with both short and long range views. With an innovative design, the new facility could potentially be an iconic landmark on the west side of the Core mirroring the National Arts Centre on the east side of the Core. Furthermore, the site allows long range views from the Portage Bridge and Albert Street and short range views from Bronson Avenue and Slater Street. Therefore, Site 8 scored 100% for this criterion.
- Site 9 allows for short and long range views from Scott / Albert Street, Booth Street and Sir John A. Macdonald Parkway. A facility built on Site 9 would also be visible from the LRT. Therefore, Site 9 scored 85% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 10 allows for short and long range views from Booth Street. It also allows the facility to be visible from the LRT. The site could potentially allow the facility to be visible from Sir John A. Macdonald Parkway depending on the future development on the land north of the site. Therefore, Site 10 scored 70% for this criterion.
- Site 11 allows for short and long range views from Scott / Albert Street, Booth Street and Sir John A. Macdonald Parkway. A facility built on Site 11 would also be visible from the LRT. Therefore, Site 11 scored 85% for this criterion.
- Site 12 allows for short and long range views from Scott / Albert Street and Sir John A. Macdonald Parkway. A facility built on Site 12 would also be visible from the LRT. Therefore, Site 12 scored 70% for this criterion.

### 3. Accessibility

#### ***S-5: Accessibility by public transit***

***Description: The site should be as nearby as possible to an existing or planned public transit station. It should be within 400 metres walking distance from a Confederation Light Rail Transit Line station.***

#### Scoring Commentary:

- Site 1 is expected to be approximately 300 – 310 meters walking distance from Rideau LRT Station and therefore scored 70% for this criterion.
- Site 2 is expected to be integrated with Rideau LRT Station through the Rideau Centre and therefore scored 100% for this criterion.
- Site 3 is expected to be approximately 260 – 270 meters walking distance from Parliament LRT Station and therefore scored 70% for this criterion.
- Site 4 is expected to be approximately 130 – 140 meters walking distance from Lyon LRT Station and therefore scored 70% for this criterion.
- Site 5 is expected to be integrated with Lyon LRT Station and therefore scored 100% for this criterion.
- Site 6 is expected to be approximately 80 – 90 meters walking distance from Lyon LRT Station and therefore scored 85% for this criterion.
- Site 7 is expected to be 320 – 330 meters walking distance from Lyon LRT Station and therefore scored 70% for this criterion.
- Site 8 is expected to be 230 – 290 meters walking distance from Pimisi LRT Station and therefore scored 70% for this criterion.
- Site 9 is expected to be integrated with Pimisi LRT Station and therefore scored 100% for this criterion.
- Site 10 is expected to be 90 – 100 meters walking distance from Pimisi LRT Station and therefore scored 85% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 11 is expected to be integrated with Pimisi LRT Station and therefore scored 100% for this criterion.
- Site 12 is expected to be integrated with Bayview LRT Station and therefore scored 100% for this criterion.

### ***S-6: Accessibility by walking and by cycling***

***Description: The site should be nearby to existing or planned sidewalks, pedestrian paths and bicycle paths that allow visitors to easily access the new facility through a safe and welcoming walking or cycling experience.***

#### Scoring Commentary:

- Site 1 is accessible by walking. Cycling network is only available along Cumberland Street between George Street and Besserer Street. Therefore, Site 1 scored 50% for this criterion.
- Site 2 is accessible by walking with enhanced experience via indoor pathway through the Rideau Centre. Cycling network is available along Mackenzie King Bridge and Colonel By Drive but not on Nicholas Street. The experience of cycling to the site would be satisfactory. Therefore, Site 2 scored 70% for this criterion.
- Site 3 is accessible by walking. Cycling network is available along Laurier Avenue and Bank Street. As one of the most vibrant communities in Ottawa, Bank Street provides enhanced walking and cycling experience. Therefore, Site 3 scored 85% for this criterion.
- Site 4 is accessible by walking. Cycling network is available along Queen Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 4 scored 70% for this criterion.
- Site 5 is accessible by walking. Cycling network is available along Lyon Street and Queen Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 5 scored 70% for this criterion.
- Site 6 is accessible by walking. Cycling network is available along Lyon Street and Bay Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 6 scored 70% for this criterion.
- Site 7 is accessible by walking. Cycling network is available along Bay Street and Laurier Avenue. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 7 scored 70% for this criterion.
- Site 8 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Commissioner Street and Albert Street. Upgraded and/or new cycling network is planned in the area. The future cycling network in this area will be integrated with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 8 scored 85% for this criterion.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

- Site 9 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street. An upgraded and/or new cycling network is planned along Albert Street and Booth Street. Similar to Site 8, the future cycling network in this area will be integrated with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 9 scored 85% for this criterion.
- Site 10 is located within LeBreton Flats. It is accessible by walking. New cycling network is planned along Booth Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 10 scored 70% for this criterion.
- Site 11 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street. An upgraded and/or new cycling network is planned along Albert Street and Booth Street. Similar to Site 8 and Site 9, the future cycling network in this area will be integrated with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 11 scored 85% for this criterion.
- Site 12 is located at the Confederation Line LRT construction site (Bayview). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street and Champagne - O-Train Corridor Multi-Use Pathway. An upgraded and/or new cycling network is planned along Albert Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 12 scored 70% for this criterion.

**4. Location within Central Area**

***S-7: Proximity to the cultural and administrative centre of the City***

***Description: The site should be centrally located in proximity to an existing or planned cultural and administrative centre of the City. The level of preference among the identified Central Area sectors decreases in the following order:***

- ***Sector One***
- ***Sector Two***
- ***Sector Three or Sector Four***
- ***Sector Five***

***Sector Descriptions (please refer to the map provided in Appendix 3):***

- ***Sector One***
  - ***Bounded by the Rideau Canal, Lisgar Street, Elgin Street, Sparks Street, the Escarpment and the Ottawa River.***
  - ***Sector One includes both sides of Elgin Street and Sparks Street.***
  - ***Major focus of employment and economic activity; includes the Parliamentary and canal parks precincts together with significant national and civic cultural landmarks.***

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

- **Sector Two**
  - ***Bounded by Elgin Street, Gloucester Street, Bronson Avenue / the Escarpment and Sparks Street.***
  - ***Sector Two excludes the properties fronting along the west side of Elgin Street and south side of Sparks Street.***
  - ***Major commercial and office district; growing residential uses planned for high density mixed-use development supporting the Confederation Light Rail Transit Line.***
- **Sector Three**
  - ***Bounded by King Edward Avenue, Laurier Avenue, the Rideau Canal / Ottawa River, St. Patrick Street and St. Andrew Street.***
  - ***Major convention and retail centre including the By-Ward Market; arts, theatre and entertainment precinct; major tourist destination.***
- **Sector Four**
  - ***Bounded by the Escarpment / Bronson Avenue, Albert Street, Preston Street and the Ottawa River.***
  - ***Includes a major museum, festival park and lands recently scheduled for development as part of LeBreton Flats with compact residential and commercial land uses that complement nearby neighbourhoods; the Escarpment and tail race aqueduct are distinctive features.***
- **Sector Five**
  - ***Bounded by Preston Street, Albert Street, Trillium Line and the Ottawa River.***
  - ***Future mixed use development area planned for transit orientated development at the junction of the Confederation Line and Trillium Line.***

Scoring Commentary:

- Site 1 is located in Sector 3 and therefore scored 70% for this criterion.
- Site 2 is located in Sector 3 and therefore scored 70% for this criterion.
- Site 3 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 4 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 5 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 6 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 7 is located in Sector 2 and therefore scored 85% for this criterion.



**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

- Site 8 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 9 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 10 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 11 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 12 is located in Sector 5 and therefore scored 50% for this criterion.

## Commentary on Detailed Assessment (OPL Stand-alone Facility)

### 1. Site Physical Capacity

#### ***D-1: Zoning status***

***Description: It is preferable that the site is currently zoned to allow for a library facility.***

#### Scoring Commentary:

- Site 2 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 3 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 4 does not require rezoning and therefore scored 100% for this criterion.
- Site 5 does not require rezoning and therefore scored 100% for this criterion.
- Site 6 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 7 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 8 requires rezoning and Secondary Plan amendments and therefore scored 70% for this criterion.
- Site 9 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 10 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 11 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 12 requires rezoning and Secondary Plan amendments and therefore scored 70% for this criterion.

#### ***D-2: The site configuration and features allow for sustainable design and minimal environmental impact***

***Description: The site should allow for opportunities to use sustainable architecture and minimize the environmental impact.***

#### Scoring Commentary:

- Despite the challenges due to the adjacency to the Rideau Centre and the on-site heritage building, Site 2 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. For example, if

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

permitted by the Rideau Centre, the roof deck of the shopping centre could potentially be used for a library plaza space. Therefore, Site 2 scored 70% for this criterion.

- Site 3 is constrained due to its relatively small size, surrounding high rise buildings and on-site heritage building. However, there is potential to share parking and loading facilities with the high rise office buildings co-located in the same block. Therefore, Site 3 scored 70% for this criterion.
- The surrounding high rise buildings limit the ability of Site 4 to utilize innovative energy solutions such as solar energy. However, similar to Site 3, Site 5 and Site 6, the site should still allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 4 scored 70% for this criterion.
- Site 5 has similar features to Site 3, Site 4 and Site 6. The site should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 5 scored 70% for this criterion.
- Although potentially with some moderate challenges (such as the surrounding high rise buildings), Site 6 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 6 scored 70% for this criterion.
- Similar to Site 6, Site 7 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 7 scored 70% for this criterion.
- Site 8 provides unique opportunities for sustainable design. It has excellent exposure, which provides potential for green roof and innovative energy solutions. It also provides other unique features such as the escarpment and aqueduct that could significantly facilitate the development and implementation of a sustainable design that maximizes reductions in identifiable environmental impacts. Therefore, Site 8 scored 100% for this criterion.
- Site 9 has similar great features to Site 8. However, the above grade LRT adjacent to the site (noise issue) could potentially limit, to a certain extent, the opportunities for the development and implementation of a sustainable design. Therefore, Site 9 scored 85% for this criterion.
- Site 10 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Compared to Site 8 and Site 9, it has potential issues due to the elevated Booth Street and noise from the above grade LRT. Furthermore, the relatively small size reduces the site's ability to overcome the challenges. Therefore, Site 10 scored 70% for this criterion.
- Site 11 has similar features to Site 9 and therefore scored 85% for this criterion.
- Given the challenges associated with the need for air rights, including potential inference with the LRT infrastructure beneath, Site 12 poses significant challenges to the development and implementation of a sustainable design. Therefore, Site 12 scored 50%

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

for this criterion.

***D-3: Proximity to paid parking spaces***

***Description: The site should have the capacity to accommodate parking spaces or be nearby to public parking spaces.***

***Scoring Commentary:***

- There are over 2,000 off-street public and private parking spaces within 200 metres of Site 2, which implies that on-site parking may not be required. Therefore, Site 2 scored 100% for this criterion.
- There are 1,700 – 1,800 off-street public and private parking spaces within 200 metres of Site 3. Considering that the site should have the capacity to accommodate the required parking spaces, Site 3 scored 85% for this criterion.
- There are over 2,000 off-street public and private parking spaces within 200 metres of Site 4, which implies that on-site parking may not be required. Therefore, Site 4 scored 100% for this criterion.
- There are over 2,000 off-street public and private parking spaces within 200 metres of Site 5, which implies that on-site parking may not be required. Therefore, Site 5 scored 100% for this criterion.
- There are over 2,000 off-street public and private parking spaces within 200 metres of Site 6, which implies that on-site parking may not be required. Therefore, Site 6 scored 100% for this criterion.
- There are 400 – 500 off-street public and private parking spaces within 200 metres of Site 7, which appears to be insufficient to meet the requirements of the new facility. However, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 7 scored 70% for this criterion.
- Although currently there is no off-street public and private parking spaces within 200 metres of Site 8, it is expected that parking facilities will be built when LeBreton Flats is further developed. Also, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 8 scored 70% for this criterion.
- For similar considerations to Site 8, Site 9, Site 10 and Site 11 also scored 70% for this criterion.
- Although currently there is no off-street public and private parking spaces within 200 metres of Site 12, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 12 scored 70% for this criterion.

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

## 2. Contextual Suitability

***D-4: Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility***

***Description: The existing or planned future development in the surrounding areas of the site should enhance the neighbourhood character, optimize the scale of development and promote the image of the entire area without resulting in a negative impact on the character and image of the new library facility.***

Scoring Commentary:

- There are significant development activities currently underway or planned in the surrounding areas of Site 2 such as the Ottawa Art Gallery development, shopping centre expansion, University of Ottawa redevelopment and LRT construction. These initiatives would significantly enhance the neighbourhood character and be complementary and compatible with the function, services and image of the new library facility. Therefore, Site 2 scored 100% for this criterion.
- Site 3, Site 4, Site 5 and Site 6 are surrounded by high rise commercial, residential and/or mixed-use buildings, which could co-exist with the function, services and image of the new library facility and would enhance, to a limited extent, the neighbourhood character. Therefore, these sites scored 70% for this criterion.
- Residential buildings are mainly expected in the surrounding areas of Site 7, which could potentially detract from having a complementary / compatible relationship with the function, services and image of the new library facility. Therefore, Site 7 scored 50% for this criterion.
- With RendezVous LeBreton's plan for the redevelopment of LeBreton Flats, expected development in the surrounding areas of Site 8 would significantly enhance the neighbourhood character and be complementary and compatible with the function, services and image of the new library facility. Therefore, Site 8 scored 100% for this criterion.
- For similar considerations to Site 8, Site 9 and Site 11 also scored 100% for this criterion.
- Although Site 10 is also located in LeBreton Flats, it is expected to be part of the fabric of a residential enclave. Therefore, Site 10 scored 70% for this criterion.
- The expected Innovation Centre at Bayview Yards would be complementary and compatible with the function, services and image of the new library facility. Also, the surrounding areas of Site 12 have great potential for future civic development that would enhance the neighbourhood character. Therefore, Site 12 scored 85% for this criterion.

***D-5: Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use***

***Description: The site should be in a diverse, mixed-use main street environment which includes surrounding facilities that could provide complementary functional support (museums, arts and cultural institutions, restaurants, cafés, retail, entertainment, etc.) and***

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

***draw residents and visitors to the area.***

**Scoring Commentary:**

- There is a significant number of cultural, commercial, residential and institutional facilities in the surrounding areas of Site 2, which creates a diverse and mixed-use environment. Therefore, Site 2 scored 100% for this criterion.
- Site 3 is predominantly surrounded by commercial buildings which lack cultural attributes. The layout of the area is not expected to significantly change for the new library facility. Therefore, Site 3 scored 70% for this criterion.
- Similar to Site 3, Site 4 is also predominantly surrounded by commercial buildings. However, the site is closer to Parliament Hill, Sparks Street (one of the cultural hubs in Ottawa) and Supreme Court of Canada. Therefore, Site 4 scored 85% for this criterion.
- Site 5 is located in the Upper Town sector of the Central Area Secondary Plan bordering the Core sector. There is a moderate number of cultural, commercial, residential and institutional facilities in the surrounding areas. The layout of the area is not expected to significantly change for the new library facility. Therefore, Site 5 scored 70% for this criterion.
- For similar considerations to Site 5, Site 6 also scored 70% for this criterion.
- Site 7 is located in the middle of the Upper Town sector surrounded by predominantly residential neighbourhoods. The layout of the area is not expected to significantly change for the new library facility. Therefore, Site 7 scored 50% for this criterion.
- In addition to the expected development in LeBreton Flats and surrounding areas, which would provide a diverse, mixed-use environment, Site 8 is also close to the Canadian War Museum, the new Holocaust Memorial, the historical Fleet Street Pumping Station and the aqueduct. Furthermore, considering that the library facility would likely be located on the east portion of the site facing Commissioner Street and Albert Street, it represents a natural extension of the Core. Therefore, Site 8 scored 85% for this criterion.
- Compared to Site 8, Site 9 is a bit remote from the Central Business District with unknown development on Site 8 if it is not selected for the library facility. Therefore, Site 9 scored 70% for this criterion.
- For similar considerations to Site 9, Site 10 and Site 11 also scored 70% for this criterion.
- Site 12 has the potential for some types of cultural, commercial, residential and institutional facilities in the surrounding area when the new library facility opens and further development over time. Therefore, Site 12 scored 70% for this criterion.

**3. Opportunities to Contribute to Civic Planning Initiatives and City Building**

***D-6: Development of the new library facility would serve as a catalyst and economic driver for Central Area development***

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

***Description: The site should allow the development of the new library facility to serve as an engine driving further development / redevelopment and advance other major public and non-public investments in the surrounding area.***

Scoring Commentary:

- Together with the various development activities in the surrounding areas, development of the new library facility on Site 2 would play an important role in stimulating further public and non-public investments in the areas surrounding Site 2. Therefore, Site 2 scored 85% for this criterion.
- Given the maturity of the neighbourhoods surrounding Site 3, development of the new library facility is expected to play a minor role in stimulating public and non-public investments in the surrounding areas. Therefore, Site 3 scored 50% for this criterion.
- For similar considerations to Site 3, Site 4 also scored 50% for this criterion.
- Although Site 5 is located in an established area, development of the new library facility could potentially drive, to a certain extent, the extension of the main commercial, business and government area into the Upper Town sector. Therefore, Site 5 scored 70% for this criterion.
- For similar considerations to Site 5, Site 6 also scored 70% for this criterion.
- Development of the new library facility on Site 7 is expected to play a minor role in stimulating public and non-public investments in the surrounding areas. Therefore, Site 7 scored 50% for this criterion.
- Development of the new library facility on Site 8, Site 9 or Site 11 would be a critical catalyst and economic driver to stimulate public and non-public investments in LeBreton Flats and the surrounding areas. Therefore, Site 8, Site 9 and Site 11 scored 100% for this criterion.
- Areas surrounding Site 10 are currently under development for residential use. Development of the new library facility on Site 10 would be an important catalyst and economic driver to stimulate public and non-public investments. Therefore, Site 10 scored 85% for this criterion.
- Site 12 is located at the intersection of two LRT lines (Confederation Line and Trillium Line) and would become a hub for further development. However, compared to other development initiatives in this area, development of the new library facility on Site 12 is expected to play a moderate role in stimulating public and non-public investments. Therefore, Site 12 scored 70% for this criterion.

***D-7: Development of the new library facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification***

***Description: The site should allow the development of the new library facility (an innovative and iconic building) to significantly contribute to the achievement of the overall City building objectives.***

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

### Scoring Commentary:

- Development of the library facility on Site 2 would fully align and significantly advance the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 2 scored 100% for this criterion.
- Considering that Site 3 and Site 4 are in a predominantly commercial and business area with high density commercial buildings, development of the new library facility on these sites would partially align with, but would not significantly advance, the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 3 and Site 4 scored 50% for this criterion.
- Considering that Site 5, Site 6 and Site 7 are in a predominantly residential area, development of the new library facility on these sites would partially align with, but would not significantly advance, the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 5, Site 6 and Site 7 scored 50% for this criterion.
- With the advantage of being located along the transit corridor and contributing to the redevelopment of LeBreton Flats, development of the new library facility on Site 8, Site 9 and Site 11 would significantly advance the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 8, Site 9 and Site 11 scored 100% for this criterion.
- Areas surrounding Site 10 are currently under development for residential use. Development of the new library facility on Site 10 would generally align with, but would not significantly advance, the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 10 scored 70% for this criterion.
- Development of the new library facility on Site 12 would generally align with, but would not be the predominant driver in the advancement of the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 12 scored 70% for this criterion.

### ***D-8: Development of the new library facility contributes to the establishment of a new civic focal point and civic identity***

***Description: The site should allow the new library facility (an iconic City Building) to be favourably positioned to become an essential civic focal point and provide a statement of civic pride.***

### Scoring Commentary:

- Development of the library facility on Site 2 would significantly contribute to the establishment of a new civic focal point and civic identity creating civic pride. However, given that the area surrounding Site 2 is one of the most active commercial and cultural communities in Ottawa, it would be challenging to make the new facility the only highlight of the civic focal point. Therefore, Site 2 scored 85% for this criterion.
- Due to the lack of long range visibility and the lack of cultural attributes in the surrounding areas, Site 3 would have a minor contribution to the establishment of a new civic focal



## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

point and civic identity creating civic pride. Therefore, Site 3 scored 50% for this criterion.

- Compared to Site 3, Site 4 is closer to Parliament Hill and the cultural and commercial activities on Sparks Street. Development of the library facility would, to a certain extent, contribute to the establishment of a new civic focal point and civic identity creating civic pride. Therefore, Site 4 scored 70% for this criterion.
- Due to the lack of long range visibility and the residential nature of the surrounding areas, Site 5, Site 6 and Site 7 would have a minor contribution to the establishment of a new civic focal point and civic identity creating civic pride. Therefore, Site 5, Site 6 and Site 7 scored 50% for this criterion.
- Site 8 is located at the south-east corner of LeBreton Flats. Furthermore, the library facility would likely be located on the east portion of the site facing Commissioner Street and Albert Street. This Site provides quality short and long range views of the facility from multiple approaches. It also has a number of cultural and national attributes that would allow the new library facility to become the centre of a new civic focal point and provide a statement of civic pride. Therefore, Site 8 scored 100% for this criterion.
- Compared to Site 8, Site 9 and Site 11 are slightly further from the escarpment and Central Business District. Development of the new library facility on these sites would still significantly contribute to the establishment of a new civic focal point and civic identity creating civic pride. It would however be challenging to make the new facility the centre of the civic focal point. Therefore, Site 9 and Site 11 scored 85% for this criterion.
- Site 10, although located in LeBreton Flats, is in an area planned for residential use. The new facility is expected to be on a minor secondary street rather than on a major street. The elevated Booth Street would also be challenging to the visibility of the facility. Therefore, Site 10 scored 50% for this criterion.
- Development of the new library facility on Site 12 would incentivize the City to co-locate other civic facilities in the surrounding areas to potentially establish a new civic focal point around Bayview. Therefore, Site 12 scored 85% for this criterion.

#### 4. Encumbrances

##### ***D-9: No significant physical encumbrances***

***Description: There should not be significant physical encumbrances associated with the site (e.g. water table, soil capacity, encumbrances imposed by the zone of influence adjacent to a light rail transit line or tunnel, air rights / strata title, demolition requirement, etc.) that could cause delays in the project schedule and/or cost overruns.***

##### Scoring Commentary:

- Site 2 has significant physical encumbrances such as integration of the heritage building, connection to the Mackenzie King Bridge, connection to the Rideau Centre and sharing of entrances and loading docks. Therefore, Site 2 scored 50% for this criterion.
- Site 3, Site 4, Site 5, Site 6, Site 7, Site 8, Site 9, Site 10 and Site 11 all have certain physical encumbrances. However, these physical encumbrances are not expected to

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

significantly impact the Project schedule or costs (i.e. manageable challenges and risks). Therefore, these sites scored 70% for this criterion.

- Site 12 has significant physical encumbrances due to the use of air rights and potential interference with the LRT infrastructure, which could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 12 scored 50% for this criterion.

### ***D-10: No significant servicing encumbrances***

***Description: There should not be significant servicing encumbrances associated with the site (e.g. upgrade or relocation of gas lines, power utilities, water service, storm drainage and sanitary sewers, requirements for road / street infrastructure, etc.) that could cause delays in the project schedule and/or cost overruns.***

#### Scoring Commentary:

- There are no significant servicing encumbrances identified for Site 2, Site 3, Site 4, Site 5, Site 6, Site 7, Site 8, Site 9, Site 10, Site 11 and Site 12. Therefore, all sites scored 100% for this criterion.

### ***D-11: No significant environmental encumbrances***

***Description: There should not be significant environmental encumbrances associated with the site (e.g. contamination issues, etc.) that could cause delays in the project schedule and/or cost overruns.***

#### Scoring Commentary:

- Site 2 and surrounding properties were previously used for post office depot, warehouses, coal yard and rail yard. Although there are no environmental reports available for Site 2, the site has likely been excavated for construction of the adjacent Rideau Centre. It is assumed that there is some level of soil and groundwater impacts on the site given the historical use of the site and surrounding properties. Overall, the environmental risks associated with the site are considered low to moderate. Therefore, Site 2 scored 85% for this criterion.
- Phase I Environmental Site Assessment Update and a number of investigations have been completed on Site 3. Waste and fill material was documented in the parking lot on the east portion of the site. Soil on the west portion of the site was likely excavated when existing towers were constructed. The site does not appear to have been impacted by the former dry cleaners, however, other potential contaminants have not been assessed. Overall, the environmental risks associated with the site are considered low to moderate. Therefore, Site 3 scored 85% for this criterion.
- Baseline environmental assessment and several other environmental reports have been completed for Site 4. Fill material across site impacted with metals and polycyclic aromatic hydrocarbons. Significant amount of debris / waste was found when excavating the LRT central shaft on the site. Groundwater impacts were identified in some monitoring wells. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 4 scored 70% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Baseline environmental assessment and Phase I has been completed on the northeast portion of Site 5. The investigation found fill material with debris impacted with metals and polycyclic aromatic hydrocarbons. The Phase I Environmental Site Assessment Update provided by the owner indicates that limited assessment was completed in 1996 near a suspected underground storage tank. Groundwater impacts have not been identified but data is limited. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 5 scored 70% for this criterion.
- Phase I & II Environmental Site Assessments have been completed on Site 6. Fill material containing debris was identified at the northeast portion of site, which is impacted with metals. Groundwater sampling has only been conducted on the northeast portion of the site. Additional investigation would be warranted. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 6 scored 70% for this criterion.
- There are no environmental reports available for Site 7. The site and surrounding properties were previously used for a brass foundry, a garage with underground storage tank and dyeing and cleaning works with multiple underground storage tanks. It is assumed that there is some level of soil and groundwater impacts on the site given the historical use of the site and surrounding properties. Overall, the environmental risks associated with the site are considered high. Therefore, Site 7 scored 0% for this criterion.
- Site 8 is currently used for the LRT project for west portal and construction staging / storage. Various historical investigations and Phase I & II Environmental Site Assessment have been completed. Fill material containing debris was identified across the site, which is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Only sodium exceedances were identified in groundwater. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 8 scored 70% for this criterion.
- Several environmental investigations have been completed on Site 9. Fill material containing debris was identified across site, which is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Groundwater impacts were not identified. Additional investigation would be warranted. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 9 scored 70% for this criterion.
- Various environmental investigations have been completed on Site 10. A remediation program was completed in the early to mid-2000s however the reports are currently unavailable for review. Record of site condition was obtained in 2005 for future residential use on a 3.8 ha parcel including the site. Overall, the environmental risks associated with the site are considered low. Therefore, Site 10 scored 100% for this criterion.
- The former Ottawa Paint Works site (part of Site 11) was remediated in 1997-1998. Several environmental investigations have been completed on the site. Fill across the site is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Deeper fill / native soil is also impacted on west portion of the site. Groundwater impacts were not identified in most recent sampling event. Additional investigation would be warranted. Overall, the environmental risks associated with the site

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

are considered moderate to high. Therefore, Site 11 scored 50% for this criterion.

- Site 12 was used as rail yard until the early 1960s and as a snow disposal site until 1993. Phase I & II Environmental Site Assessments have been completed. Fill across the site is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Groundwater exceedances were identified in some monitoring wells. No methane gas monitoring has been completed. Overall, the environmental risks associated with the site are considered moderate to high. Therefore, Site 12 scored 50% for this criterion.

### ***D-12: No significant legal encumbrances***

***Description: There should not be significant legal encumbrances associated with the site (e.g. liens, deed restrictions and covenants, easements, multiple ownership, etc.) that could cause delays in the project schedule and/or cost overruns.***

#### Scoring Commentary:

- Site 2 requires significant coordination and negotiations with the Rideau Centre and Shaw Centre. Therefore, Site 2 scored 50% for this criterion.
- Site 3 is owned by private owners. Coordination and negotiations with the owners with respect to the high rise office buildings in the same block could potentially impact, to a certain extent, the Project schedule and/or costs. Therefore, Site 3 scored 70% for this criterion.
- Site 4 is owned by private owners and currently leased by the City. The existing lease ends in 2018, which could potentially pose a minor coordination risk. Therefore, Site 4 scored 85% for this criterion.
- Site 5 is owned by the City and a private owner. There may still be easement or other minor matters. Therefore, Site 5 scored 85% for this criterion.
- Site 6 has multiple owners. Negotiations with multiple owners could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 6 scored 50% for this criterion.
- Site 7 is owned by a school board. Negotiations with the school board could potentially impact, to a certain extent, the Project schedule and/or costs. Therefore, Site 7 scored 70% for this criterion.
- Site 8 is owned by the City. Although unlikely, there is still potential risk of delay in the LRT construction by Rideau Transit Group. Therefore, Site 8 scored 85% for this criterion.
- Site 9 is owned by the National Capital Commission (“NCC”). Negotiations with the NCC could potentially impact the Project schedule and/or costs to a certain extent. Therefore, Site 9 scored 70% for this criterion.
- Site 10 is owned by a private developer. According to the agreement between the developer and the NCC, a certain percentage of affordable housing is required in the area of which Site 10 is a part. Coordination with this requirement could potentially impact the Project schedule and/or costs to a certain extent. Therefore, Site 10 scored 70% for this

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

criterion.

- Site 11 has significant risk associated with the ownership. The party that plans to offer the site does not legally control it. This could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 11 scored 50% for this criterion.
- Site 12 is owned by the City. However, the risks associated with the use of air rights, the coordination with the construction and operation of the LRT lines and the requirements of the national transportation board could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 12 scored 50% for this criterion.

# Appendix 5 – Assessment Commentary for OPL-LAC Joint Facility

## Commentary on Screening Assessment (OPL-LAC Joint Facility)

### 1. Mandatory Requirement

**S-1: The site allows for the design and development of a facility that is accessible by people with disabilities**

**Description: By law the site must allow for the design and development of a facility that complies with:**

- **The City of Ottawa’s Accessibility Design Standards (2nd Edition, November 2015); and**
- **Treasury Board of Canada Secretariat’s Accessibility Standard for Real Property / Norme d'accès facile aux biens immobiliers, which refers to Accessible Design For the Built Environment / Conception accessible pour l'environnement bâti (CAN/CSA-B651-04).**

Scoring Commentary:

- All 12 sites allow for the design and development of a facility that is accessible by people with disabilities. Therefore, all of the sites scored “Yes” and passed this criterion.

### 2. Site Physical Attributes

**S-2: Sufficient site area to accommodate the functional building program**

**Description: A minimum site area of 64,500 sf. is required for the OPL-LAC Joint Facility. A site area of 80,000 sf. or more is considered to significantly exceed the requirement.**

Scoring Commentary:

- The site areas of Site 1, Site 2, Site 3, Site 4 and Site 5 are 53,820 sf., 51,625 sf., 44,000 sf. (40,411 sf. developable), 50,450 sf., 41,312 sf. respectively, which are all insufficient to accommodate the OPL-LAC Joint Facility. Therefore, these sites scored 0% for this criterion and were excluded from further consideration for the OPL-LAC Joint Facility.
- Site 6 has an area of 66,230 sf., which meets the requirement for the OPL-LAC Joint Facility. Therefore, Site 6 scored 70% for this criterion.
- Site 7 has an area of 137,067 sf., which significantly exceeds the requirement for the OPL-LAC Joint Facility. Therefore, Site 7 scored 100% for this criterion.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

- Site 8 has an area of 155,074 sf., which significantly exceeds the requirement for the OPL-LAC Joint Facility. Therefore, Site 8 scored 100% for this criterion.
- Site 9 has an area of 125,889 sf., which significantly exceeds the requirement for the OPL-LAC Joint Facility. Therefore, Site 9 scored 100% for this criterion.
- Site 10 has a developable area of 61,623 sf., with which an innovative design could potentially meet the requirement for the OPL-LAC Joint Facility. Therefore, Site 10 scored 50% for this criterion.
- Site 11 has an area of 122,839 sf., which significantly exceeds the requirement for the OPL-LAC Joint Facility. Therefore, Site 11 scored 100% for this criterion.
- Site 12 has an area of 93,907 sf. (over the City rail corridor), which significantly exceeds the requirement for the OPL-LAC Joint Facility. Therefore, Site 12 scored 100% for this criterion.

***S-3: The site configuration and features allow for an innovative architectural design***

***Description: The site configuration is regular in shape and the site features should allow for the design and development of an innovative and iconic facility without significant challenges.***

**Scoring Commentary:**

- Site 6 has an irregular shape including a “pan handle”. The rectangular portion of the site without the “pan handle” is approximately 53,000 sf., which could be too restrictive for the OPL-LAC Joint Facility. This would pose significant challenges to the development of an innovative and iconic facility. Therefore, Site 6 scored 50% for this criterion.
- Site 7 also has an irregular shape including a “pan handle”. However, the rectangular portion of the site without the “pan handle” would have sufficient area for the OPL-LAC Joint Facility. There are high and low rise residential buildings adjacent to the site on the east side and high rise residential buildings on the south side across from Laurier Avenue, which could pose significant challenges to the development of an innovative and iconic facility. Therefore, Site 7 scored 50% for this criterion.
- Although Site 8 is long, it is not narrow. The short side of the site is over 50 metres, similar to the width of a typical city block in Ottawa. In addition, the nearby historical City waterworks building, including the Fleet Street Pumping Station and the aqueduct, provides the site with unique features that would significantly facilitate the design and development of an innovative and iconic facility. Therefore, Site 8 scored 100% for this criterion.
- The developable portion of Site 9 is primarily Parcel 3, which has an irregular trapezoid shape with one side being very narrow. However, given the large size of the site, the irregular shape is not expected to pose significant challenges to the design. The site is relatively flat with its long side facing Albert Street, which could facilitate the design and development of an innovative and iconic facility. Therefore, Site 9 scored 85% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 10 has a regular rectangular shape. Although the elevated Booth Street alongside the site could potentially pose some challenges to the design, the site should still facilitate the design and development of an innovative and iconic facility. Therefore, Site 10 scored 85% for this criterion.
- Site 11 has a trapezoid shape with a relatively wide short side and similar features to Site 9. The site features should facilitate the design and development of an innovative and iconic facility. Therefore, Site 11 scored 85% for this criterion.
- Site 12 will require air rights as it is located over a rail corridor (the Trillium Line), which would create significant challenges for the development of an innovative and iconic facility. Therefore, Site 12 scored 50% for this criterion.

### **S-4: Visibility of the site**

***Description: Considering the adjacent land uses and site topography, the site should allow the new facility to be fully visible from as many approaches as possible with quality long and short range views. The site should allow the new facility to be fully visible from at least two approaches.***

#### Scoring Commentary:

- Site 6 could allow the facility to be visible from three approaches (Albert Street, Lyon Street and Slater Street) with short range but not long range views due to the surrounding high rise buildings. Therefore, Site 6 scored 70% for this criterion.
- Site 7 has a high rise building and a number of low rise buildings adjacent to the site facing Bay Street. There are also high rise residential buildings on the south side across from Laurier Avenue. The site could potentially allow the facility to be visible from only two approaches (Slater Street and Laurier Avenue) without quality long range views. Therefore, Site 7 scored 50% for this criterion.
- Albert Street turns at Site 8, which provides it with both short and long range views. With an innovative design, the new facility could potentially be an iconic landmark on the west side of the Core mirroring the National Arts Centre on the east side of the Core. Furthermore, the site allows long range views from the Portage Bridge and Albert Street and short range views from Bronson Avenue and Slater Street. Therefore, Site 8 scored 100% for this criterion.
- Site 9 allows for short and long range views from Scott / Albert Street, Booth Street and Sir John A. Macdonald Parkway. A facility built on Site 9 would also be visible from the LRT. Therefore, Site 9 scored 85% for this criterion.
- Site 10 allows for short and long range views from Booth Street. It also allows the facility to be visible from the LRT. The site could potentially allow the facility to be visible from Sir John A. Macdonald Parkway depending on the future development on the land north of the site. Therefore, Site 10 scored 70% for this criterion.
- Site 11 allows for short and long range views from Scott / Albert Street, Booth Street and Sir John A. Macdonald Parkway. In addition, a facility built on Site 11 would also be visible from the LRT. Therefore, Site 11 scored 85% for this criterion.



OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

- Site 12 allows for short and long range views from Scott / Albert Street and Sir John A. Macdonald Parkway. A facility built on Site 12 would also be visible from the LRT. Therefore, Site 12 scored 70% for this criterion.

### 3. Accessibility

#### ***S-5: Accessibility by public transit***

***Description: The site should be as nearby as possible to an existing or planned public transit station. It should be within 400 metres walking distance from a Confederation Light Rail Transit Line station.***

#### Scoring Commentary:

- Site 6 is expected to be approximately 80 – 90 metres walking distance from Lyon LRT Station and therefore scored 85% for this criterion.
- Site 7 is expected to be 320 – 330 meters walking distance from Lyon LRT Station and therefore scored 70% for this criterion.
- Site 8 is expected to be 230 – 290 meters walking distance from Pimisi LRT Station and therefore scored 70% for this criterion.
- Site 9 is expected to be integrated with Pimisi LRT Station and therefore scored 100% for this criterion.
- Site 10 is expected to be 90 – 100 meters walking distance from Pimisi LRT Station and therefore scored 85% for this criterion.
- Site 11 is expected to be integrated with Pimisi LRT Station and therefore scored 100% for this criterion.
- Site 12 is expected to be integrated with Bayview LRT Station and therefore scored 100% for this criterion.

#### ***S-6: Accessibility by walking and by cycling***

***Description: The site should be nearby to existing or planned sidewalks, pedestrian paths and bicycle paths that allow visitors to easily access the new facility through a safe and welcoming walking or cycling experience.***

#### Scoring Commentary:

- Site 6 is accessible by walking. Cycling network is available along Lyon Street and Bay Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 6 scored 70% for this criterion.
- Site 7 is accessible by walking. Cycling network is available along Bay Street and Laurier Avenue. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 7 scored 70% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 8 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Commissioner Street and Albert Street. Upgraded and/or new cycling network is planned in the area. The future cycling network in this area will be integrated with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 8 scored 85% for this criterion.
- Site 9 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street. An upgraded and/or new cycling network is planned along Albert Street and Booth Street. Similar to Site 8, the future cycling network in this area will be integrated with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 9 scored 85% for this criterion.
- Site 10 is located within LeBreton Flats. It is accessible by walking. New cycling network is planned along Booth Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 10 scored 70% for this criterion.
- Site 11 is located at the Confederation Line LRT construction site (Pimisi). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street. An upgraded and/or new cycling network is planned along Albert Street and Booth Street. Similar to Site 8 and Site 9, Site 11 will integrate the future cycling network with the nearby cycling trails to provide an enhanced walking and cycling experience. Therefore, Site 11 scored 85% for this criterion.
- Site 12 is located at the Confederation Line LRT construction site (Bayview). It will be accessible by walking once the construction is completed. Cycling network is available along Albert Street and Champagne - O-Train Corridor Multi-Use Pathway. An upgraded and/or new cycling network is planned along Albert Street. The experience of walking and cycling to the site would be satisfactory. Therefore, Site 12 scored 70% for this criterion.

#### 4. Location within Central Area

##### ***S-7: Proximity to the cultural and administrative centre of the City***

***Description: The site should be centrally located in proximity to an existing or planned cultural and administrative centre of the City. The level of preference among the identified Central Area sectors decreases in the following order:***

- ***Sector One***
- ***Sector Two***
- ***Sector Three or Sector Four***
- ***Sector Five***

**Sector Descriptions (please refer to the map provided in Appendix 3 of this report):**

- **Sector One**
  - ***Bounded by the Rideau Canal, Lisgar Street, Elgin Street, Sparks Street, the Escarpment and the Ottawa River.***
  - ***Sector One includes both sides of Elgin Street and Sparks Street.***
  - ***Major focus of employment and economic activity; includes the Parliamentary and canal parks precincts together with significant national and civic cultural landmarks.***
- **Sector Two**
  - ***Bounded by Elgin Street, Gloucester Street, Bronson Avenue / the Escarpment and Sparks Street.***
  - ***Sector Two excludes the properties fronting along the west side of Elgin Street and south side of Sparks Street.***
  - ***Major commercial and office district; growing residential uses planned for high density mixed-use development supporting the Confederation Light Rail Transit Line.***
- **Sector Three**
  - ***Bounded by King Edward Avenue, Laurier Avenue, the Rideau Canal / Ottawa River, St. Patrick Street and St. Andrew Street***
  - ***Major convention and retail centre including the By-Ward Market; arts, theatre and entertainment precinct; major tourist destination.***
- **Sector Four**
  - ***Bounded by the Escarpment / Bronson Avenue, Albert Street, Preston Street and the Ottawa River.***
  - ***Includes a major museum, festival park and lands recently scheduled for development as part of LeBreton Flats with compact residential and commercial land uses that complement nearby neighbourhoods; the Escarpment and tail race aqueduct are distinctive features.***
- **Sector Five**
  - ***Bounded by Preston Street, Albert Street, Trillium Line and the Ottawa River.***
  - ***Future mixed use development area planned for transit orientated development at the junction of the Confederation Line and Trillium Line.***

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

*Scoring Commentary:*

- Site 6 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 7 is located in Sector 2 and therefore scored 85% for this criterion.
- Site 8 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 9 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 10 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 11 is located in Sector 4 and therefore scored 70% for this criterion.
- Site 12 is located in Sector 5 and therefore scored 50% for this criterion.

## Commentary on Detailed Assessment (OPL-LAC Joint Facility)

### 1. Site Physical Capacity

#### ***D-1: Zoning status***

***Description: It is preferable that the site is currently zoned to allow for a library / archives facility.***

#### Scoring Commentary:

- Site 6 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 7 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 8 requires rezoning and Secondary Plan amendments and therefore scored 70% for this criterion.
- Site 9 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 10 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 11 requires rezoning but not Official Plan Amendments and therefore scored 85% for this criterion.
- Site 12 requires rezoning and Secondary Plan amendments and therefore scored 70% for this criterion.

#### ***D-2: The site configuration and features allow for sustainable design and minimal environmental impact***

***Description: The site should allow for opportunities to use sustainable architecture and minimize the environmental impact.***

#### Scoring Commentary:

- Although potentially with some moderate challenges (such as the surrounding high rise buildings), Site 6 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 6 scored 70% for this criterion.
- Similar to Site 6, Site 7 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Therefore, Site 7 scored 70% for this criterion.
- Site 8 provides unique opportunities for sustainable design. It has excellent exposure, which provides potential for green roof and innovative energy solutions. It also provides other unique features such as the escarpment and aqueduct that could significantly

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

facilitate the development and implementation of a sustainable design that maximizes reductions in identifiable environmental impacts. Therefore, Site 8 scored 100% for this criterion.

- Site 9 has similar great features to Site 8. However, the above grade LRT adjacent to the site (noise issue) could potentially limit, to a certain extent, the opportunities for the development and implementation of a sustainable design. Therefore, Site 9 scored 85% for this criterion.
- Site 10 should allow for the development and implementation of a sustainable design to achieve some reductions in identifiable environmental impacts. Compared to Site 8 and Site 9, it has potential issues due to the elevated Booth Street and noise from the above grade LRT. Furthermore, the relatively small size reduces the site's ability to overcome the challenges. Therefore, Site 10 scored 70% for this criterion.
- Site 11 has similar features to Site 9 and therefore scored 85% for this criterion.
- Given the challenges associated with the need for air rights, including potential inference with the LRT infrastructure beneath, Site 12 poses significant challenges to the development and implementation of a sustainable design. Therefore, Site 12 scored 50% for this criterion.

### ***D-3: Proximity to paid parking spaces***

***Description: The site should have the capacity to accommodate parking spaces or be nearby to public parking spaces.***

#### Scoring Commentary:

- There are over 2,000 off-street public and private parking spaces within 200 metres of Site 6, which implies that on-site parking may not be required. Therefore, Site 6 scored 100% for this criterion.
- There are 400 – 500 off-street public and private parking spaces within 200 metres of Site 7, which appears to be insufficient to meet the requirements of the new facility. However, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 7 scored 70% for this criterion.
- Although currently there is no off-street public and private parking spaces within 200 metres of Site 8, it is expected that parking facilities will be built when LeBreton Flats is further developed. Also, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 8 scored 70% for this criterion.
- For similar considerations to Site 8, Site 9, Site 10 and Site 11 also scored 70% for this criterion.
- Although currently there is no off-street public and private parking spaces within 200 metres of Site 12, the site should have the capacity to accommodate the required parking spaces. Therefore, Site 12 scored 70% for this criterion.

## 2. Contextual Suitability

***D-4: Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility***

***Description: The existing or planned future development in the surrounding areas of the site should enhance the neighbourhood character, optimize the scale of development and promote the image of the entire area without resulting in a negative impact on the character and image of the new library / archives facility.***

Scoring Commentary:

- High rise commercial, residential and mixed-use buildings are expected in the surrounding areas of Site 6, which could co-exist with the function, services and image of the new library / archives facility and would enhance, to a limited extent, the neighbourhood character. Therefore, Site 6 scored 70% for this criterion.
- Residential buildings are mainly expected in the surrounding areas of Site 7, which could potentially detract from having a complementary / compatible relationship with the function, services and image of the new library / archives facility. Therefore, Site 7 scored 50% for this criterion.
- With RendezVous LeBreton's plan for the redevelopment of LeBreton Flats, expected development in the surrounding areas of Site 8 would significantly enhance the neighbourhood character and be complementary and compatible with the function, services and image of the new library / archives facility. Therefore, Site 8 scored 100% for this criterion.
- For similar considerations to Site 8, Site 9 and Site 11 also scored 100% for this criterion.
- Although Site 10 is also located in LeBreton Flats, it is expected to be part of the fabric of a residential enclave. Therefore, Site 10 scored 70% for this criterion.
- The expected Innovation Centre at Bayview Yards would be complementary and compatible with the function, services and image of the new library / archives facility. Also, the surrounding areas of Site 12 have great potential for future civic development that would enhance the neighbourhood character. Therefore, Site 12 scored 85% for this criterion.

***D-5: Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use***

***Description: The site should be in a diverse, mixed-use main street environment which includes surrounding facilities that could provide complementary functional support (museums, arts and cultural institutions, restaurants, cafés, retail, entertainment, etc.) and draw residents and visitors to the area.***

Scoring Commentary:

- Site 6 is located in the Upper Town sector of the Central Area Secondary Plan bordering the Core sector. There is a moderate number of cultural, commercial, residential and

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

institutional facilities in the surrounding areas. The layout of the area is not expected to significantly change for the new library / archives facility. Therefore, Site 6 scored 70% for this criterion.

- Site 7 is located in the middle of the Upper Town sector surrounded by predominantly residential neighbourhoods. The layout of the area is not expected to significantly change for the new library / archives facility. Therefore, Site 7 scored 50% for this criterion.
- In addition to the expected development in LeBreton Flats and surrounding areas, which would provide a diverse, mixed-use environment, Site 8 is also close to the Canadian War Museum, the new Holocaust Memorial, the historical Fleet Street Pumping Station, the aqueduct and the existing LAC facility at 395 Wellington Street. Furthermore, considering that the library / archives facility would likely be located on the east portion of the site facing Commissioner Street and Albert Street, it represents a natural extension of the Core. Therefore, Site 8 scored 85% for this criterion.
- Compared to Site 8, Site 9 is a bit remote from the Central Business District with unknown development on Site 8 if it is not selected for the library / archives facility. Therefore, Site 9 scored 70% for this criterion.
- For similar considerations to Site 9, Site 10 and Site 11 also scored 70% for this criterion.
- Site 12 has the potential for some types of cultural, commercial, residential and institutional facilities in the surrounding area when the new library / archives facility opens and further development over time. Therefore, Site 12 scored 70% for this criterion.

### ***D-6: Proximity to existing or planned government institutional facilities that are complementary in terms of function and use***

***Description: The site should be nearby to other government facilities that could enhance the function and use of the new library / archives facility.***

#### ***Scoring Commentary:***

- Site 6, which is to the west of many government institutional facilities, does not provide considerable synergy to complement the function and use of the library / archives facility except that it is close to the existing LAC facility at 395 Wellington Street. Therefore, Site 6 scored 70% for this criterion.
- Site 7 is remote from government institutional facilities and surrounded by residential buildings. Therefore, Site 7 scored 50% for this criterion.
- Site 8, Site 9, Site 10 and Site 11 are close to the existing LAC facility at 395 Wellington Street and the Canadian War Museum. They are also close to the federal institutional facilities in Gatineau, Quebec through Chaudière Bridge and Portage Bridge. Therefore, Site 8, Site 9, Site 10 and Site 11 scored 85% for this criterion.
- Site 12 is remote from government institutional facilities and therefore scored 50% for this criterion.



### 3. Opportunities to Contribute to Civic and National Planning Initiatives and City / Nation Building

#### ***D-7: Development of the new library / archives facility would serve as a catalyst and economic driver for Central Area development***

***Description: The site should allow the development of the new library / archives facility to serve as an engine driving further development / redevelopment and advance other major public and non-public investments in the surrounding area.***

#### Scoring Commentary:

- Although Site 6 is located in an established area, development of the new library / archives facility could potentially drive, to a certain extent, the extension of the main commercial, business and government area into the Upper Town sector. Therefore, Site 6 scored 70% for this criterion.
- Development of the new library / archives facility on Site 7 is expected to play a minor role in stimulating public and non-public investments in the surrounding areas. Therefore, Site 7 scored 50% for this criterion.
- Development of the new library / archives facility on Site 8, Site 9 or Site 11 would be a critical catalyst and economic driver to stimulate public and non-public investments in LeBreton Flats and the surrounding areas. Therefore, Site 8, Site 9 and Site 11 scored 100% for this criterion.
- Areas surrounding Site 10 are currently under development for residential use. Development of the new library / archives facility on Site 10 would be an important catalyst and economic driver to stimulate public and non-public investments. Therefore, Site 10 scored 85% for this criterion.
- Site 12 is located at the intersection of two LRT lines (Confederation Line and Trillium Line) and would become a hub for further development. However, compared to other development initiatives in this area, development of the new library / archives facility on Site 12 is expected to play a moderate role in stimulating public and non-public investments. Therefore, Site 12 scored 70% for this criterion.

#### ***D-8: Development of the new library / archives facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification***

***Description: The site should allow the development of the new library / archives facility (an innovative and iconic building) to significantly contribute to the achievement of the overall City building objectives.***

#### Scoring Commentary:

- Considering that Site 6 and Site 7 are in a predominantly residential area, development of the new library / archives facility on Site 6 and Site 7 would partially align with, but would not significantly advance, the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 6 and Site 7 scored 50% for this criterion.

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

- With the advantage of being located along the transit corridor and contributing to the redevelopment of LeBreton Flats, development of the new library / archives facility on Site 8, Site 9 and Site 11 would significantly advance the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 8, Site 9 and Site 11 scored 100% for this criterion.
- Areas surrounding Site 10 are currently under development for residential use. Development of the new library / archives facility on Site 10 would generally align with, but would not significantly advance, the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 10 scored 70% for this criterion.
- Development of the new library / archives facility on Site 12 would generally align with, but would not be the predominant driver in the advancement of the City's development policies, secondary plans and transit oriented growth and intensification. Therefore, Site 12 scored 70% for this criterion.

***D-9: Development of the new library / archives facility contributes to the National Capital Commission (NCC) Comprehensive Plan***

***Description: The site should allow the development of the new library / archives facility to contribute to the NCC Comprehensive Plan that provides a policy framework for conducting federal activities, managing properties and assigning locations to federal facilities in the National Capital Region.***

**Scoring Commentary:**

- Considering that Site 6 is outside of the main government, business and commercial area (at the border between the Core and Upper Town) and in a predominantly residential area, development of the new library / archives facility on this site would only partially align with the goals of the NCC master, sector and area plans. Therefore, Site 6 scored 50% for this criterion.
- Considering that Site 7 is in the middle of a predominantly residential area, development of the new library / archives facility on this site would not align with the NCC master, sector and area plans. Therefore, Site 7 scored 0% for this criterion.
- Development of the new library / archives facility on Site 8, Site 9 and Site 11 would contribute to the goals of the NCC master, sector and area plans. Therefore, Site 8, Site 9 and Site 11 scored 85% for this criterion.
- Considering the residential use planned for the surrounding area, development of the new library / archives facility on Site 10 would generally align with, but would not contribute to, the goals of the NCC master, sector and area plans. Therefore, Site 10 scored 70% for this criterion.
- Given the remote location of Site 12, development of the new library / archives facility on this site would not align with the NCC master, sector and area plans. Therefore, Site 12 scored 0% for this criterion.

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

***D-10: Development of the new library / archives facility contributes to the establishment of a new civic focal point and civic identity***

***Description: The site should allow the new library / archives facility (an iconic public building) to be favourably positioned to become an essential civic focal point and provide a statement of civic pride.***

Scoring Commentary:

- Due to the lack of long range visibility and the residential nature of the surrounding areas, Site 6 and Site 7 would have a minor contribution to the establishment of a new civic focal point and civic identity creating civic pride. Therefore, Site 6 and Site 7 scored 50% for this criterion.
- Site 8 is located at the south-east corner of LeBreton Flats. Furthermore, the library / archives facility would likely be located on the east portion of the site facing Commissioner Street and Albert Street. This provides quality short and long range views of the facility from multiple approaches. It also has a number of cultural and national attributes that would allow the new library / archives facility to become the centre of a new civic focal point and provide a statement of civic pride. Therefore, Site 8 scored 100% for this criterion.
- Compared to Site 8, Site 9 and Site 11 are a bit further from the escarpment and Central Business District. Development of the new library / archives facility on these sites would still significantly contribute to the establishment of a new civic focal point and civic identity creating civic pride. It would however be challenging to make the new facility the centre of the civic focal point. Therefore, Site 9 and Site 11 scored 85% for this criterion.
- Site 10, although located in LeBreton Flats, is in an area planned for residential use. The new facility is expected to be on a minor secondary street rather than on a major street. The elevated Booth Street would also be challenging to the visibility of the facility. Therefore, Site 10 scored 50% for this criterion.
- Development of the new library / archives facility on Site 12 would incentivize the City to co-locate other civic facilities in the surrounding areas to potentially establish a new civic focal point around Bayview. Therefore, Site 12 scored 85% for this criterion.

***D-11: Development of the new library / archives facility contributes to the establishment of a new national focal point supporting the National Capital and Canadians***

***Description: The site should allow the new library / archives facility to promote the national identity, prominently portray national symbols and become an essential focal point of the National Capital Region.***

Scoring Commentary:

- Site 6 would not provide the required visibility for the new facility to make it an essential focal point of the National Capital Region. However, this site is relatively closer to Parliament Hill compared to other sites. Therefore, Site 6 scored 50% for this criterion.

## OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT SITE EVALUATION REPORT

- Site 7 does not provide any significance from a federal perspective and therefore scored 0% for this criterion.
- Site 8 has excellent short and long range visibility and is relatively closer to the escarpment and the Core compared to other LeBreton Flats sites. Development on this site would contribute to the overall redevelopment of LeBreton. Also, it is connected to the federal facilities in Gatineau, Quebec through the bridges crossing the Ottawa River. All of these features would significantly promote the national identity and make the new library / archives facility an essential focal point of the National Capital Region. Therefore, Site 8 scored 100% for this criterion.
- Compared to Site 8, Site 9 and Site 11 are a bit further from the escarpment and the Core. Therefore, Site 9 and Site 11 scored 85% for this criterion.
- Although Site 10 is in an area planned for residential use, given its location within LeBreton Flats, it could still contribute, to a limited extent, to the promotion of the national identity and establishment of a new focal point of the National Capital Region. Therefore, Site 10 scored 70% for this criterion.
- Given the remote location of Site 12, development of the new library / archives facility on this site would not contribute to the promotion of the national identity and establishment of a new focal point of the National Capital Region. Therefore, Site 12 scored 0% for this criterion.

#### 4. Encumbrances

##### ***D-12: No significant physical encumbrances***

***Description: There should not be significant physical encumbrances associated with the site (e.g. water table, soil capacity, encumbrances imposed by the zone of influence adjacent to a light rail transit line or tunnel, air rights / strata title, demolition requirement, etc.) that could cause delays in the project schedule and/or cost overruns.***

##### ***Scoring Commentary:***

- Site 6, Site 7, Site 8, Site 9, Site 10 and Site 11 all have certain physical encumbrances. However, these physical encumbrances are not expected to significantly impact the Project schedule or costs (i.e. manageable challenges and risks). Therefore, these sites scored 70% for this criterion.
- Site 12 has significant physical encumbrances due to the use of air rights and potential interference with the LRT infrastructure, which could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 12 scored 50% for this criterion.

##### ***D-13: No significant servicing encumbrances***

***Description: There should not be significant servicing encumbrances associated with the site (e.g. upgrade or relocation of gas lines, power utilities, water service, storm drainage and sanitary sewers, requirements for road / street infrastructure, etc.) that could cause delays in the project schedule and/or cost overruns.***

OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT

Scoring Commentary:

- There are no significant servicing encumbrances identified for Site 6, Site 7, Site 8, Site 9, Site 10, Site 11 and Site 12. Therefore, all sites scored 100% for this criterion.

**D-14: No significant environmental encumbrances**

**Description: There should not be significant environmental encumbrances associated with the site (e.g. contamination issues, etc.) that could cause delays in the project schedule and/or cost overruns.**

Scoring Commentary:

- Phase I & II Environmental Site Assessments have been completed on Site 6. Fill material containing debris was identified at the northeast portion of site, which is impacted with metals. Groundwater sampling has only been conducted on the northeast portion of the site. Additional investigation would be warranted. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 6 scored 70% for this criterion.
- There are no environmental reports available for Site 7. The site and surrounding properties were previously used for a brass foundry, garage with underground storage tank and dyeing and cleaning works with multiple underground storage tanks. It is assumed that there is some level of soil and groundwater impacts on the site given the historical use of the site and surrounding properties. Overall, the environmental risks associated with the site are considered high. Therefore, Site 7 scored 0% for this criterion.
- Site 8 is currently used for the LRT project for west portal and construction staging / storage. Various historical investigations and Phase I & II Environmental Site Assessment have been completed. Fill material containing debris was identified across the site, which is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Only sodium exceedances were identified in groundwater. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 8 scored 70% for this criterion.
- Several environmental investigations have been completed on Site 9. Fill material containing debris was identified across site, which is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Groundwater impacts were not identified. Additional investigation would be warranted. Overall, the environmental risks associated with the site are considered moderate. Therefore, Site 9 scored 70% for this criterion.
- Various environmental investigations have been completed on Site 10. A remediation program was completed in the early to mid-2000s however the reports are currently unavailable for review. Record of site condition was obtained in 2005 for future residential use on a 3.8 ha parcel including the site. Overall, the environmental risks associated with the site are considered low. Therefore, Site 10 scored 100% for this criterion.
- The former Ottawa Paint Works site (part of Site 11) was remediated in 1997-1998. Several environmental investigations have been completed on the site. Fill across the site

**OTTAWA CENTRAL LIBRARY DEVELOPMENT PROJECT  
SITE EVALUATION REPORT**

is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Deeper fill / native soil is also impacted on west portion of the site. Groundwater impacts were not identified in most recent sampling event. Additional investigation would be warranted. Overall, the environmental risks associated with the site are considered moderate to high. Therefore, Site 11 scored 50% for this criterion.

- Site 12 was used as rail yard until the early 1960s and as a snow disposal site until 1993. Phase I & II Environmental Site Assessments have been completed. Fill across the site is impacted with metals, polycyclic aromatic hydrocarbons and/or petroleum hydrocarbons. Groundwater exceedances were identified in some monitoring wells. No methane gas monitoring has been completed. Overall, the environmental risks associated with the site are considered moderate to high. Therefore, Site 12 scored 50% for this criterion.

***D-15: No significant legal encumbrances***

***Description: There should not be significant legal encumbrances associated with the site (e.g. liens, deed restrictions and covenants, easements, multiple ownership, etc.) that could cause delays in the project schedule and/or cost overruns.***

**Scoring Commentary:**

- Site 6 has multiple owners. Negotiations with multiple owners could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 6 scored 50% for this criterion.
- Site 7 is owned by a school board. Negotiations with the school board could potentially impact, to a certain extent, the Project schedule and/or costs. Therefore, Site 7 scored 70% for this criterion.
- Site 8 is owned by the City. Although unlikely, there is still potential risk of delay in the LRT construction by Rideau Transit Group. Therefore, Site 8 scored 85% for this criterion.
- Site 9 is owned by the NCC. Negotiations with the NCC could potentially impact the Project schedule and/or costs to a certain extent. Therefore, Site 9 scored 70% for this criterion.
- Site 10 is owned by a private developer. According to the agreement between the developer and the NCC, a certain percentage of affordable housing is required in the area of which Site 10 is a part. Coordination with this requirement could potentially impact the Project schedule and/or costs to a certain extent. Therefore, Site 10 scored 70% for this criterion.
- Site 11 has significant risk associated with the ownership. The party that plans to offer the site does not legally control it. This could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 11 scored 50% for this criterion.
- Site 12 is owned by the City. However, the risks associated with the use of air rights, the coordination with the construction and operation of the LRT lines and the requirements of the national transportation board could significantly delay the Project schedule and/or increase the Project costs. Therefore, Site 12 scored 50% for this criterion.



**[www.deloitte.ca](http://www.deloitte.ca)**

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.