

**Ottawa Public Library Board
Conseil d'administration de la bibliothèque publique d'Ottawa**

July 12, 2016 / 12 juillet 2016

**Submitted by / Soumis par:
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File Number: OPLB-2016-0171

SUBJECT: Central Library Development Project: Site Evaluation Process

**OBJET: Projet de construction de la Bibliothèque centrale : Processus
d'évaluation des emplacements**

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Approve site evaluation criteria including associated weightings for the Central Library Development Project, as further described in this report; and,**
- 2. Authorize staff to commence the site evaluation process; and,**
- 3. Direct staff to report back to the Board on the results of Stage 1 of the Site Evaluation Process at a Board meeting to be held in August 2016.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa :

- 1. Approuve les critères d'évaluation des emplacements, y compris les pondérations associées, pour le projet de construction de la Bibliothèque centrale, tel que décrit plus en détail dans le présent rapport;**
- 2. Autorise le personnel à entamer le processus d'évaluation des emplacements;**

3. **Charge le personnel de rendre compte au C.A. des résultats de la première étape du processus d'évaluation des emplacements lors de la réunion du C.A. prévue en août 2016.**

EXECUTIVE SUMMARY

The Central Library Development Project (the Project) is an approved strategic initiative for both the Ottawa Public Library Board (the Board) and Ottawa City Council (Council). This is a transformational project and City-building initiative. An approved concurrent planning process is underway for both an Ottawa Public Library (OPL) stand-alone Central Library, and a joint facility as a result of an expression of interest from Library and Archives Canada (LAC) in a potential partnership with OPL.

This report provides information on the site selection process including recommended site evaluation criteria and weightings for consideration and approval by the Board. The multi-step site selection process includes development of an inventory of Candidate Sites, evaluation of the Candidate Sites against Board-approved site evaluation criteria, and completion of further due diligence, resulting in recommendations on preferred sites as part of a larger decision package by the end of the year. Recommendations will be presented to the Board for consideration and approvals, and subsequent recommendation to Council. Council is the final decision-making authority on the location of the Central Library.

Site evaluation is a multi-step process involving both internal and external resources, and subject matter experts. A multi-disciplinary Site Evaluation Committee will operate by consensus to evaluate the identified Candidate Sites against the approved criteria. An independent Fairness Commissioner will be monitoring the process to ensure openness. Overall scoring considerations and evaluation guidelines have been established for the evaluation process and agreed to by the Committee. These are the same for both the OPL stand-alone facility and potential OPL-LAC joint facility.

Recommended site evaluation criteria were developed for both the OPL stand-alone facility and OPL-LAC joint facility based on public input, preliminary work by City subject matter experts, best practices, and technical expertise. There are two sets of criteria which are summarized below for both the OPL stand-alone facility and OPL-LAC joint facility: Screening Assessment Criteria (Table 1) and Detailed Assessment Criteria (Table 2).

Table 1: Screening Assessment Criteria Summary

Screening Assessment Criteria	OPL Stand-alone Facility		OPL-LAC Joint Facility	
	Item No.	Weighting	Item No.	Weighting
Mandatory Requirement	Pass/Fail		Pass/Fail	
The site allows for the design and development of a facility that is accessible by people with disabilities	S-1	Yes / No	S-1	Yes / No
Site Physical Attributes	40 points		40 points	
Sufficient site area to accommodate the functional building program	S-2	20 points	S-2	20 points
The site configuration and features allow for an innovative architectural design	S-3	5 points	S-3	5 points
Visibility of the site	S-4	15 points	S-4	15 points
Accessibility	40 points		40 points	
Accessibility by public transit	S-5	25 points	S-5	25 points
Accessibility by walking and by cycling	S-6	15 points	S-6	15 points
Location within Central Area	20 points		20 points	
Proximity to the cultural and administrative centre of the City	S-7	20 points	S-7	20 points
TOTAL – Screening Assessment Criteria	100 points		100 points	

Candidate Sites must meet several mandatory requirements in the Screening Assessment Criteria evaluation in order to proceed to evaluation against Detailed Assessment Criteria.

Table 2: Detailed Assessment Criteria Summary

Detailed Assessment Criteria	OPL Stand-alone Facility		OPL-LAC Joint Facility	
	Item No.	Weighting	Item No.	Weighting
Site Physical Capacity	20 points		16 points	
Zoning status	D-1	5 points	D-1	4 points
The site configuration and features allow for sustainable design and minimal environmental impact	D-2	10 points	D-2	8 points
Proximity to paid parking spaces	D-3	5 points	D-3	4 points
Contextual Suitability	20 points		20 points	
Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility	D-4	10 points	D-4	8 points
Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use	D-5	10 points	D-5	6 points
Proximity to existing or planned government institutional facilities that are			D-6	6 points

Detailed Assessment Criteria	OPL Stand-alone Facility		OPL-LAC Joint Facility	
	Item No.	Weighting	Item No.	Weighting
complementary in terms of function and use				
Opportunities to Contribute to Civic Planning Initiatives and City Building		35 points		
Opportunities to Contribute to Civic and National Planning Initiatives and City / Nation Building			39 points	
Development of the new library facility would serve as a catalyst and economic driver for Central Area development	D-6	10 points		
Development of the new library / archives facility would serve as a catalyst and economic driver for Central Area development			D-7	7 points
Development of the new library facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification	D-7	10 points		
Development of the new library / archives facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification			D-8	7 points
Development of the new library / archives facility contributes to the National Capital Commission (NCC) Comprehensive Plan			D-9	7 points

Detailed Assessment Criteria	OPL Stand-alone Facility		OPL-LAC Joint Facility	
	Item No.	Weighting	Item No.	Weighting
Development of the new library facility contributes to the establishment of a new civic focal point and civic identity	D-8	15 points		
Development of the new library / archives facility contributes to the establishment of a new civic focal point and civic identity			D-10	9 points
Development of the new library / archives facility contributes to the establishment of a new national focal point supporting the National Capital and Canadians			D-11	9 points
Encumbrances	25 points		25 points	
No significant physical encumbrances	D-9	7 points	D-12	7 points
No significant servicing encumbrances	D-10	5 points	D-13	5 points
No significant environmental encumbrances	D-11	5 points	D-14	5 points
No significant legal encumbrances	D-12	8 points	D-15	8 points
TOTAL – Detailed Assessment Criteria	100 points		100 points	

Evaluation of the Candidate Sites by the Site Evaluation Committee will commence after Board approval of the evaluation criteria and weightings. This first stage of the evaluation process will result in a ranked list of sites for both an OPL stand-alone facility and an OPL-LAC joint facility. Results of the ranking will be reported to, and confirmed with, the Board in August, followed by further due diligence on the short-listed sites. The

site selection process will conclude with a recommendation to the Board on the preferred site(s) along with the strategic rationale behind the selection will be presented to the Board. This will be as part of a larger decision package which will define the next steps in the Central Library Development Project. The acquisition of land by the Ottawa Public Library Board for the purposes of the Central Library Development Project will require Council's consent pursuant to Section 19 of the *Public Libraries Act*.

The list of identified Candidate Sites will be released after the Board has approved site evaluation criteria and weightings in order to ensure the integrity and independence of the site evaluation criteria approval process. Details on the release of the Candidate Site list will follow at a later date.

BACKGROUND

On June 9, 2015, the Ottawa Public Library Board received Central Library Development Report OPLB-2015-0061 on Central Library planning. In response, the Board approved Motion No. 20150609/3 which provided direction to staff on the next steps in the Central Library project, including a staged implementation process to be used as the basis for considering opportunities for a new-build Central Library. On July 8, 2015, Central Library Development was approved as a 2015-2018 Term of Council priority. This is a transformational project and City-building initiative for Ottawa.

Through the first stage of the implementation process, interest in a potential partnership with the Ottawa Public Library was expressed by Library and Archives Canada. On March 8, 2016, the Board approved Motion No. 20160308/10 to undertake a concurrent planning process for both an OPL stand-alone Central Library, and an OPL-LAC joint facility. On April 12, 2016, the Board received Central Library Development Project Report OPLB-2016-0141 and approved Motion No. 20160412/4 to initiate the site selection process including a call-out for potential sites.

The purpose of this report is to provide additional detail on the site selection process, and to seek the Board's approval of recommended site evaluation criteria including weightings, to enable necessary next steps in project planning. The Board's approval is also requested to authorize staff to commence the site evaluation process, and to report back to the Board on the results of Stage 1 of the Site Evaluation Process at a Board meeting in August 2016 on a date to be confirmed.

DISCUSSION

The multi-step site selection process commenced in April 2016 for completion by the end of 2016. This is a complex process that will respond to both the OPL stand-alone and OPL-LAC joint planning paths. OPL engaged Deloitte to facilitate the site selection process, working with OPL, LAC, and City staff under the direction of the OPL CEO. The site selection process is based on standard practices, City policies, and applicable legislation, and includes public consultation. To enable informed recommendations to the Board and then Council, the site selection process includes the following steps:

- Development of an **inventory** of potential sites (the “Candidate Sites”) within the Central Area;
- **Evaluation** of Candidate Sites based on Board-approved site evaluation criteria and associated weightings; and,
- Completion of **due diligence**, including financial analysis, on the short-listed sites to determine recommended site(s) for both the OPL stand-alone facility and potential OPL-LAC joint facility.
- **Recommendation** in due course to the Board on the preferred site(s) followed by application to Council for consent for acquisition.

The overall site selection process is summarized in Table 3. Each step is based on two concurrent planning paths (OPL stand-alone and OPL-LAC joint) pending a future decision on the potential partnership.

Table 3: Site Selection Process

Activity	Schedule
Site Selection Process	April – December 2016
Development of Site Inventory	April – July 2016
Public Engagement (Site Criteria)	May – June 2016
Site Evaluation Criteria Developed and Approved	April – July 2016
Evaluation of Sites	July – August 2016
Due Diligence on Short-listed Sites	August – October 2016
Recommendations on Site	December 2016

The next sections of this report address the Candidate Site Inventory, and site evaluation processes.

A. Candidate Site Inventory Development

A Candidate Site inventory has been compiled by the City of Ottawa's Real Estate Partnerships and Development Office (REPDO). There are two mandatory criteria for inclusion in the inventory:

1. **Location within the Central Area:** In June 2015, the Board approved the downtown Central Area¹ as the geographic location for the new Central Library. The boundaries of this area 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.
2. **Minimum Site Area:** The site area for the stand-alone Ottawa Central Library facility must be a minimum of 3,720 square meters (40,000 square feet). The site

¹ 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>

area for a potential Ottawa Public Library and Library and Archives Canada joint facility must be a minimum of 6,000 square meters (64,500 square feet).

Inputs to the Candidate Site inventory included:

- City-owned properties;
- Sites identified through the Request for Expressions of Interest (REOI) process;
- Sites identified through the open call-out process; and,
- Sites identified through technical expertise under the lead of REPDO subject matter experts.

Detailed information, e.g. zoning, site attributes, on each Candidate Site in the inventory has been assembled by REPDO for use in the site evaluation process. The list of identified Candidate Sites will be released after the Board has approved site evaluation criteria and associated weightings. This sequencing, which has been validated by the Fairness Commissioner, will ensure the integrity and independence of the process to approve the site evaluation criteria. Details on the release of the Candidate Site list will follow at a later date.

The City-owned property at 557 Wellington Street is included in the Candidate Site inventory. In addition to being a potential site for a Central Library, this site also serves two additional purposes:

- Potential use as an exemplar, or comparator, site for use in financial analysis and the Business Case; and,
- Potential value as an asset that can be leveraged in developing the Financial Framework.

B. Site Evaluation Process

Site evaluation is a multi-step process involving both internal and external resources and subject matter experts. External site selection process advisory services are being provided by Deloitte whose roles and responsibilities include:

- Facilitating the evaluation process;
- Developing recommended site evaluation criteria for Board approval;
- Undertaking required financial analysis associated with the due diligence process; and,

- Developing reports related to the site evaluation process to support recommendations on the preferred site(s) to the Board and Council.

A Site Evaluation Committee (the Committee) has been established to evaluate the identified Candidate Sites against the approved criteria. The Committee is multi-disciplinary with both internal and external representatives. Composition of the Committee for the OPL stand-alone path is outlined in Table 4 below:

Table 4: Site Evaluation Committee – OPL Stand-Alone Facility

Chair (Non-Voting)	Bing Bing Wang, Vice-President, Infrastructure Advisory, Deloitte
External	David Leinster, Partner, The Planning Partnership* James Parakh, Manager, Urban Design, City of Toronto David Gordon, Director, School of Urban and Regional Planning, Queen's University *City of Ottawa Urban Design Review Panel Member
City of Ottawa	John Smit, Manager, Policy Development and Urban Design Robin Souchen, Manager, Strategic Realty Initiatives
Ottawa Public Library	Elaine Condos, Division Manager, Central Library Project Richard Stark, Manager, Facilities Development

The composition of the Site Evaluation Committee for the potential OPL-LAC joint facility is the same as for the OPL stand-alone facility with the addition of **two (2) representatives from LAC**:

- Serge Corbeil, Director General, Real Property
- Mario Gasperetti, Manager, Investment Planning and Portfolio Management

An independent Fairness Commissioner, Peter Woods, The Public Sector Company, is a resource to the Site Evaluation Committee, monitoring the process to ensure openness.

The Committee will operate by consensus. Its roles and responsibilities include:

Pre-Evaluation

- Review and agreement on the recommended draft site evaluation criteria, including associated weightings; and,
- Review of detailed information on each Candidate Site in the inventory.

Evaluation

- Participation in Site Evaluation Consensus Workshop 1 which includes:
 - Walking tour of all sites in the inventory;
 - Evaluation of all Candidate Sites in the inventory for both planning paths; and,
 - Consensus on short-listed sites to advance to next steps.

Post-Evaluation

- Participation in Site Evaluation Consensus Workshop 2 which includes:
 - Review of short-listed sites after completion of the due diligence process; and,
 - Consensus recommendation(s) on preferred site(s) for each planning path.

Evaluation Process

The Deloitte report detailing the Site Evaluation Criteria and the rationale for the criteria is provided as Document 1. The overall scoring considerations and evaluation guidelines have been established for the evaluation process and agreed to by the Committee. These are the same for both the OPL stand-alone facility and potential OPL-LAC joint facility.

Scoring considerations are:

- **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

There are two sets of **assessment criteria** that will be used for the site evaluation process. The first set is Screening Assessment criteria. The second set is Detailed Assessment criteria. Assessment criteria are applied as follows:

- Sites are evaluated against approved Screening Assessment criteria
- The total weighting for Screening Assessment criteria is 100 points
- The weighted score for each criterion equals the score (%) times applicable weighting (points)
- The overall Screening Assessment score equals the sum of the weighted scores for all of the Screening Assessment criteria

Three mandatory requirements must be met in the Screening Assessment evaluation:

1. The site must allow for the design and development of a facility that is accessible by persons with disabilities (Criterion S-1);
2. The site must receive higher than a 0% score on sufficient site area to accommodate the functional building program (Criterion S-2); and,
3. A score of a minimum 70 points out of 100 must be obtained from the Screening Assessment.

Candidate Sites meeting these requirements are then evaluated against Detailed Assessment criteria. Candidate Sites not meeting these requirements do not proceed to the Detailed Assessment evaluation.

Detailed Assessment criteria are applied as follows:

- The total weighting for Detailed Assessment criteria is 100 points
- The weighted score for each criterion equals the score (%) times applicable weighting (points)
- The overall Detailed Assessment score equals the sum of the weighted scores for all of the Detailed Assessment criteria

The Total Assessment score calculation is the overall Screening Assessment score plus the overall Detailed Assessment criteria score, divided by two. Ranking of the sites will be based on the Total Assessment scores.

C. Site Evaluation Criteria

Recommended site evaluation criteria have been developed based on:

- Public input;
- Preliminary work by subject matter experts in REPDO;
- Best practices and technical expertise.

Deloitte facilitated the development of draft criteria including associated weightings based on the above inputs, and in consultation with the Site Evaluation Committee. The recommended criteria and weightings were agreed to by the Committee. This process was monitored by the Fairness Commissioner.

Recommended site evaluation criteria are detailed below for both the OPL stand-alone facility and OPL-LAC joint facility. The rationale for the inclusion of each criterion is explained in the Deloitte report.

Recommended Evaluation Criteria: OPL Stand-alone Facility

There are seven Screening Assessment criteria totaling 100 points, and grouped into three categories:

- Site Physical Attributes (40 points);
- Accessibility (40 points); and,
- Location within the Central Area (20 points).

Of the seven criteria, one is weighted at 25 points, two at 20 points, two at 15 points, and one at 5 points. There is also one mandatory criterion that has a Yes/No response.

There are twelve (12) Detailed Assessment criteria totaling 100 points. These criteria are grouped by four categories:

- Site Physical Capacity (20 points);
- Contextual Suitability (20 points);

- Opportunities to Contribute to Civic Planning Initiatives and City Building (35 points); and,
- Encumbrances (25 points).

Of the twelve criteria, one is weighted at 15 points, five at 10 points, one at 8 points, one at 7 points, and four are weighted at 5 points.

The Screening Assessment criteria are listed in Table 5 followed by the Detailed Assessment criteria in Table 6.

Table 5: Screening Assessment Criteria: OPL Stand-alone Facility

Item	Assessment Criteria	Description	Weighting
Mandatory Requirement			Pass/Fail
S-1	The site allows for the design and development of a facility that is accessible by people with disabilities	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).	Yes / No
Site Physical Attributes			40 points
S-2	Sufficient site area to accommodate the functional building program	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.	20 points
S-3	The site configuration and features allow for an innovative architectural design	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.	5 points
S-4	Visibility of the site	Considering the adjacent land uses and site topography, the site should allow the	15 points

Item	Assessment Criteria	Description	Weighting
		<p>new facility to be fully visible from as many approaches as possible with quality long and short range views.</p> <p>The site should allow the new facility to be fully visible from at least two approaches.</p>	
Accessibility			40 points
S-5	Accessibility by public transit	<p>The site should be as nearby as possible to an existing or planned public transit station.</p> <p>It should be within 400 metres walking distance from a Confederation Light Rail Transit Line station.</p>	25 points
S-6	Accessibility by walking and by cycling	<p>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.</p>	15 points
Location within Central Area			20 points
S-7	Proximity to the cultural and administrative centre of the City	<p>The site should be centrally located in proximity to an existing or planned cultural and administrative centre of the City.</p> <p>The level of preference among the identified Central Area sectors decreases in the following order:</p> <ul style="list-style-type: none"> • Sector One • Sector Two • Sector Three or Sector Four • Sector Five 	20 points

Item	Assessment Criteria	Description	Weighting
		<p>Sector Descriptions (map attached as Document 2):</p> <p>Sector One</p> <ul style="list-style-type: none"> 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. <p>Sector Two</p> <ul style="list-style-type: none"> 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. <p>Sector Three</p> <ul style="list-style-type: none"> Bounded by King Edward Avenue, Laurier Avenue, the Rideau Canal / 	

Item	Assessment Criteria	Description	Weighting
		<p>Ottawa River, St. Patrick Street and St. Andrew Street.</p> <ul style="list-style-type: none"> Major convention and retail centre including the By-Ward Market; arts, theatre and entertainment precinct; major tourist destination. <p>Sector Four</p> <ul style="list-style-type: none"> 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 trail race aqueduct are distinctive features. <p>Sector Five</p> <ul style="list-style-type: none"> 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. 	
Total Points			100 points

Table 6: Detailed Assessment Criteria: OPL Stand-Alone Facility

Item	Assessment Criteria	Description	Weighting
Site Physical Capacity			20 points
D-1	Zoning status	It is preferable that the site is currently zoned to allow for a library facility.	5 points
D-2	The site configuration and features allow for sustainable design and minimal environmental impact	The site should allow for opportunities to use sustainable architecture and minimize the environmental impact.	10 points
D-3	Proximity to paid parking spaces	The site should have the capacity to accommodate parking spaces or be nearby to public parking spaces.	5 points
Contextual Suitability			20 points
D-4	Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility	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.	10 points
D-5	Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use	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.	10 points

Item	Assessment Criteria	Description	Weighting
Opportunities to Contribute to Civic Planning Initiatives and City Building			35 points
D-6	Development of the new library facility would serve as a catalyst and economic driver for Central Area development	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.	10 points
D-7	Development of the new library facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification	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.	10 points
D-8	Development of the new library facility contributes to the establishment of a new civic focal point and civic identity	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.	15 points
Encumbrances			25 points
D-9	No significant physical encumbrances	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.	7 points

Item	Assessment Criteria	Description	Weighting
D-10	No significant servicing encumbrances	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.	5 points
D-11	No significant environmental encumbrances	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.	5 points
D-12	No significant legal encumbrances	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.	8 points
Total Points			100 points

Recommended Evaluation Criteria: OPL-LAC Joint Facility

The recommended evaluation criteria for the OPL-LAC joint facility mirror those for the OPL stand-alone option.

There are seven (7) Screening Assessment criteria totaling 100 points. These criteria are identical, including weightings, to those for the OPL stand-alone facility.

The OPL-LAC joint facility has fifteen (15) Detailed Assessment criteria reflecting the partnership, and also totaling 100 points. These criteria are grouped by four (4) categories:

- Site Physical Capacity (16 points);
- Contextual Suitability (20 points);
- Opportunities to Contribute to Civic and National Planning Initiatives and City / Nation Building (39 points); and,
- Encumbrances (25 points).

Of the fifteen criteria, two are weighted at 9 points, three at 8 points, four at 7 points, two at 6 points, two at 5 points, and two at 4 points.

The Screening Assessment criteria are listed below in Table 7, followed by the Detailed Assessment criteria in Table 8.

Table 7: Screening Assessment Criteria: OPL-LAC Joint Facility

Item	Assessment Criteria	Description	Weighting
Mandatory Requirement			Pass/Fail
S-1	The site allows for the design and development of a facility that is accessible by people with disabilities	<p>By law the site must allow for the design and development of a facility that complies with:</p> <ul style="list-style-type: none"> • 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). 	Yes / No

Item	Assessment Criteria	Description	Weighting
Site Physical Attributes			40 points
S-2	Sufficient site area to accommodate the functional building program	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.	20 points
S-3	The site configuration and features allow for an innovative architectural design	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.	5 points
S-4	Visibility of the site	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.	15 points
Accessibility			40 points
S-5	Accessibility by public transit	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.	25 points

S-6	Accessibility by walking and by cycling	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.	15 points
Location within Central Area			20 points
S-7	Proximity to the cultural and administrative centre of the City	<p>The site should be centrally located in proximity to an existing or planned cultural and administrative centre of the City.</p> <p>The level of preference among the identified Central Area sectors decreases in the following order:</p> <ul style="list-style-type: none"> • Sector One • Sector Two • Sector Three or Sector Four • Sector Five <p>Sector Descriptions (map attached as Document 2):</p> <p>Sector One</p> <ul style="list-style-type: none"> • 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 	20 points

		<p>national and civic cultural landmarks.</p> <p>Sector Two</p> <ul style="list-style-type: none"> • 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. <p>Sector Three</p> <ul style="list-style-type: none"> • 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. <p>Sector Four</p> <ul style="list-style-type: none"> • 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 	
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		<p>commercial land uses that complement nearby neighbourhoods; the Escarpment and tail race aqueduct are distinctive features.</p> <p>Sector Five</p> <ul style="list-style-type: none"> Bounded by Preston Street, Albert Street, Trillium Line and the Ottawa River. <p>Future mixed use development area planned for transit orientated development at the junction of the Confederation Line and Trillium Line.</p>	
Total Points			100 points

Table 8: Detailed Assessment Criteria: OPL-LAC joint Facility

Item	Assessment Criteria	Description	Weighting
Site Physical Capacity			16 points
D-1	Zoning status	It is preferable that the site is currently zoned to allow for a library / archives facility.	4 points
D-2	The site configuration and features allow for sustainable design and minimal environmental impact	The site should allow for opportunities to use sustainable architecture and minimize the environmental impact.	8 points

D-3	Proximity to paid parking spaces	The site should have the capacity to accommodate parking spaces or be nearby to public parking spaces.	4 points
Contextual Suitability			20 points
D-4	Existing or planned future development in the surrounding areas will be complementary in terms of character and image of the facility	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.	8 points
D-5	Proximity to existing or planned cultural, commercial, residential and institutional facilities that are complementary in terms of function and use	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.	6 points
D-6	Proximity to existing or planned government institutional facilities that are complementary in terms of function and use	The site should be nearby to other government facilities that could enhance the function and use of the new library / archives facility.	6 points
Opportunities to Contribute to Civic and National Planning Initiatives and City / Nation Building			39 points
D-7	Development of the new library / archives facility would serve as a catalyst	The site should allow the development of the new library / archives facility to serve as an engine driving further development	7 points

	and economic driver for Central Area development	/ redevelopment and advance other major public and non-public investments in the surrounding area.	
D-8	Development of the new library / archives facility contributes to the City's development policies, secondary plans and transit oriented growth and intensification	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.	7 points
D-9	Development of the new library / archives facility contributes to the National Capital Commission (NCC) Comprehensive Plan	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.	7 points
D-10	Development of the new library / archives facility contributes to the establishment of a new civic focal point and civic identity	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.	9 points
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	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.	9 points

Encumbrances			25 points
D-12	No significant physical encumbrances	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.	7 points
D-13	No significant servicing encumbrances	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.	5 points
D-14	No significant environmental encumbrances	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.	5 points

D-15	No significant legal encumbrances	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.	8 points
Total Points			100 points

D. Site Selection Process

Stage 1 – Site Evaluation

Evaluation of the Candidate Sites will commence after the Board has approved the Site Evaluation Criteria. Detailed information prepared by REPDO on each Candidate Site will be distributed to the Committee members for review against the approved Site Evaluation Criteria (i.e. Screening Assessment and Detailed Assessment criteria) prior to the Site Evaluation Consensus Workshop 1, and to the Fairness Commissioner. The multi-day workshop will include a site walking tour, and consensus evaluation and scoring of each Candidate Site.

At the conclusion of the Site Evaluation Consensus Workshop 1, the Committee will agree on a ranked list of sites for both an OPL stand-alone facility and an OPL-LAC joint facility.

Results of the ranking will be reported to and confirmed with the Board in August. To ensure the transparency of the process, the Board will hold a public meeting which will include an in-camera agenda item on site evaluation.

Subject to Board confirmation, a short-list of no more than three sites will be selected for the OPL stand-alone Central Library and OPL-LAC Joint Facility, respectively.

Stage 2 – Further Due Diligence

The next step in the selection process involves detailed due diligence on the sites short-listed in Stage 1 to further investigate any development and financial site acquisition

considerations associated with each site. The due diligence will include a quantitative and qualitative assessment of each site that will be used to further refine the site rankings. The due diligence will be informed by discussions with relevant site owners to determine the budgetary and scheduling parameters associated with site acquisition.

The output of this exercise will be a recommendation, based on the refined site rankings, on the preferred site(s) for the OPL stand-alone facility and potential OPL-LAC joint facility.

Stage 3 – Recommendation on the Preferred Site(s)

At the conclusion of the site selection process, a recommendation on the preferred site(s) along with the strategic rationale behind the selection will be presented to the Board as part of a larger decision package which will define the next steps in the Central Library Development Project. The decision package will also include recommendations on the potential partnership with LAC, a project delivery method and a financial framework.

Following Board consideration and approvals, recommended next steps including the preferred site for the Central Library Development Project will be proposed to Council for consideration and approval. Following Council approval, Project implementation will get underway.

E. Summary

The purpose of this report is to seek the Board's approval of the recommended site evaluation criteria including weightings, to enable next steps in the site selection process for an OPL stand-alone facility and potential OPL-LAC joint facility. Following completion of the site evaluation process, recommendations on the best possible site(s) will come to the Board by the end of 2016.

CONSULTATION

Consultation is an integral part of the planning process. Consultation and the exchange of information were undertaken using a variety of methods including public meetings and electronic information gathering.

Public Meetings

Two consecutive in-person meetings took place on May 16, 2016 at Ottawa City Hall to gather input on what the community considers most important when selecting a site for a central library. Ninety-eight (98) participants attended the first session from 4:00 – 6:00 p.m. and 79 participants attended the second session from 7:00 – 9:00 p.m. The consultation sessions included comments from Board Chair Tim Tierney, Mayor Jim Watson, and CEO Danielle McDonald. Facilitated group table exercises included a roundtable where participants could speak to site selection factors that were most important to them. This was followed by a review of site evaluation criteria used by other libraries, and a consensus discussion of the top ten site evaluation factors. After a presentation by Judy Hare, former CEO, Halifax Public Library, each table compiled a top ten list.

Consolidation and analysis of the top ten lists by PACE Public Affairs & Community Engagement resulted in the identification of the following top themes:

1. **Access:** Comments related to the method once uses to travel to the Central Library including Light Rail Transit access, walking, bicycling, and by car or private vehicle.
2. **Core or density of the area:** Comments were related to the future Central Library location being in a densely populated or frequented central area.
3. **Ability to be an iconic or landmark destination point:** Many participants commented that the site needed to allow for the design of an iconic building.
4. **Outdoor considerations** included comments pertaining to the facility's streetscaping as well as to the desire to have green and open spaces.
5. **Environmental considerations** included comments on the inclusion of sustainable or environmental considerations in determining location.
6. **Strategic considerations** included comments that the site should be selected to advance a specific strategic outcome, e.g. focal point, catalyst for economic development.
7. **Spaciousness:** Several comments were made that the selected site should be big enough for future expansion.
8. **Accessibility** included comments on site accessibility for people with limited mobility.
9. **Flexibility of Purpose/ Ability to accommodate multiple uses:** Several comments were noted regarding the site's ability to integrate a multitude of uses.

10. Costs and Affordability: Opinions were mixed with respect to the affordability of a site.

The PACE report notes that the majority of comments pertained to the first two factors on the above list – “Access”, and “Core or density of the area”. PACE’s complete report is provided as Document 3.

Online Questionnaire

An open questionnaire link was hosted by Nanos Research to allow interested individuals to share their views on location criteria for the Ottawa Central Library. Individuals were asked to rank a number of potential location criteria on a scale from 1 to 10, where 1 was not at all important and 10 was very important. Responses were then grouped into three categories of importance: important (scores of 8-10), average importance (scores of 4-7), and not important (scores of 1-3). A total of 2,401 submissions were made between May 26 and June 9, 2016.

The potential location criteria that were ranked highest in importance (scores of 8-10) were:

1. Be welcoming to people with disabilities
2. Easy to get to by public transit via the bus
3. Easy to get to by walking
4. Promoting a feeling of safety for library customers
5. Easy to get to by bicycle
6. Easy to get to from a new LRT station

Fewer than half of survey respondents responded to an open-ended question on other important factors. The most frequent response to that question related to a downtown, central location.

The complete Nanos Research report on the online questionnaire is provided as Document 4.

Consultation occurred with the Board Ad-Hoc Committee and representatives from Library and Archives Canada. In addition, the Site Evaluation Committee was consulted on draft evaluation criteria.

LEGAL IMPLICATIONS

For the reasons set out hereafter there are no legal impediments to implementing the recommendations in the report. The report is recommending an open and transparent site selection process, including site selection criteria and weightings, for the Central Library Development Project which will be overseen by a Fairness Commissioner. The process provides for both a stand-alone Central Library as well as the option of a joint facility arising from an expression of interest from Library and Archives Canada in a potential partnership with the Ottawa Public Library. The City Clerk and Solicitor Department and the Ottawa office of Borden Ladner Gervais LLP have been consulted in the preparation of the report and have provided their input, including in the Legal Implications section.

RISK MANAGEMENT IMPLICATIONS

There are risk implications. These risks have been identified and explained in the report and are being managed by the appropriate staff.

FINANCIAL IMPLICATIONS

Funding for the site evaluation process is available in the 2016 capital budget for the Central Library Development Project.

ACCESSIBILITY IMPACTS

There are no accessibility impacts related to this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications related to this report.

BOARD PRIORITIES

Central Library Development is a 2015-2018 approved strategic priority for both the Board and City Council.

SUPPORTING DOCUMENTATION

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|------------|---|
| Document 1 | Deloitte, Ottawa Central Library Development Project, Site Selection Criteria, July 2016 (<i>Immediately follows the report</i>) |
| Document 2 | Screening Assessment Criteria Item No. S-7 (<i>Immediately follows the report</i>) |
| Document 3 | PACE Public Affairs & Community Engagement, <i>Summary Report: Public consultation in support of the Ottawa Central Library Development Project: In-person Consultation Sessions on Site Evaluation Criteria (May 16, 2016), June 20, 2016 (Immediately follows the report)</i> |
| Document 4 | Nanos Research, <i>Ranking potential location criteria for a new Central Library, Ottawa Public Library Consultation Summary</i> , June 2016 (Submission 2016-850) (<i>Immediately follows the report</i>) |

DISPOSITION

Pending Board approval of site selection evaluation criteria including weightings:

- The list of Candidate Sites will be released; and
- Evaluation of Candidate Sites against approved criteria will be undertaken.

Results of the site evaluation process, including confirmation of direction as required, will be presented to the Board at a public meeting in August as an in-camera agenda item.