



## NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

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# REQUEST FOR EXPRESSIONS OF INTEREST

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CAPITAL CULTURE LIVES HERE

## 1.0 About the Project

The National Capital Commission (NCC) plays an important role caring for and protecting historic buildings, landscapes and public spaces that are part of Canada's cultural heritage. The NCC is also committed to supporting cultural development, enhancing art of the highest quality in the public realm of the Capital, and supporting diversity through a collaborative and regional approach to creative placemaking. For more information, please refer to the NCC's Plan for Canada's Capital, 2017–2067, [[LINK](#)] which presents a long-term vision for the future of the region.

We are proud to introduce the "Capital Culture Lives Here" initiative [[LINK](#)] to connect arts and culture organizations with Canadians.

The goal of this initiative is to welcome an artist-in-residence program to the historic Rochon Residence [[LINK](#)] starting in winter 2022. This project is an ideal opportunity for any national, local, private or not-for-profit organization seeking a venue for an artist-in-residence program. If this pilot is a success, we hope to build new creative partnerships for the animation of other NCC heritage sites.

This partnership presents an opportunity to accomplish the following:

- offer visiting artists accommodation in a unique, newly renovated heritage home ideally located in the heart of Canada's Capital;
- secure a unique and creative space for artists that offers stable and predictable costs, and provides the opportunity for value-in-kind contributions;
- collaborate with a federal organization that cares for and protects historic places that are part of Canada's cultural heritage; and
- promote arts and culture in Canada's Capital.

## 2.0 Vision and Objectives

**Vision:** *In 2022, the beautifully restored Rochon Residence will support an artist-in-residence program, becoming home to artists who contribute to the culture and vitality of Canada's Capital.*

The Capital Culture Lives Here pilot project has four key **objectives**:

- forge a **mutually beneficial partnership** between the NCC and one or more creative/arts organizations to animate the Rochon Residence as part of an artist-in-residence program;
- **showcase the unique history and heritage value** of the Rochon Residence;
- **support artistic development** as part of the Capital experience; and
- **ensure the stability of the artist-in-residence program** by securing a multi-year lease of the Rochon Residence with the partner organization(s).

### **3.0 Expressions of Interest**

This request for expressions of interest (RFEI) is being issued to solicit conceptual proposals from potential partners for the animation of the Rochon Residence, including programmatic requirements and a timeline for program operations. It aims to bring forward creative ideas from prospective partners about how to bring new life to the Rochon Residence in a way that can contribute to arts and culture in Canada's Capital. It also provides an opportunity to learn about the potential partner's needs from the NCC to facilitate a partnership.

#### **Role of the Partner**

The NCC is looking for a partner or partners with experience in the following areas:

- championing creativity in the Capital's arts and culture scene;
- community outreach;
- management of an artist-in-residence or similar program (i.e. resource management, occupancy calendar, coordination between partners, facilitation of occasional public access);
- bilingual client service and public communications; and
- cultural programming.

#### **Role of the NCC**

What the NCC will bring to the table:

- opportunities for promotion of the artist-in-residence initiative;
- profile and network access to arts and culture organizations across the National Capital Region;
- professional property management;
- a stable lease agreement for this rehabilitated heritage building; and
- opportunities to explore other leasing arrangements.

The specific requirements for expressions of interest are outlined in [Section 5.0 Requirements for Submitting Expressions of Interest](#).

### **4.0 Terms of Lease**

The creative partner will have exclusive use of the Rochon Residence for an artist-in-residence program or an alternative programmatic vision that is in keeping with its use and heritage character. The partner will enter into a lease agreement with the NCC to facilitate this use. Lease agreements may vary from one (1) to five (5) years, with longer-term programs starting in winter 2022 preferred. There are several possible leasing arrangements, including the following:

1. The partner enters into a lease with the NCC for the Rochon Residence based upon market rent (approx. \$2,700/month for an annual total of \$32,400).
2. The selected partner pays a portion of the market rental price for the Rochon Residence, and receives rent credits upon fulfillment of a value-in-kind contribution to Capital culture. A credit program may be established to accept value-in-kind contributions for a maximum credit amount of approx. \$1,500/month (or \$18,000/year). The terms of such an agreement will be determined based on the selected partner's proposal for any value-in-kind contributions. In the spirit of creative placemaking, the NCC considers a value-in-kind contribution to be the following:
  - a measurable contribution to NCC lands (or assets);
  - work that adds value to NCC lands (or assets) and enhances the Capital experience; and
  - a contribution to Capital culture that fulfills a community need.

Prospective partners are responsible for any permits, licences or operating requirements needed for their program, and for ensuring that the Rochon Residence is kept in good condition over the term of the agreement.

## **5.0 Requirements for Submitting Expressions of Interest**

Prospective partners are invited to respond to this RFEI and provide the following information no later than the specified response request date (see [Section 7.0 Deadline for Expressions of Interest](#)). The responses received through this process may be used by the NCC to identify potential creative partnerships for animating the Rochon Residence. The NCC will review all responses received.

Please include a title page on your proposal with the following information. Any subsequent documents not included in the proposal should also incorporate this information:

- the proposal title;
- the name and address of the respondent;
- the name, address and telephone number of the respondent's contact; and
- the date.

### **5.1 Mandatory Requirements**

The NCC will review all expressions of interest, and may further engage with prospective partner(s) for a partnership at the Rochon Residence, if the expression of interest meets each of the following four mandatory requirements. As outlined in [Section 6.0 Next Steps and Evaluation](#), a standardized set of criteria may be used to further assess prospective partnerships in the event that multiple qualifying expressions of interest are received.

1. **Vision:** The expression of interest clearly illustrates a vision that aligns with the strategic directions from the *Plan for Canada's Capital, 2017–2067*, [[LINK](#)] outlined below:
  - protect heritage buildings and sites, and bring them to life with new uses that respect their character, are compatible with the heritage features to be preserved and have well-integrated accessibility features;
  - prioritize the use of NCC lands for national cultural activities and to support artistic creation;
  - work with federal partners to add to and enhance art of the highest quality in the public realm of the Capital, both as stand-alone installations and as art that is integrated into other development projects; and
  - support the diversity of arts in the Capital by allowing the use of NCC lands, where appropriate, by non-profit organizations and educational institutions for temporary events.
2. **Lease Agreement:** The expression of interest clearly demonstrates the ability to meet one of the leasing arrangements outlined in [Section 4.0 Terms of Lease](#) through an annual breakdown of both the budget and the sources of funding.
3. **Official Languages:** The expression of interest clearly demonstrates the ability to provide any public offerings or communications in both official languages.

### **5.2 Additional Considerations for Expressions of Interest**

In addition to the mandatory requirements outlined above, a successful expression of interest should illustrate a potential to meet or exceed the following considerations for an artist-in-residence or other cultural program:

1. Demonstrate a clear, well thought-out, long-term and achievable **vision** for the Rochon Residence that is consistent with the Creative Placemaking Initiative.
2. Demonstrate **partner expertise** through experience, sufficient resources and knowledge to manage the proposed program with considerations for regulations and best practices.
3. Illustrate a realistic **public benefit** to art and culture in the National Capital Region.
4. Propose a **compatible**, primarily residential **use** of the space that is sensitive and highlights the heritage

- values of the historic home.
5. Demonstrate **financial viability** through sufficient sources of funding or revenue, a longer-term lease, and a realistic budget to support the proposed program.

The NCC may give further consideration to programs that attract artists from across Canada, promote diverse perspectives and experiences, include Indigenous participation, are inclusive of under-represented groups, and/or demonstrate the ability to create synergies with other related projects or partners.

## **6.0 Next Steps and Evaluation**

Upon receipt of an expression of interest that meets and/or exceeds the criteria outlined in [Section 5.1 Mandatory Requirements](#), the NCC may contact the prospective partner to further develop the proposal for an agreement for the Rochon Residence. If for any reason an agreement cannot be made, the NCC reserves the right to re-launch or cancel the RFEI process, and/or to reach out to organizations that had previously submitted an expression of interest.

The issuance of this RFEI does not create an obligation for the NCC to issue or negotiate a subsequent contract, and does not bind the NCC legally or otherwise to enter into a contract. The NCC will not reimburse organizations for expenses incurred in preparing expressions of interest.

### **6.1 Process for Multiple Qualifying Expressions of Interest**

Should more than one proposal reach this stage, the partnership opportunities that are most compatible with the Rochon Residence and the Capital Culture Lives Here initiative will be considered in competition. To ensure fairness and transparency for all prospective partners who submit an RFEI, the evaluation of submissions will be based on a standardized set of criteria provided in Appendix A. This evaluation will be based on the documents provided through the RFEI process, and will not require a second or supplementary proposal.

Following evaluation, the NCC will engage first with the expression of interest that most closely fulfills the goals of the program, as established in Appendix A. The successful partner for the Rochon Residence will be selected to launch the program in winter 2022.

## **7.0 Deadline for Expressions of Interest**

The closing date for this RFEI is **11:59 pm (ET) on September 17, 2021**. Responses may be submitted in French or English, at the preference of the respondent.

**PLEASE SUBMIT EXPRESSIONS OF INTEREST TO:** [Heritage-Patrimoine@ncc-ccn.ca](mailto:Heritage-Patrimoine@ncc-ccn.ca), with the subject line “Capital Culture Lives Here – Rochon Residence.”

## **8.0 Enquiries**

All enquiries and other communications related to this RFEI shall be directed exclusively to [Heritage-Patrimoine@ncc-ccn.ca](mailto:Heritage-Patrimoine@ncc-ccn.ca). Since this is not a process of notifying qualified bidders, the NCC will not necessarily respond to enquiries in writing or by circulating answers to all respondents. Please ensure the subject line for all correspondence states: **“Capital Culture Lives Here – Rochon Residence.”**

Respondents interested in the animation of other NCC heritage sites are welcome to include in their proposals a programmatic vision that may extend beyond the scope of the Rochon Residence, though the NCC cannot guarantee an agreement. Details of some other heritage homes under the NCC’s stewardship can be found in Appendix D:

- 1055 Chemin d'Aylmer – **Maison McConnell**
- 1220 Chemin de la Montagne – **Maison Strutt**
- 4800 Russell Road – **Kemp Farm**
- 108 Pine Road – **Maison des Cinq Hiboux**

## 9.0 Glossary

**Artist:** A person who displays in their work qualities required in art, such as sensibility and imagination.<sup>1</sup>

**Artist-in-Residence:** A program in which an institution recruits a person or group of people with a specific skill or attribute to produce work, provide advice and/or promote the institution for a defined period of time.<sup>2</sup>

**Creative Placemaking:** The deliberate integration of arts and culture into community revitalization work—placing arts at the table with land use, transportation, economic development, education, housing, infrastructure and public safety strategies, achieved through collaboration between artists, arts organizations and community development practitioners.<sup>3</sup>

**Cultural Programming:** A powerful tool that establishes creative placemaking for a specific locale, aimed to help vitalize communities by increasing economic investment and strengthening social ties among residents, while also affirming the identity and core values of a company.<sup>4</sup>

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<sup>1</sup> <https://www.collinsdictionary.com/dictionary/english/artist>

<sup>2</sup> <https://museumhack.com/artist-in-residence/>

<sup>3</sup> <https://www.arts.gov/impact/creative-placemaking#:~:text=Creative%20placemaking%20is%20when%20artists,infrastructure%2C%20and%20public%20safety%20strategies>

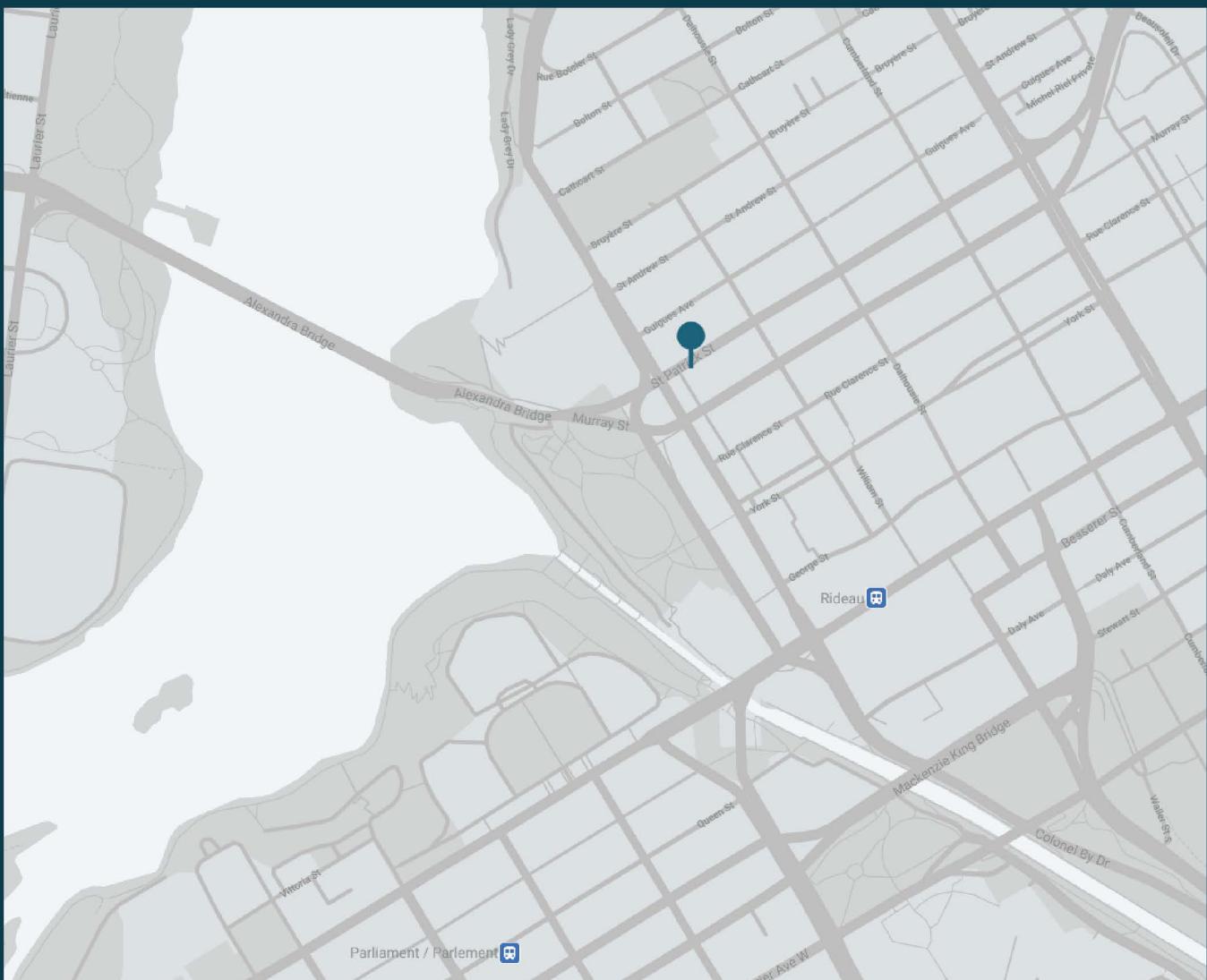
<sup>4</sup> <https://www.culturecorps.com/cultural-programming#:~:text=Cultural%20Programming%20is%20a%20powerful,core%20values%20of%20a%20company>

## Appendix A – Evaluation Matrix

Criteria	Weight (%)	Score	Total (weight*score)	Notes
<b>Vision</b> Is there a clear vision that achieves the NCC's Capital Culture Lives Here pilot project key objectives, outlined in Section <a href="#">2.0 Vision and Objectives</a> ?	15	<p><b>5:</b> The prospective partner has provided a clear, detailed outline of their vision for the Rochon Residence and purposefully demonstrated how it aligns with each of the four key objectives.</p> <p><b>4:</b> The proposal contains a mainly clear vision for the Rochon Residence that aligns with the four objectives.</p> <p><b>3:</b> The proposed vision is somewhat unclear, not outlined in sufficient detail or aligns with two to three key objectives.</p> <p><b>2:</b> The vision is unclear, not detailed, difficult to follow or fails to align with more than one key objective.</p> <p><b>1:</b> The proposed vision is in contradiction to the key objectives.</p>		
<b>Partner Expertise</b> Has the prospective partner(s) demonstrated experience managing a residency (or other applicable) program?	15	<p><b>5:</b> The partner is currently managing a successful artist-in-residence program that can be expanded/adapted to the Rochon Residence.</p> <p><b>4:</b> The partner possesses capacity and expertise to manage artistic residency, programming and animation activities, as demonstrated through project samples and/or references.</p> <p><b>3:</b> The partner has demonstrated some capacity to manage larger-scale artistic programming or residency; adequate references and/or project samples may be lacking.</p> <p><b>2:</b> The partner has not demonstrated experience managing a residency or other applicable program but has some leadership involvement in the arts and culture sector.</p> <p><b>1:</b> The partner has not demonstrated any significant experience managing artistic programming, or expertise cannot be verified.</p>		
<b>Financial Viability</b> Does the proposal demonstrate a realistic budget, staffing, and sources of funding or revenue to sufficiently sustain the proposed program?	20	<p><b>5:</b> The proposal identifies a realistic breakdown of budget, staffing and stable multi-year sources of funding, with revenues or contingencies to comfortably support the partner's selected terms of lease.</p> <p><b>4:</b> The proposal identifies a realistic breakdown of budget, staffing and stable sources of funding to meet the partner's selected terms of lease. If a portion (35% or less) of funding is reliant on unawarded grants, the partner has demonstrated past multi-year success in obtaining the grant or others of comparable value.</p> <p><b>3:</b> The proposal identifies a realistic breakdown of budget. Greater than 35% of the identified sources of funding and/or staffing are unconfirmed or do not carry through the entirety of the program duration. The partner has demonstrated success in obtaining funding of comparable value within the last three years.</p> <p><b>2:</b> The proposal identifies a budget that relies heavily (greater than 50%) on unconfirmed sources of funding; or the partner has not demonstrated a history of successfully obtaining funds of comparable value to those that are unconfirmed.</p> <p><b>1:</b> The proposal illustrates an unrealistic or incomplete budget and insufficient staffing. It is heavily reliant on unconfirmed sources of funding (greater than 60%) or does not demonstrate any history of obtaining the required funding identified within the budget.</p>		
<b>Public Benefit</b> Does the proposal outline a public benefit for art and culture in the National Capital	10	<p><b>5:</b> The proposal outlines a new, direct, measurable public benefit to art and culture in the National Capital Region.</p> <p><b>4:</b> The program outlines an existing direct, measurable public benefit to art and culture</p>		

Region?		<p>in the National Capital Region.</p> <p><b>3:</b> The proposal outlines a new indirect public benefit to art and culture in the National Capital Region.</p> <p><b>2:</b> The proposal outlines an existing indirect public benefit to art and culture in the National Capital Region.</p> <p><b>1:</b> No contributions to public art and culture in the National Capital Region are identified.</p>		
<b>Compatible Use</b> Is the proposed use of the space compatible with the Rochon Residence, a recognized federal heritage building?	<b>10</b>	<p><b>5:</b> The proposed use of the Rochon Residence preserves its historic residential primary use and interprets its heritage values for the public.</p> <p><b>4:</b> The proposed use of the Rochon Residence preserves its historic residential primary use.</p> <p><b>3:</b> The proposed use of the Rochon Residence preserves its historic residential primary use but would require interventions to the building or site, potentially warranting a Federal Land Use, Design and Transaction Approval (FLUDTA).</p> <p><b>2:</b> The proposal does not preserve the historic residential use of the Rochon Residence.</p> <p><b>1:</b> The proposed use of the Rochon Residence is incompatible with its heritage character and does not contain a residential use.</p>		
<b>Program Duration</b> Is the proposed program for five years?	<b>10</b>	<p><b>5:</b> A five-year program is proposed.</p> <p><b>4:</b> A four-year program is proposed.</p> <p><b>3:</b> A three-year program is proposed.</p> <p><b>2:</b> A two-year program is proposed.</p> <p><b>1:</b> A one-year program is proposed.</p>		
<b>Synergies</b> Does the creative partner have experience working with the local community and the ability to create synergies with other related projects and/or partners?	<b>10</b>	<p><b>5:</b> Three creative organizations are identified as having expressed interest in collaborating with the potential partner, as expressed through letters of support.</p> <p><b>4:</b> Two creative organizations are identified as having expressed interest in collaborating with the potential partner, as expressed through letters of support.</p> <p><b>3:</b> One creative organization is identified as having expressed interest in collaborating with the potential partner, as expressed through a letter of support.</p> <p><b>2:</b> One or more partners are identified, but some or all lack letters of support confirming their interest.</p> <p><b>1:</b> No creative organizations have been identified as partners.</p>		
<b>Additional Considerations</b> Is the proposed program nationwide or does it reach beyond a local or regional level? Does the program promote diverse perspectives and experiences? Does the program provide opportunities for Indigenous involvement? Is the proposed program inclusive of under-represented groups?	<b>10</b>	<p><b>5:</b> The proposed program explicitly describes and clearly achieves each of the four additional considerations.</p> <p><b>4:</b> The proposed program explicitly describes and clearly achieves three of the four additional considerations.</p> <p><b>3:</b> The proposed program explicitly describes and clearly achieves two of the four additional considerations.</p> <p><b>2:</b> The proposed program explicitly describes and clearly achieves one of the four additional considerations.</p> <p><b>1:</b> The program does not achieve any of the four additional considerations or does not clearly describe how it meets them.</p>		
<b>Total</b>				

# Appendix B - Rochon Residence Fact Sheet



## POINTS OF INTEREST

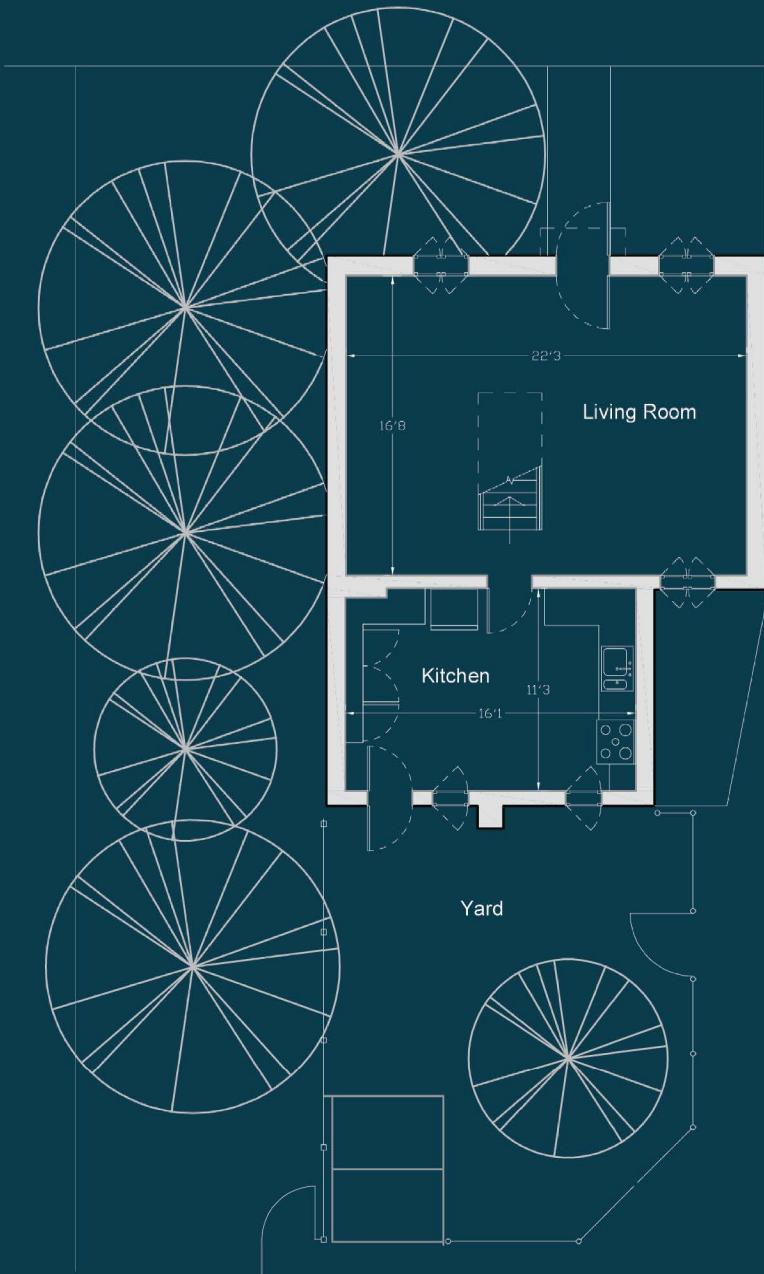
ByWard Market  
National Gallery of Canada  
Notre Dame Basilica

Major's Hill Park  
Rideau Canal  
Parliament Hill

**Rochon Residence**  
138 St. Patrick Street, Ottawa



# CAPITAL CULTURE LIVES HERE PILOT PROJECT



## Rochon Residence

The Rochon Residence, a recognized federal heritage building, is located in the heart of Lowertown, across from the Notre-Dame Cathedral Basilica and a few steps away from the National Gallery of Canada. Among the oldest buildings in Ottawa, it was constructed in the 1830s with squared timbers and wood siding. It was once the home of woodcarver Flavien Rochon, who carved the stalls and sanctuary of the Notre-Dame Cathedral Basilica in 1844 and worked on the Library of Parliament.

### Building Summary

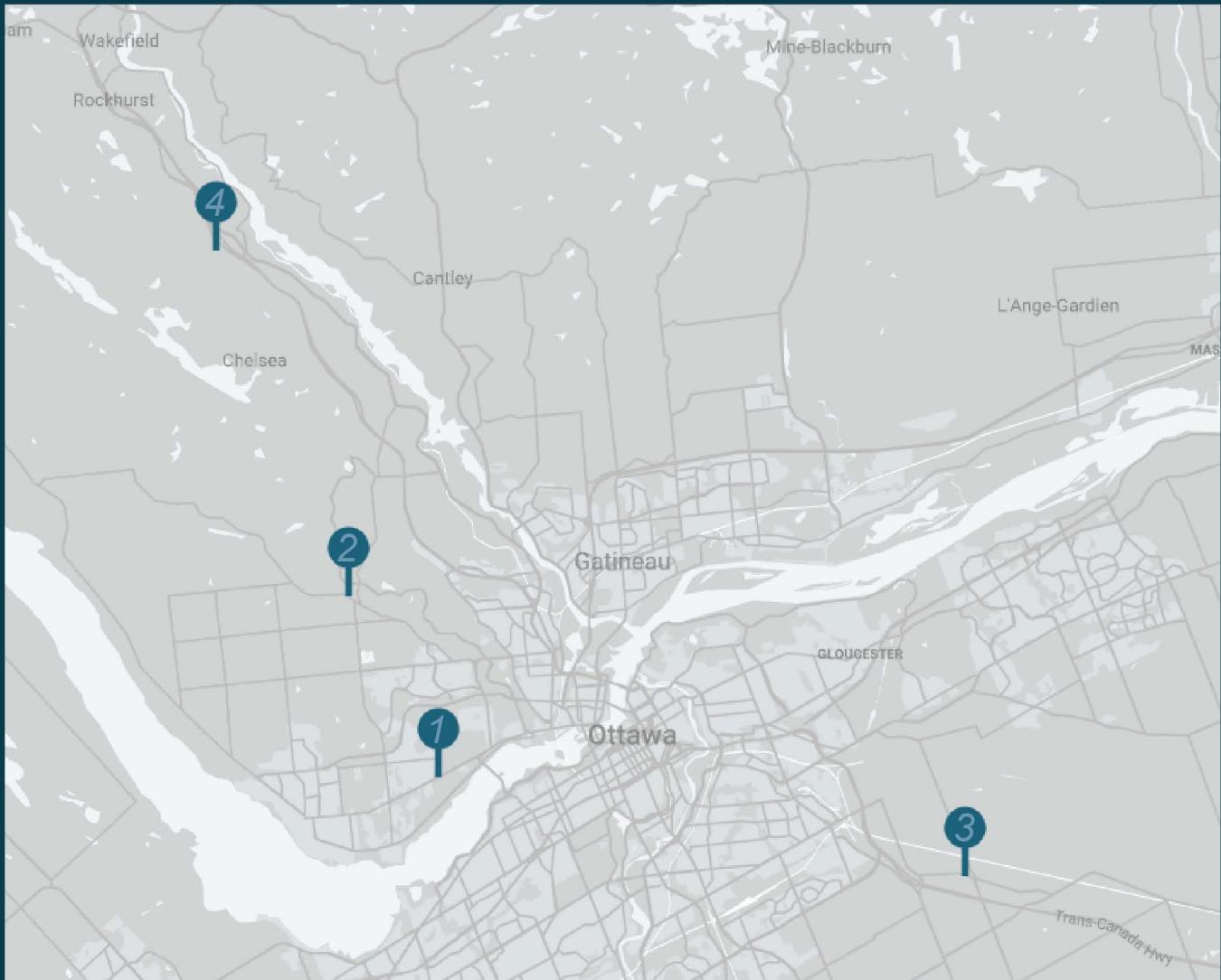
Floor area:  $120 \text{ m}^2$  (1,300 ft.<sup>2</sup>)  
Floor levels: 2

## Appendix C – Rochon Residence Photos





## Appendix D - Shortlisted Heritage Homes



### POINTS OF INTEREST

**1** Orange Art Gallery  
Moore Farm Estate  
Champlain Golf Club  
Chateau Cartier Golf Course  
Royal Ottawa Golf Club  
Downtown Ottawa

**2** Gatineau Park  
Pink Lake Lookout  
Mackenzie King Estate  
Nordik Spa-Nature  
Eardley Escarpment  
Kingsway Park

**3** Capital Greenbelt  
Mer Bleue Bog Trail  
Canada Science and  
Technology Museum  
Downtown Ottawa

**4** Gatineau Park  
Camp Fortune  
Champlain Lookout  
Nordik Spa-Nature  
Chelsea



## McConnell House

1055 Chemin d'Aylmer, Gatineau

1



The McConnell Farm is located in the Aylmer district of Gatineau, between the Champlain Bridge and downtown Aylmer. The old farm house was built in the mid-19th century and was designated as a recognized federal heritage building for its historic importance to the development of Hull as an agricultural region. The property is highly visible and offers serene views toward Parc Allen.

### Building Summary

Floor area: 340 m<sup>2</sup> (3,660 ft.<sup>2</sup>)

Floor Levels: 2

## 2 Strutt House

1220 Chemin de la Montagne, Gatineau



Building Summary  
Floor area: 156 m<sup>2</sup> (1,680 ft.<sup>2</sup>)  
Floor levels: 1.5



The Strutt House, a recognized federal heritage building, is one of the Capital's most significant homes. The post-war modern residence features the first hyperbolic paraboloid roof in Canada and multi-level wooden facades with pressed concrete. Perched atop a two-level site amongst trees and a rocky ridge, the former home of Canadian architect James Strutt is a private oasis at the edge of the Gatineau Park.

### **3 Kemp Farm** 4800 Russell Road, Ramsayville



This farmstead is conveniently located in Canada's Capital Greenbelt, offering exceptional views and ample room. One portion of the house is an 1850s log home, while the other is wood framed with brick veneer. Canada's Capital Greenbelt is a 20,000-hectare natural landscape that includes farms, forests, and wetlands, making it the largest publicly owned greenbelt in the world.

#### **Building Summary**

Floor area: 105 m<sup>2</sup> (1,130 ft.<sup>2</sup>); Floor levels: 2

### **4 La Maison des Cinq Hiboux** 108 Pine Road, Chelsea

La Maison des Cinq Hiboux is a country residence tucked away in the woods of the Gatineau Park. The building is identified within the Registre du Patrimoine Culturel du Québec, and features historic architectural details throughout its interior and exterior. Located close to one of the Park's primary multi-use pathways, the property offers prime access to all the Park has to offer.

#### **Building Summary**

Floor area: 180 m<sup>2</sup> (1930 ft.<sup>2</sup>)

Floor levels: 2

