

Capital Culture Lives Here

Request for expressions of interest

Strutt House



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Canada



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Contents

1.0 About the Opportunity 2

2.0 Objectives 2

3.0 Strutt House - 1220 Chemin De La Montagne: An Iconic Mid-century modern House 2

 3.1 1224 Chemin De la Montagne 3

4.0 NCC Plans and Priorities 3

5.0 Expressions of Interest 4

6.0 Terms of Lease 5

7.0 Review and Next Steps 6

 7.1 Evaluation Criteria 6

 7.2 Additional Considerations 6

8.0 Deadline for Expressions of Interest 7

9.0 Enquiries 7

10.0 Glossary 7

Appendix A – Evaluation Matrix 8

REQUEST FOR EXPRESSIONS OF INTEREST¹

CAPITAL CULTURE LIVES HERE

STRUTT HOUSE, 1220 CHEMIN DE LA MONTAGNE

1.0 About the Opportunity

The NCC has a strong tradition of protecting and showcasing the natural and cultural heritage of the National Capital Region (NCR). We are proud to introduce the [Capital Culture Lives Here](#) initiative designed to breathe new life into heritage spaces with the help of partners. This initiative supports the NCC's goal of conserving and enriching cultural and natural heritage through design excellence and exemplary stewardship.

This Request for Expressions of Interest (REI) is soliciting submissions from potential partners to bring an “in-residence” program to the Strutt House, 1220 Chemin de la Montagne.

This partnership presents an opportunity to:

- Offer arts, culture, heritage and nature conservation organizations or academic institutions a visiting residency with accommodation in a unique heritage home located in Gatineau Park.
- Collaborate with a key federal partner that provides stewardship and protection to vital public places unique to Canada's symbolic and cultural heritage.
- Create a lasting partnership to protect a regional heritage site.
- Promote arts and culture and/or nature conservation in the NCR.

2.0 Objectives

The Capital Culture Lives Here initiative has four key objectives:

1. To forge a **mutually beneficial partnership** between the NCC and one or more creative, artistic or environmental research organizations for Strutt House as part of a residency program.
2. To **breathe new life into the house and site** through a viable, sustainable new use and a multi-year lease;
3. To **showcase the unique history and heritage value** of Strutt House.
4. To **support artistic development, academic research, and/or nature conservation** as part of the Capital experience, in support of the NCC's mandate.

3.0 Strutt House - 1220 Chemin De La Montagne: An Iconic Mid-century modern House

[Strutt House](#) was designed by well-known Canadian architect James Strutt as his family's personal residence. The house was built between 1955 and 1956 as an experimental prototype for other residences. It was designated a “recognized” federal heritage building for its singular and refined aesthetic design and quality. Strutt House is perched atop a two-level site on the environmentally sensitive Eardley Escarpment.

¹ THIS IS NOT A SOLICITATION PROCESS

Potential partner organizations are reminded that this is not a tender process, nor a Request for Proposal. This Request for Expressions of Interest does not oblige the National Capital Commission (NCC) to issue or negotiate a subsequent contract and the NCC is not bound, legally or otherwise, to enter into a contract.

A reflection of the innovative modern movement in architecture for its day, the house was designed to harmonize with nature. Nestled among the trees, it also benefits from the warm sun streaming through its windows and a beautiful view of the valley below. Strutt House was once a popular destination for politicians, academics, artists and the design community. The site is not universally accessible due to the steep stair access and split-level building design.

Given its unique design and location (zoned as an “intensive nature conservation area” in the Gatineau Park Master Plan, 2021), residential use of the site is preferred over a more public use. It is an ideal site for an “in-residence” program, such as artist-in-residence or scientist-in-residence program. The NCC hopes to find a partner interested in entering a multi-year lease to operate this type of program at the site. Periodic public access could be granted, but the site is not intended to become a destination for large groups of visitors.

The NCC plans to rehabilitate Strutt House in 2022–2023. At the end of the project, the house will be ready for occupancy.

3.1 1224 Chemin De la Montagne

The residence newly acquired by the NCC next door, at 1224 Chemin de la Montagne, is also available as part of the Capital Culture Lives Here initiative. The neighbouring property is located at the bottom of the hill and was also designed by James Strutt.

Although a separate Request for Interest has been prepared for 1224 Chemin de la Montagne, the NCC will prioritize proposals that incorporate both properties.

Proposals should clearly indicate whether the creative program is intended to encompass Strutt House and the neighbouring Strutt-designed residence at 1224 Chemin de la Montagne. If so, partners may submit one proposal for both properties provided it clearly describes how the proposed project meets the requirements set out in the Requests for Expressions of Interest for both.

4.0 NCC Plans and Priorities

As part of the NCC’s mandate to create a meaningful and inclusive Capital, the Commission is committed to cultural development, heritage conservation and support for diversity through a collaborative and regional approach to creative placemaking.

The NCC’s [Plan for Canada’s Capital \(2017–2067\)](#) which presents a long-term vision for the future of the region, and the [Gatineau Park Master Plan \(2021\)](#), which provides a vision and policy direction for the Park, contain the following important strategic directions and goals.

The Plan for Canada’s Capital (2017-2067) sets out some key directions in support of a “Living Culture and Heritage” in the Capital, including:

- Protect heritage:
 - To 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 offer effectively integrated accessibility features;
- Promote land use that supports Canada’s arts and culture:
 - To prioritize the use of NCC lands for national cultural activities and to support artistic creation;
- Enhance art in the Capital:
 - To 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 integrated into other development projects;
- Support diversity and inclusion in the arts:
 - To support artistic diversity in the Capital by allowing non-profit organizations and educational institutions to use NCC lands, where appropriate, for temporary events.

The Gatineau Park Master Plan (2021), developed with extensive public consultation, outlines the following key goals:

- Conserve nature
 - Conserve the ecological integrity of Gatineau Park, so that people can connect with a healthy natural environment and support the sustainability of the ecological services it provides, while fostering resilience to climate change and highlighting features that demonstrate the Park’s role in the region.
- Provide recreational and cultural experiences in nature
 - Offer outdoor recreational activities and cultural experiences in line with Gatineau Park’s conservation priorities.
- Promote equitable and sustainable access
 - Provide a quality experience and promote a healthy environment by transitioning to sustainable transportation modes and equitable access to Gatineau Park’s activity sites.
- Foster engagement and collaboration
 - Create a sense of belonging and shared responsibility with respect to Gatineau Park and foster engagement to protect it.

As per the Gatineau Park Master Plan, Strutt House is located in a “intensive nature conservation area” of the park.

For more information, consult the [Gatineau Park Cultural Heritage Plan](#).

5.0 Expressions of Interest

This Request for Expressions of Interest (REI) seeks partners to help transform Strutt House, ideally located in the heart of Gatineau Park, into a space that supports cultural activities and/or engagement with the natural environment.

Partnership Objectives

The NCC is looking for a partner or partners² who offer:

1. Champion creativity in the NCR;
2. Conduct community outreach
3. Manage a residency or similar program (i.e., resource management, occupancy calendar coordination between partners, facilitation of occasional public access)
4. Provide bilingual client service and public communications, and/or
5. Deliver cultural programming

Request for Expressions of Interest (REI) Process

Upon receiving Expressions of Interest, the NCC will consider how the proposed concepts harmonize with its vision and plans, and will work with particular partners to develop their concepts in greater detail, including funding structures and leasing arrangements.

Lease agreements may vary in their terms and structures depending on the proposed concept, programming and contributions toward the rehabilitation project.

A Request for Expressions of Interest is not a formal tender, or Request for Proposal (RFP). As such, responses will not be evaluated against one another in the aim of selecting a preferred proposal. Rather, the responses received may be used by the NCC to identify potential creative partnerships for activities at Strutt House. The NCC will review all responses received and will not reimburse organizations for expenses incurred in preparing the Expression of Interest.

² Multiple partnerships are possible; the singular form of ‘partner’ is used throughout for grammar purposes only.

Essential Requirements

Prospective partners are asked to respond to this REI no later than the requested response date (see Section 8.0). Prospective partners must provide the following information in their REI:

- Title Page with the following information (any subsequent documents not included in the proposal should also provide this information):
 - Proposal title
 - Name and address of the respondent
 - Name, address and telephone number of the respondent's contact, and
 - Date
- Vision/concept
 - The Expression of Interest must clearly illustrate a vision in harmony with the NCC's goals and strategic directions for Gatineau Park (see section 4.0) and with the objectives of the Capital Culture Lives Here initiative (see section 2.0).
- Official languages
 - The Expression of Interest must confirm that the prospective partner commits to provide any public offerings or communications in both official languages.
- Proposals must demonstrate an ability to meet the NCC's leasing terms, outlined below in Section 6.0. This should be apparent through a proposed short- and long-term funding approach. Where grants have been obtained, please identify any that have been confirmed and could be applied to support activities at Strutt House.
- Identification of any additional partners to be included in the proposal, with letters of support.
- Proposals must indicate the ability to begin operating in 2023-24 following rehabilitation of Strutt House.
- Proposals should also indicate whether the program includes both Strutt House and the neighbouring Strutt-designed residence at 1224 Chemin de la Montagne. If so, partners may submit one proposal for the two properties, provided the proposal clearly describes how the proposed project meets the requirements set out in the REIs of both homes.

6.0 Terms of Lease

The creative partner will have exclusive use of Strutt House for a residency program or an alternative programming vision in keeping with the use and heritage character of the property. The partner will enter into a lease agreement with the NCC to facilitate this use. Lease agreements span (5) years, with longer-term programs preferred. The lease will include a residential market rent for the property in the form of a commercial agreement. If any of the partners prefer to incorporate the neighbouring property into the agreement (1224 Chemin de la Montagne), the residential market rate will also apply, and both properties will be covered by the one agreement.

The current residential market rate for 1220 Chemin de la Montagne (Strutt House) is \$3,000/month, including parking and excluding utilities. The market rate for 1224 Chemin de la Montagne is \$3,000/month, also including parking.

Value In-kind

The NCC and the selected partner may negotiate an in-kind agreement for credits to be applied against the agreed-upon rent. A maximum credit of approximately \$1,500/month (or \$18,000/year) may be established. Credits are applied once the in-kind contribution has been implemented and are typically negotiated on an annual basis.

The NCC maintains a rental portfolio to safeguard important buildings and help fund its stewardship of the National Capital Region. A value in-kind contribution consists of goods or services provided by a partner organization that helps the NCC fulfill its mandate, which the NCC would normally procure using its own resources. In doing so, the in-kind contribution measurably improves NCC lands, buildings or stewardship.

In the spirit of creative placemaking, the NCC considers an in-kind contribution to be:

- A measurable contribution to NCC lands (or assets); and
 - Work that adds value to NCC lands (or assets) and enhances the NCR experience
- Experiences could include Public Programming for Gatineau Park such as:
- Public Programming for Gatineau Park
 - Exhibitions at the Gatineau Park Visitor Centre
 - Photography workshops
 - Poetry readings in the park, etc.
 - Support for research, management, or education programming for Gatineau Park
 - Scientific research to support park management
 - Tree planting
 - Invasive species management
 - Environmental monitoring
 - Trail maintenance
 - Restoration of other heritage buildings or structures
 - Interpretive installations

Use of Strutt House

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

7.0 Review and Next Steps

Upon receipt of an Expression of Interest that meets and/or exceeds the mandatory criteria, prospective partners will be contacted to develop their proposal in more detail under a partnership agreement for Strutt House. To ensure fairness and transparency, partnership opportunities most compatible with Strutt House and with the Capital Culture Lives Here initiative will be considered competitively. Should more than one proposal reach this stage, submissions will be evaluated based on the established criteria provided in Appendix A.

7.1 Evaluation Criteria

A successful Expression of Interest should illustrate a potential to meet and exceed the following considerations for a cultural residency or other cultural program:

- Demonstrate a clear, carefully crafted, long-term and achievable **vision** for Strutt House, consistent with the Capital Culture Lives Here initiative.
- Demonstrate the **experience and knowledge** required to manage the proposed program with considerations for regulations and best practices.
- Illustrate a realistic **public benefit** to art and culture in the National Capital Region.
- Propose a compatible, primarily **residential use** of the space that is sensitive to and that highlights the heritage values of the historic home.
- Demonstrate **financial viability** through sufficient sources of funding or revenue and a realistic budget to support the proposed program.
- Where feasible, consider a submission that includes Strutt House and 1224 Chemin de la Montagne.

7.2 Additional Considerations

Further consideration may be given to Expressions of Interest that demonstrate the following:

- A nation-wide program or a program that reaches beyond the local or regional level
- A program that attracts professionals of diverse backgrounds from across Canada
- A program that promotes diverse perspectives and experiences

- A creative partner with experience working with the local community and able to create synergies with other related projects and/or partners
- A creative partner with experience in Indigenous engagement
- A program inclusive of under-represented groups, and/or
- A program requesting a longer term of lease, specifically for a term of three to five years agreement, to ensure the project's stability/viability.

The successful partner for Strutt House will be selected to launch the program in 2023-24.

If for any reason an agreement cannot be reached, the NCC reserves the right to re-issue or cancel the REI process, and/or to reach out to other organizations that previously submitted an Expression of Interest.

8.0 Deadline for Expressions of Interest

The closing date for this REI is **11:59pm on October 14th, 2022 ET**. Responses may be submitted in French or English, as the respondent prefers.

PLEASE SUBMIT RESPONSES TO THE REI TO: Heritage-Patrimoine@ncc-ccn.ca, using the subject line, "Capital Culture Lives Here – Strutt House."

9.0 Enquiries

All enquiries and other communications related to this REI shall be directed exclusively to Heritage-Patrimoine@ncc-ccn.ca. Since this process does not require any notification of qualified bidders, the NCC will not necessarily respond to enquiries in writing or circulate answers to all respondents. Please ensure the subject line for all correspondence states: "**Capital Culture Lives Here – Strutt House.**"

Respondents interested in conducting activities at other NCC heritage sites are welcome to include in their proposals a programming vision that extends beyond the scope of this initiative, though the NCC cannot guarantee an agreement. Some other heritage homes under the NCC's stewardship can be found on NCC's website.

10.0 Glossary

Artist: A person who displays in their work qualities required in art, such as sensibility and imagination (<https://www.collinsdictionary.com/dictionary/english/artist>)

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. (<https://museumhack.com/artist-in-residence/>)

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.

(<https://www.arts.gov/impact/creativeplacemaking#:~:text=Creative%20placemaking%20is%20when%20artists,infr astructure%2C%20and%20public%20safety%20s>)

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. (<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
<p>Vision Is there a clear vision that achieves the key objectives of the NCC project, Capital Culture Lives Here, outlined in section 2.0 Objectives.</p>	15	<p>5: A clear vision for Strutt House that aligns with the key objectives is illustrated and ensures the long-term viability and conservation of the Strutt House. 4: A clear vision for the Strutt House that aligns with all 4 of the key objectives is illustrated. 3: The proposed vision is somewhat unclear or aligns with 2-3 key objectives. 2: The proposed vision is unclear or aligns with two key objectives. 1: The proposed vision lacks detail, is unclear, or aligns with one key objective.</p>		
<p>Experience Does the prospective partner(s) have experience in developing a similar project or program?</p>	20	<p>5: The partner is currently managing a successful residency program that can be expanded/adapted to the Strutt House. 4: The partner has previously managed a residency program, or has taken on a significant partner role in a current joint residency initiative. 3: The partner possesses capacity and expertise to manage a residency program, as demonstrated through project samples and/or references. 2: The partner has demonstrated some experience applicable to managing a residency but does not currently have the capacity to manage the proposed program. 1: The partner has not demonstrated experience managing a residency or other applicable program but proposes to manage the program.</p>		
<p>Financial Viability Does the proposal demonstrate a realistic budget, staffing, and funding/revenue sources to sufficiently sustain the proposed program?</p>	15	<p>5: The proposal identifies a detailed and realistic five-year breakdown of budget, staffing, and sources of funding with revenues or contingencies to exceed the partner’s selected terms of lease. 4: The proposal identifies a detailed and realistic five-year breakdown of budget, staffing, and sources of funding to achieve the partner’s selected terms of lease. If grants are identified but not awarded, the partner has demonstrated either support from the overseeing organization or an ability to obtain similar grants previously. 3: The proposal identifies a realistic five-year breakdown of budget, with up to 65 per cent of funds confirmed. If grants are identified but not awarded, the partner has demonstrated either support from the overseeing organization or an ability to obtain similar grants previously. The identified sources of funding and/or staffing is unclear, unconfirmed. 2: The proposal identifies a budget, with up to 50 per cent of funds confirmed. If grants are identified but not awarded, the partner has demonstrated either support from the overseeing organization or an ability to obtain similar grants previously. or does not carry through the entirety of the program duration. 1: The proposal identifies a budget, with up to 30 per cent of funds confirmed. If grants are identified but not awarded, the partner has demonstrated either support from the overseeing organization or an ability to obtain similar grants previously.</p>		

Criteria	Weight (%)	Score	Total (weight*score)	Notes
<p>Public Benefit Does the proposal outline a public benefit for art and culture in the National Capital Region (NCR)?</p>	10	<p>5: The proposal outlines a new direct, measurable public benefit to the National Capital Region, in the realm of art, culture, academia, and/or science. 4: The program outlines an existing direct, measurable public benefit to art and culture in the NCR. 3: The proposal outlines a new indirect public benefit to art and culture in the NCR. 2: The proposal outlines an existing indirect public benefit to art and culture in the NCR. 1: No contributions to public art and culture in the NCR are identified.</p>		
<p>Compatible Use Is the proposed use of the space compatible with the Strutt House, a Recognized Federal Heritage Building?</p>	10	<p>5: The proposed use of the Strutt House preserves its historic residential primary use, does not impact the sensitive ecological area of the Eardley Escarpment, and incorporates an element of public interpretation. 4: The proposed use of Strutt House preserves its historic residential primary use and does not impact the sensitive ecological area of the Eardley Escarpment. 3: The proposed use of the Strutt House preserves its historic residential primary use, but would require minor modifications to the building or site, potentially warranting a Federal Land Use, Design and Transaction Approval (FLUDTA).³ 2: The proposed use of Strutt House does not preserve its historic residential primary use but presents a compatible alternative compliant with existing municipal, provincial, and federal law; or would require moderate modifications to the building or site. 1: The proposed use of the Strutt House is incompatible with its heritage character, conflicts with applicable laws and zoning, or requires moderate modifications to the building and site.</p>		
<p>Program Duration Is the proposed program for 3 to 5 years?</p>	10	<p>2 Points will be awarded for each year of the proposed program leasing terms at Strutt House, as indicated by the budget breakdown and/or timeline (up to a maximum of 5 years).</p>		
<p>Synergies Does the creative partner have experience in working with the local community and the ability to create synergies with related projects and/or partners?</p>	12	<p>4 points will be awarded to each organization that expresses interest in collaborating with the potential partner, as shown in a letter of support (up to a maximum of 3 organizations).</p>		

³ The NCC has approval authority over some projects in the region, a role set out in the National Capital Act. This process is known as federal land use, design and transaction approval, or FLUDTA. It ensures that projects will contribute to the Capital's being a source of pride for Canadians. <https://ncc-ccn.gc.ca/business/federal-land-use-design-and-transaction-approvals>

Criteria	Weight (%)	Score	Total (weight*score)	Notes
<p>Additional Considerations Is a nation-wide program or a program that reaches beyond a local or regional level proposed? 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?</p>	8	2 points will be awarded to potential partners whose proposed program clearly describes how it will achieve each of the additional considerations addressed in the criteria questions (maximum of 8 points).		
Total				

Note: In addition to the criteria above, the NCC will prioritize submissions incorporating both 1224 and 1220 (Strutt) Chemin de la Montagne

