

Request for Proposals

REDEVELOPMENT OF LEBRETON FLATS

Redevelopment of LeBreton Flats
Stage Two - Request for Proposals

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1.0 INTRODUCTION

This invitation is the second part of a two-stage process to select a proponent for the redevelopment of LeBreton Flats. In stage 1, the National Capital Commission (NCC) qualified proponents who demonstrated the requisite development experience and design expertise. Now in stage 2, the NCC is inviting the qualified proponents to further refine their prequalified submissions by submitting a development proposal in the form of a business case. Proponents are reminded that the primary objective of this process is to leverage public lands to enhance the attractiveness of the National Capital by attracting a new public anchor use(s) and bringing lively civic life back to this historic capital district. Subject to the terms and conditions of this invitation, the NCC intends to ultimately select one development proposal that best meets its objectives and evaluation criteria for the project.

In this document, the NCC provides details with respect to the design and business objectives of the NCC that will help guide the refinement of the proponent’s ultimate submission. It is expected that the proponents will advance the conceptual design proposed in the RFQ process to a higher level of detail necessary to demonstrate and support a firm and financially viable development proposal and implementation plan to the NCC. This includes conducting any due diligence in the form of studies or research by the proponents as required and that may be a pre-requisite to concluding a real estate transaction.

This RFP document outlines the requirements for the submission and the proponent selection process.

2.0 FORM OF PROPOSALS

The intent of the Request for Proposal (RFP) is for the proponents to present to the NCC a submission in the form of a business case structured in the following manner:

Business Case	Introduction
	Market Rationale
	<ul style="list-style-type: none"> • Public Anchor Uses • Non Public Anchor Uses
	Development Plan
	<ul style="list-style-type: none"> • Design Excellence • Year-Round Animation • Phasing Approach • Viability of the development
	Decommissioning and Sustainability Strategy
	Transportation Strategy
	Servicing Plan
	Delivery Model:
	<ul style="list-style-type: none"> • Ownership, Management and Financial Capability • Financial Implementation Plan • Business Terms
Risk Assessment and Mitigation Strategies	

With a particular focus on the public anchor use(s), the business case should clearly demonstrate that the development proposal is viable from market, development, infrastructure capacity, environmental, financial and implementation perspectives. Demonstrating the viability of the project is paramount and submissions will be evaluated accordingly. An analysis of project risks and strategies that will be used to mitigate risks is to be provided. A major component of a proponent's submissions should be an outline of the proposed business terms, the elements of which are to be translated into the required development agreement(s).

It is acknowledged that there may be some issues that cannot be addressed in the RFP schedule contemplated in section 17.1. Final municipal planning and federal approvals, for example, will be necessary. However, it should be understood that the evaluation will be informed/driven by the level of certainty demonstrated in the RFP submission.

Points will be awarded to the development proposal that offer greater certainty as well as demonstrated viability with appropriate risk management provisions and sound implementation strategies.

3.0 INVITATION TERMS AND CONDITIONS

Invited proponents are requested to send their submission in either English or French to the NCC at:

National Capital Commission Tenders Office
Redevelopment of LeBreton Flats
40 Elgin Street, 3rd Floor Service Centre
Ottawa, Ontario
K1P 1C7

Envelopes must be clearly marked as shown above, or they will not be accepted.

Submissions must be received no later than 12 NOON local (Ottawa, Ontario) time, on October 30th, 2015. Submissions received after the closing time and date will be returned unopened to the proponent. Electronic or faxed submissions will not be accepted. To the exception of NCC compensation

as described in section 10.0, the preparation and submission of a proposal shall be at the sole cost and expense of the proponent.

The submission shall consist of a single summary document along with ten (10) identical paper copies and one (1) identical electronic copy to be submitted on one (1) USB Key. The same applies to supporting documents in the form of plans, sketches and drawings.

Submissions shall be submitted in 8.5 in. x 11 in. format and shall fully address the requirements of this RFP. Illustrative materials and the proposed plans and drawings shall preferably be submitted in legible 11 in. x 17 in. format. The cover page shall include the full address and contact information of the proponent. The submission shall also include a table of contents and all corresponding pages are to be numbered accordingly. Submissions not in this format may be deemed unresponsive at the NCC's sole discretion.

4.0 INQUIRIES AND ADDITIONAL INFORMATION

It is the responsibility of the proponents to obtain all the information they require to allow themselves to prepare and submit a complete submission. Any requests for additional information or clarification of the requirements of the RFP documents must be submitted in writing via email to properties-immobiliers@ncc-ccn.ca. Questions submitted by other means of communication will not be answered.

To ensure that all proponents receive equal information, the

request and the response to inquiries will be in the form of addenda published in the data room. The source of the inquiry will not be revealed. The final day for submitting questions is 12 NOON, local (Ottawa, Ontario) time, October 9th, 2015. Questions submitted after this time will not be answered.

For inquiries identified by the proponent and considered by the NCC to be commercially sensitive or confidential to that particular proponent, the NCC shall provide a response only to the proponent who submitted the inquiry.

5.0 DATA ROOM

The NCC will establish an electronic data room that will provide access to available data related to:

- The posting of addenda and questions & answers;
- The posting of information related to public consultations;
- The provision of various types of background information including archaeological; soil, ground water characterization and remediation studies completed by the NCC;
- Any other information pertaining to this process that may be made available by the NCC from time to time.

Proponents are solely responsible to ensure that:

- They have the appropriate technology and software to access the data room;
- They check the data room frequently for the addition, amendment, or deletion to the RFP document, posting of questions and answers and other material that may be posted from time to time.

Proponents are advised that the information contained within the data room is considered confidential. By accepting access to the data room, the recipient of the password accessing the data room will assume all responsibilities associated with ensuring that data is used on a confidential basis for the sole use of the proponent in developing a response to this RFP.

Access to the data room will be granted upon request to the NCC. The NCC may add, delete, or amend documents in the data room at any time. For access to the data room, proponents are to identify two (2) representatives and provide individual's name, address, phone number and email to properties-immobiliers@ncc-ccn.ca. The proponents designated representatives will have access to the information in the data room until the closing date for receipt of submissions.

6.0 ENVIRONMENTAL DUE DILIGENCE

Prior to making a submission, proponents are provided a period of time to perform, at their cost, due diligence studies and analyses of the subject site to determine feasibility estimate costs and to fully inform themselves of the risks and challenges of development. Each proponent will be required to satisfy itself by performing its own studies and reviewing all matters related to this development proposal. The NCC will provide to

proponents for consultation, without any guarantee, access via the data room to the studies and information that it has in its possession. Proponents agree that the information provided by the NCC does not constitute a position or any guarantee by the NCC to any proponents. The NCC does not represent or warrant the accuracy or completeness of any information made available to proponents in the data room.

7.0 SITE ACCESS FOR UNDERTAKING OF DUE DILIGENCE STUDIES

To the exception of the access to the premises depicted in the sketches presented in Appendix A, access to the site to perform any necessary studies and analyses must be arranged by the proponents by contacting the NCC contact person:

Ms. Isabelle Hughes
Land Management Support Officer
Telephone (613) 239-5678 ext. 5712
Email: isabelle.hughes@ncc-ccn.ca

In connection with the Light Rail Transit project (LRT), the City of Ottawa benefits from the exclusive access to the premises depicted in the sketches presented in Appendix A. Access to these parcels of land shall be coordinated through the City of Ottawa:

Mr. Nicolas Delahousse
Real Estate Advisor
Telephone (613) 580-2424 x16169
Email: Nicolas.Delahousse@ottawa.ca

In order to be approved for site access, proponents will be required to obtain a land access permit from the NCC.

The NCC requests that proponents identify one representative for the purpose of coordinating all requests with the NCC. To ensure the request for land access permit is treated expeditiously, proponents should reference the LeBreton redevelopment project upon communicating with Ms. Hughes.

Access to these parcels may be subject to special provisions or limitations due to the construction activity to occur in this location.

Any investigation to occur over the Temporary Preston Extension will require a Road Cut Permit from the City's Right of Way office.

8.0 STAGE 1 SECURITY

Previously submitted security of \$85,000 from stage 1 Request for Qualifications will be returned without interest or any other charges within 30 days of receipt of the RFP submission from each proponent. The NCC shall be permitted to draw on stage 1 security as liquidated damages in the event that in the sole opinion of the NCC, such proponent fails to make a

submission, withdraws from the process on or before the RFP submission closing date or fails to restore any damage or to indemnify the NCC for any liability caused to the site while performing due diligence studies and investigative work during the stage 2 process.

9.0 SUBMISSION SECURITY FOR STAGE 2

Proponents must include with their submissions, security in the form of a certified cheque or a bank draft made payable to the order of the NCC in the amount of \$250,000. The security submitted by the successful proponent will be held by the NCC as a security deposit on account of the Development Agreement to be entered into Submissions not accompanied by such security will be deemed non-responsive to this Request for Proposals and will be ineligible for further consideration.

The NCC shall be entitled to draw on the proponent's stage 2 security, in whole or in part, as liquidated damages, in the following cases:

- i. if the proponent withdraws, or amends its submission after the submission deadline outlined in section 17.1 and before the NCC has returned the submitted stage 2 security, as provided for in section 17.4;
- ii. if the proponent makes any changes or additions to the uses proposed in the conceptual plan without having obtained the NCC's express written permission, as provided for in section 17.5;
- iii. if the proponent makes any changes or additions to the proponent's partners and associates as well as development and design team without having obtained the NCC's written permission, as provided for in section 17.6;
- iv. if the proponent fails to comply with the non-disclosure requirements set out in section 17.11;
- v. if the proponent fails to declare any conflicts of interest pursuant to the terms of section 17.15.

The security will otherwise be returned without interest or any other charge to unsuccessful proponents 30 days after the announcement of the successful proponent (see section 17.1), or termination of the process as provided herein.

10.0 HONORARIUM AND COMPENSATION

In order to promote the preparation of high quality submissions, each qualified proponent will be provided with an honorarium of \$75,000. This contribution is in recognition of the level of effort expected from each proponent in the development of the submission. The honorarium will be paid 30 days after the announcement of the preferred proponent.

The NCC reserves the right to withhold this contribution from any proponent that, in the sole opinion of the NCC, fails to deliver a submission that meets the mandatory requirements in section 15.0.

The NCC shall not otherwise be obligated to reimburse or compensate any proponent for any costs incurred in connection with the preparation of a response to this RFP.

11.0 SUBMISSION ASSUMPTIONS

In submitting a proposal to the NCC, the proponent acknowledges and agrees that:

- a) It has read and understood the requirements of the RFP documents;
- b) It has undertaken all necessary due diligence to satisfy itself as to the condition of the site and all obligations assumed in implementing the development proposal;
- c) If selected as the preferred proponent, it shall be fully responsible for implementing and delivering the project in accordance with all federal, provincial and municipal laws and by-laws;
- d) It assumes all responsibilities associated with ensuring that the data from the data room is used on a confidential basis for the sole use of the proponent in developing a response to this RFP;
- e) If selected as the preferred proponent, it assumes all the costs, risks and liabilities associated with existing conditions and the remediation of soil and groundwater for all the lands proposed for redevelopment.

12.0 SUBMISSION REQUIREMENTS AND EVALUATION CRITERIA

It is the proponent's responsibility to ensure that the NCC receives a complete submission and that it is legible, clear, concise and understandable. Failure to do so will be to the proponent's disadvantage. Each submission will be evaluated on the validity of its content and in accordance with the following process.

12.1 MANDATORY REQUIREMENTS REVIEW

Submissions will first be verified to ensure that all prescribed mandatory requirements set out in section 15.0 are met. Only submissions deemed to have met the mandatory requirements will proceed to the rated requirements evaluation. In this document, the use of the word "must" also means that the matter being discussed is a mandatory requirement of the business case, and therefore a mandatory requirement of the RFP. A submission not meeting the mandatory requirements shall be treated as non-responsive and shall not be considered further.

12.2 RATED REQUIREMENTS EVALUATION

Each submission in compliance with the mandatory requirements will be evaluated and point-rated. For the point-rated evaluation, the evaluation committee will undertake an evaluation and rate each compliant submission based on the criteria outlined in section 16.0 of this RFP. The proponent is expected to respond in detail addressing each of the evaluation criteria provided. The evaluation committee will score each section and sub-section taking all the criteria into consideration on a holistic basis.

13.0 NEGOTIATIONS AND SELECTION OF A PREFERRED PROPONENT

Pursuant to the completion of the rated requirement evaluation, the NCC will be in a position to engage with the business terms and conditions to be contained in the development agreement(s) contemplated in this process. Based on the submission scores, the NCC may at its sole discretion:

1. Identify the highest ranked proponent as the preferred proponent and negotiate the development agreement(s) with such proponent.

2. Identify the two highest ranked proponents and enter into negotiations with the higher ranked proponent and failing successful negotiations enter into negotiations with the second highest ranked proponent.
3. Enter into separate and distinct but contemporaneous negotiations with the first and second ranked submissions and identify a preferred proponent following the conclusion of those negotiations.

The NCC may use the negotiation process to finalize any aspect of a proponent's submission.

14.0 GOVERNMENT APPROVALS

After completion of successful negotiations, the NCC will require Treasury Board recommendation and Governor-in-Council approval prior to having any authority to enter into development agreement(s) contemplated in this process. Accordingly, any acceptance by the NCC shall not be deemed to bind the NCC to any agreement until such time as approvals are obtained. No officer or agent of the NCC is being held out as having actual or ostensible authority to bind the NCC to any agreements.

Upon receipt of approval under this section, the NCC will make a public announcement communicating the details of the successful development project.

15.0 MANDATORY REQUIREMENTS

In order for a submission to be considered, the following mandatory requirements must be included in the proponent's submission:

1. A business case addressing each criterion outlined in section 16.0 (and the sub-sections related thereto).
2. Demonstration in the business case that execution and delivery of the main public anchor use(s) is in the initial phase of development.
3. A security deposit, in the form of a certified cheque or a bank draft made payable to the NCC in the amount of \$250,000 as directed in section 9.0
4. A duly signed Conflict of Interest Declaration, using the NCC form found in Appendix B.
5. A duly signed Certificate of Independent Submission Determination found in Appendix F.

Submissions not complying with the mandatory requirements, in the sole opinion of the NCC, will be deemed non-responsive and will be given no further consideration.

16.0 RATED REQUIREMENTS EVALUATION

The rated requirements will be submitted in the form of a business case. The following provides the major headings and subject areas to be addressed by proponents. The business case will illustrate how the development proposal will be successfully executed and operated over both the near and longer term. At several points in the following section, the proponents are reminded to ensure that the focus of the business case is on the public anchor use(s). The execution and delivery of the main public anchor use(s) must be in the initial

phase of development and viable from a range of perspectives.

Demonstrating the viability of the other components of the project is also important and the business case should provide evidence that these elements will also be successful.

In the following sections, the term “completeness” means addressing the subject matter required under each major heading. The below table summarizes the areas of rated requirements and the points available to proponents for each section and sub-section.

Rated Requirements	Available Points	Minimum Points Required
Introduction (5 points)	5	N/A
Market Rationale (45 points)		
• Public Anchor Use(s)	30	18
• Non Public Anchor Use(s)	15	9
Development Plan (30 points)	30	18
• Design Excellence		
• Year-Round Animation		
• Phasing Approach		
• Viability of the development		
Decommissioning and Sustainability Strategies (10 points)	10	N/A
Transportation Plan (5 points)	5	N/A
Servicing Plan (5 points)	5	N/A
Delivery Model (30 points)		
• Ownership, Management and Financial Capability	10	6
• Financial Implementation Plan	10	6
• Business Terms	10	6
Risk Assessment and Mitigation Strategies (10 points)	10	N/A
Maximum Score	140	N/A

A minimum score of 60% of the available points in each of the sub-sections related to market rationale, the development plan and the delivery model is required for the submission to be considered as having achieved the minimum qualification threshold. If any one of the aforementioned sections does not achieve the minimum qualification threshold, it will not be considered further in the evaluation process.

16.1 INTRODUCTION AND EXECUTIVE SUMMARY

(0-5 POINTS)

The submission should provide an introduction that summarizes the business case of the public anchor use(s) and overall development proposal. This section should also provide an executive summary of the business case highlighting its benefits as well as its issues and risks. This section should summarize the business terms, project timing and major areas of project conditionality to the initiation and completion of construction and delivery of the public anchor use(s).

Evaluation Criteria

- i. This section will be evaluated based on its clarity and completeness.
- ii. Points will be awarded to proponents who fully summarize the business case and its key points.

16.2 MARKET RATIONALE

(0- 45 POINTS)

In this section, an in-depth market rationale, that outlines support for the viability of the public anchor use(s) and the non-public anchor use(s) components of the development should be provided. For the early phases of the development, greater detail is required. This rationale should form the basis for the land and program requirements of each component of the development as well as revenue projections.

16.2.1 Public Anchor Use(s)

(0- 30 points)

1. For the public anchor use(s), this section should provide a thorough analysis of the market viability of the public anchor use(s). Studies to fully demonstrate the supportable program requirements with projections of attendance/visitor traffic should be prepared. Revenue estimates as well as other factors that can be integrated into the financial plan should be provided.
2. Since it's a key objective of the NCC to animate this area by way of unique public experiences that add social value and is worthy and representative of the nation's capital, projections with respect to the characteristics/profile of visitors, nationally and internationally alike, will be of interest in the evaluation of submissions. The number of visitors as well as seasonality and duration of visits, the connectivity with and propensity to visit other local

attractions and for secondary spending in ancillary retail or other attractions should be analyzed and forecasted.

3. The market analysis should also integrate synergistic relationships between both existing uses and future uses that contribute positively to the area as a whole.

The NCC offers the following interrogative reflections to guide the proponents in developing proposed public anchor use(s). No points are specifically associated with any questions or answers:

- Will the proposed anchor use(s), in conjunction with the supporting development scheme, enrich the social and cultural fabric of Canada's Capital?
- Will the proposed public anchor use(s) draw visitors from beyond the local market?
- Will the presence of the public anchor use(s) enhance the prestige and economic competitiveness of the Capital?
- Will the public anchor use(s) have iconic design qualities that draw positive attention to the Capital?
- Will the purpose of the use enhance the Capital's international standing?
- Is the public anchor use(s) offering access to a service and/or function that is not otherwise available in the local market?
- Does the proposed public anchor use(s) contribute meaningfully to community development?

Evaluation Criteria – Public Anchor Use(s)

- i. The quality and completeness of the analysis in addressing the requirements outlined above. Demonstrated application of international best practices and state-of-the-art design in terms of aesthetics, materials and detailing, functionality (including inter & intra connectivity) and sustainability.
- ii. The quality of the public anchor use(s) in light of the NCC's desire to attract public experiences that will offer primarily non-residential, year-round on fostering public access. The NCC's vision for the site is to see an anchor use worthy of national significance that creates a new capital landmark. Points will be awarded to proposals with viable anchor use(s) offering national and international scale attractions or institutions fostering a capital experience and having a positive impact on community.

The Capital is a political centre and a national symbol, a place of rich heritage, central to the country's origin and continually unfolding history. The NCC expects the public anchor use to be meaningful to, and a source of pride generally for all Canadians.

- iii. The market viability of the public anchor use(s) and the other components of the development. The NCC recognises that the market viability of the project as a whole may not come from the non-public anchor use of the development project.
- iv. Points will be awarded for public anchor use(s) that are synergistic from a programming, commercial, or physical design perspective with both existing and future uses.
- v. Points will be awarded for submissions that can provide evidence in the ability to animate the area indoors and outdoors on a year round basis.
- vi. The strong relationship between the analysis and the conclusions in the development plan and delivery model.

If a proponent does not receive a minimum of 60% (18 points) of the 30 available points in this subsection, the submission will be considered not to have achieved the minimum qualification threshold.

16.2.2 Non-Public Anchor Uses (0-15 points)

For uses not directly related to the public anchor use(s) the market analysis should have separate analysis for each development type. Commercial and retail demand forecasts should provide detailed assessments of the local market characteristics. A forecast of the future demand characteristics, supported by a detailed analysis, that aligns with the proposed development should be provided. Similarly, where residential development is proposed, a detailed analysis that provides support for absorption of the demand for residential development, by proposed unit type, should be included. It is expected that these demand forecasts be consistent with forecasted population growth and development activity. In each case, estimates of achievable rents and/or sale prices as well as lease-up/sales rates should be provided by product/unit type. These space absorptions should link with the proposed phasing plan and rationalize the proposed acquisition of land.

Evaluation Criteria – Non-Public Anchor Use(s)

- i. The quality and completeness of the analysis in addressing the requirements outlined above.
- ii. The demonstrated market viability of the use(s).
- iii. The strong relationship between the analysis and the conclusions in the development plan and delivery model.
- iv. The programming, commercial and physical synergies and interconnectivity with the public anchor use(s) and the overall development.

If a proponent does not receive a minimum of 60% (9 points) of the 15 available points in this sub-section, the submission will be considered not to have achieved the minimum qualification threshold.

16.3 THE DEVELOPMENT PLAN

(0-30 POINTS)

1. Achieving design excellence is a key objective of the NCC in this RFP. Proponents are expected to illustrate their commitment to a project that will represent a memorable capital landmark development in the nation's Capital from both a public use viewpoint and also from the perspective of the highest quality of architecture and sustainable design. In the elaboration of its submission, the proponent is to reflect on design excellence considering the following:
 - A strong visual signature, taking into account the skyline, protected views, while fostering new capital views and perspectives;
 - Microclimate conditions (i.e. sunlight, wind, and year round precipitation management);
 - Experiences at defined destinations, but also through the connectivity, or the journey between these elements of the plan;
 - Materials proposed and detailing (design and construction quality);
 - Attractive and well-designed public spaces connecting the multi-use and multi-phase development;
 - A distinct visual theme that is non-monolithic but with variations of uses, types, character and massing is encouraged. The project should seek to span time by demonstrating sensitivity to the heritage of LeBreton Flats while remaining future oriented in setting the course for its ongoing evolution.

2. A detailed description of the public anchor use(s) including conceptual drawings that illustrate program areas consistent with the outcomes of the market research.
3. Plans depicting streets, blocks, land use and massing demonstrating the development meets the NCC design objectives outlined in Appendix C.
4. A plan that clearly illustrates the phasing of development. It is understood that the project may extend over many years and providing details of the latter phases of development may be challenging. However, it is expected that the graphic detail of the development plan for the initial phases of development will be more precise than latter stages.
5. A public realm plan that includes details of typical relationships/cross sections between private and public areas and built forms, pathways, and physical relationships/links that support transit use. The NCC will look for features that link the development plan to not only transit but the surrounding neighbourhoods. The NCC will also provide a sense of enclosure and integration between built and open spaces that encourage pedestrian and cyclist movements.
6. The development plan should articulate how it will address liveability and animation during winter months through both design and programming.
7. The development plan should provide an accounting of building types and development yield statistics, for each phase, including gross floor areas by product type and development phase that is consistent with the delivery model.
8. Proponents should provide the NCC with a professional opinion of an experienced independent urban planner on the likelihood of the development plan to be favourably received by governing bodies and the rationale therefore. The opinion should also elaborate on the feasibility of the proposed uses and phasing presented in the development plan.

Evaluation Criteria

- i. The quality and completeness of the analysis in addressing the requirements outlined above.
- ii. The approach and commitment of the proponent to ensure that the public anchor use(s) meets the highest possible quality of architecture and design. The public anchor use(s) will be evaluated against the ability to demonstrate design excellence.
- iii. Submissions that can provide evidence of the ability to animate the area on a year round basis will score favourably subject to meeting all other related criteria.
- iv. The NCC will be seeking to ensure there is a direct link between the development plan, its phasing and the other sections of the submission. The proponent is to provide substantiation that the proposed phasing from a market and financial perspective is achievable.
- v. The professional opinion of the experienced independent urban planner is expected to help the Evaluation Committee to measure probability of deliverability of the proposed development plan, and therefore the degree of realism of the proposed uses and phasing presented by the proponent in the development plan.
- vi. Overall project design excellence.

If a proponent does not receive a minimum of 60% (18 points) of the available 30 points in this section, the submission will be considered not to have achieved the minimum qualification threshold.

16.4 Decommissioning Approach and Sustainability Strategies (0-10 points)

The proponent should provide its approach to addressing existing and future environmental conditions, based on the proposed development plan and municipal, provincial and federal laws and by-laws. The approach should detail environmental remediation and/or risk-managed solutions and associated timing. These factors should be reflected in the phasing, financing and implementation plans. To aid in the development of this section, the NCC will provide access and studies undertaken to date relative to this matter. However, these studies do not cover the entire site area. Proponents will be required to undertake the due diligence that may be required in terms of site characterization or remedial strategies driven by the proposed development plan.

Proponents are reminded that the property is offered on an “as is”, “where is” basis with no compensation from the NCC for remediation. In submitting a proposal to the NCC the proponent acknowledges and agrees to assume all the costs and liabilities associated with existing conditions and the remediation of soil and groundwater for all of the lands proposed for redevelopment. The NCC will not consider any proposal that does not assume all liabilities or is conditional on additional studies associated with soil or groundwater contamination. If selected, the preferred proponent may be required to post a performance bond or other form of security that will be available to the NCC in the event of a default of decommissioning commitments.

The sustainability framework, which may have links or overlap with the decommissioning approach, will offer information on matters such as building standards, storm water management, energy conservation targets and other factors that relate to the environmental performance of the built and open space/public realm elements of the project.

For buildings of more than 250m², proponents will be required to commit to achieving LEED Gold New Construction Certification or an equal standard as a minimum, acceptable to the NCC.

Evaluation Criteria

- i. The quality and completeness of the analysis in addressing the requirements outlined above.
- ii. The link between the decommissioning and sustainability strategy, the development plan and its phasing and the other sections of the submission.
- iii. Confirmation from the proponent that the buildings of more than 250m² will achieve LEED Gold New Construction Guidelines certification
- iv. Points will be awarded for demonstrated leadership in proposing green solutions in the overall development proposal.

Points will be awarded to projects that offer feasible and viable solutions from an implementation perspective.

16.5 TRANSPORTATION PLAN (0-5 POINTS)

A transportation plan must be submitted that provides support and contributes to the viability of the development proposal. We understand that for complete certainty approval of these plans by the City of Ottawa and/or other public entities are required. However, we expect that the proponent will retain the necessary technical expertise with experience with this aspect to provide a high level of confidence that the development plan is feasible from the perspective of transportation issues.

The transportation plan would also identify the cost estimate and timing of transportation infrastructure investment. These estimates should be consistent with the phasing and financial plans. This component of the plan should also indicate how existing infrastructure conditions are to be managed or incorporated.

The transportation plan should clearly identify any areas of uncertainty with respect to the feasibility of development and strategies to mitigate these uncertainties.

Criteria for Evaluation

- i. The quality and completeness of the analysis in addressing the requirements outlined above.
- ii. The link between the transportation plan, the development plan and its phasing and the other sections of the submission.
- iii. The transportation plan should provide an opinion with respect to the ability of the planned improvements to be submitted for approval. If there are areas of uncertainty with respect to approval, they should be identified.
- iv. The approach to maximizing leverage of the public transit investment in the area.

16.6 SERVICING PLAN

(0-5 POINTS)

A servicing plan must be submitted that provides support and contributes to the viability of the development proposal. We understand that for complete certainty approval of these plans by the City of Ottawa and/or other public utilities are required. However, we expect that the proponent will retain the necessary technical expertise with this aspect of the City to provide a high level of confidence that the servicing plan is feasible from the perspective of providing the necessary utilities to the site.

The plan would also identify the cost estimate and timing of infrastructure investment. These estimates should be consistent with the phasing and financial plans. This component of the plan should also indicate how existing infrastructure conditions and existing obligations are to be managed or incorporated.

The plan should clearly identify any areas of uncertainty with the respect to the feasibility of development and strategies to mitigate these uncertainties.

Criteria for Evaluation

- i. The quality and completeness of the analysis in addressing the requirements outlined above.
- ii. The link between the servicing plan, the development plan and its phasing and the other sections of the submission.

The servicing plan should provide an opinion with respect to the ability of the planned improvements to be approved. If there are areas of uncertainty with respect to approval, they should be identified with appropriate mitigation measures.

16.7 DELIVERY MODEL

(0-30 POINTS)

The business case must provide a detailed explanation of the delivery model for the development proposal. This is a description of the proposed ownership structure, how it will be implemented, and a summary of the business terms and development agreements proposed to give effect to the transaction. The submission must include this information under the following three subject headings:

1. Ownership, Management and Financial Capability;
2. Financial and Implementation Plan; and,
3. Business Terms.

16.7.1 Ownership, Management and Financial Capability

(0-10 points)

The delivery model should clearly state and describe the legal entity(ies), including its proposed structure, that will execute a development agreement with the NCC. If the entity that will operate the public anchor use(s) is different than the proponent, this (these) entity (ies) are to be identified. To this end, this section of the business case should include evidence of the financial strength, benefits and capabilities of the proponent, the entities and of the proposed structure.

Evaluation Criteria

- i. The ability of the ownership entity (ies) and delivery/ management structure to protect the project and the NCC from risks related to corporate or project solvency or any other liability that results from the lack of performance or negligence of the proponent.
- ii. Points will be awarded to submissions that propose ownership and delivery structures that can fully mitigate the risks to the NCC from any and all recourses associated with a failure of any aspect of the development proposal.
- iii. The experience of the legal entity (ies) including that of its operating partner (s).
- iv. Points will be awarded to proponents that can provide confidence and evidence that both the development and operating entity(ies) has (have) the capacity, experience and financial capability to undertake the development proposal and manage all aspects of its various phases.

If a proponent does not receive a minimum of 60% of the 10 available points in this section, the submission will be considered not to have achieved the minimum qualification threshold.

16.7.2 Financial and Implementation Plan

(0-10 points)

Proponents should submit a financial and implementation plan that provides NCC with sufficient information to evaluate the financial viability of the development proposal. Specifically, the NCC will seek to ensure that the market rationale and development plan, as well as other components of the project, are linked to and support the financial and implementation plan. The financial and implementation plan should include, and will be evaluated on, the following areas:

1. The financial and implementation plan will describe the entire development proposal on a phase by phase basis. Starting from the proponent's selection date, the plan should identify major activities and milestones over a 20 year period, or the period of redevelopment, whichever is shorter in duration
2. The financial and implementation plan should provide an estimate and timing of the capital expenditures, associated with approvals, financing, commissioning, decommissioning, infrastructure, design and construction, occupancy and other major activities for each phase or component of development.
3. The plan should be presented in the form of a summary spread sheet with the major activities and milestones reported in rows and years across the columns. The plan should be consistent with the development plan, phasing plan, proposed ownership and management structure, and all other aspects of the business case. Supporting explanatory text should be provided.
4. Proponents should clearly identify when and how the NCC is to be compensated for the fair market value of the subject and option lands. If this value or part of it is to be achieved over time, the details thereof should be provided. If this value or part of it is to be considered public subsidy such as deferred or reduced land value contribution, it should clearly describe how and when the land value and returns thereon are invested to bring exceptional public experience and benefits to the National Capital, in line with NCC's mandate.
5. The contractual relation of the NCC in the proposed implementation of the development proposal, including estimated financial returns and timing of these returns, if any, should be identified.

6. Where financing of any nature, including endowments, is proposed for the public anchor use(s), commitment letters from the financing partners and/or sources should be provided.
7. The NCC will require sufficient information in the financial and implementation plan to assess any level of conditionality and timing of all financing sources as it relates to the public anchor use(s) and other components of the development proposal.
8. The financial and implementation plan will identify how, and by whom, the development proposal and all other aspects of it will be executed. This should include a discussion on how the development would be managed from beginning to occupancy and operation for each component of the development proposal.
9. The financial and implementation plan should identify a minimum operating period of the public anchor use(s) and provide a performance guarantee to ensure its operation over this time period
10. For the public anchor use(s) component, particular detail should be provided that will allow the NCC to assess the short and long term operating viability of the project and potential areas of risk. If applicable, other components of the development proposal can be integrated to financially support the public anchor use (s).
11. If any element of the project is expected to be provided by or assumed by the NCC, the City of Ottawa or any other government body, this should be clearly identified.

Evaluation Criteria

- i. All of the above analyses should be prepared in sufficient detail to allow a qualified third party to develop a valid and sound opinion on the financial viability of the development plan
- ii. The quality and completeness of the analysis in addressing the requirements outlined above.
- iii. Points will be awarded to proponents who can offer a financial and implementation plan that illustrates an understanding of a phased development process, is supported by the market rationale and offers a realistic and pragmatic strategy to achieving the objectives of this RFP.
- iv. The financial viability will be assessed based on the information provided by the proponent. The NCC will be looking for evidence that the costs of the development can be supported by the identified revenue sources.

- v. The proposed financial consideration to the NCC and how it, and/or a return on the land value is to be recognized.
- vi. The level of certainty or conditionality associated with the development as a whole. Proponents will be scored based on the detail of this information, the level of conditionality and impact on the project viability.
- vii. The commitment to and duration of the operating period for the public anchor use(s): Points will be awarded to submissions that can provide greater certainty over the operating periods with appropriate guarantees, security, and as applicable debt instruments.
- viii. How well the financial and implementation plan is supported by the market rationale and linked to the development proposal and other aspects of the business case.
- ix. The NCC's assessment of implementation and financial risks will be scored based on the submitted material.

If a proponent does not receive a minimum of 60% (6 points) of the 10 available points in this subsection, the submission will be considered not to have achieved the minimum qualification threshold.

16.7.3 Business Terms (0-10 points)

The financial and implementation plan should provide an outline of the key business terms that would be included in an overall development agreement between the proponent and the NCC. The following is provided for additional guidance in the development of this component of the delivery model.

The business terms should be presented in the format of a term sheet that will include overall terms and terms specific to the components of the development proposal. This should clearly identify matters such as the proposed transaction amounts or lease rates, term and nature of any conditions that would need to be satisfied prior to proceeding with the execution of development agreements and the implementation of the development proposal.

The NCC will only accept business terms that include the phased transfer of interests in land to the successful proponent as it is required for development based on achievement of performance milestones and thresholds, and subject to terms and conditions to be reflected in the development agreement. Submissions should outline the preferred approach and probable timing to the disposition and/or lease of each phase

of development proposal. In terms of approach, the NCC will consider both the long term leasing and fee simple sale of the properties, or a combination of both. A key evaluation criterion in this regard will be the approach that offers the best value to the NCC.

The business terms should allow 8 months for the NCC to secure approvals of the negotiated agreement and an option to extend this period if required.

The NCC will require a mechanism to ensure that the development proposal is developed within a timely manner. The NCC will require the proponent to address how unanticipated delays in the development process would be dealt with.

The NCC also envisions the need for guarantees to ensure that the requirements of the agreement between the proponent and the NCC are achieved. The business terms should identify financial guarantees or other mechanisms that will speak to credibility and ensure the delivery and continued operation of the public anchor use(s), the site decommissioning and/or other critical aspects of the development proposal that may increase project risks.

Transferring the responsibilities of any agreed development plan or component of the development proposal to any group not identified in the proposal submitted in stage 1 will not be permitted without the written consent of the NCC, which may be arbitrarily withheld as per sections 17.5 and 17.6

Any lease with the NCC may require a clause that provides the NCC an option, at its sole and unfettered discretion, to accept the presence of the uses and/or improvements on its land at the end of the term. The right to vacant possession of the property with all improvements removed and grounds reinstated, at the tenants expense may also be required at the time of lease termination.

The NCC will not consider any terms that envision NCC-sourced financing or guarantees including vendor take back mortgages or similar instruments. The NCC will not provide any type of security in support of financing or revenue streams.

Evaluation Criteria

- i. Favourability of the business terms.
- ii. The quality and completeness of the analysis in addressing the requirements outlined above.
- iii. The quality of the performance guarantee(s) that may relate to site decommissioning, construction and operating risks that the NCC may be exposed to.

- iv. The level of certainty or conditionality associated with the development proposal and achieving the proposed business terms including the duration of due diligence periods and conditions of approval imposed by the proponent.
- v. The commitment to and duration of the operating period for the public anchor use(s). Points will be awarded to submissions that can provide greater certainty over the operating periods with appropriate guarantees.
- vi. How well the business terms are supported by the market rationale and linked to the development plan and other aspects of the business case.

If a proponent does not receive a minimum of 60% (6 points) of the 10 available points in this sub-section, the submission will be considered not to have achieved the minimum qualification threshold.

16.7.4 Risk Assessment and Mitigating Strategies
(10 points)

This section of the business case should explore and identify the central project risks to both the proponent and the NCC. For each identified risk, an analysis should be undertaken that assesses the nature of the risk, including its probability and

approaches that can be imbedded in the development agreement to mitigate these risks, or implementation of alternate measures/work-around plans if and when required. Key areas of concerns include, but are not limited to:

- 1. Public anchor use(s), risks management and work-around plan in the event of failure(s).
- 2. Market risks/failure.
- 3. Approval risks, failure to receive approval or receive them in a timely manner.
- 4. Construction risks, cost inflation, delays, etc.
- 5. Financing risks including failure to secure the necessary financing and capital.
- 6. Developer/partner risk including solvency of partners.

Evaluation Criteria

- i. The clarity, quality and completeness of the analysis in addressing the requirements outlined above.
- ii. This section will be evaluated on the comprehensiveness of the identification of risks and the mitigating strategy. Material, such as previous examples or precedents, where risk management techniques have been proven to work, are encouraged and could improve scores in this section.

17.0 OTHER MATTERS

17.1 SCHEDULE

The following schedule is a guideline for the overall process. NCC reserves the right to make changes to the schedule as circumstance demands in its sole discretion. If however, the dates change before the close of the proposal call, proponents will be notified.

RFP Issued	April 17, 2015
1st Commercially Confidential Meeting (CCM)	Early May 2015
Deadline for other CCMs	September 30, 2015
Final Date for Questions	October 9, 2015
Final Date for Addendums	October 16, 2015
Submission Deadline	October 30, 2015
Public Exhibition	December 2015
Evaluation	Nov. – December 2015
Identification of Preferred Proponent(s)	Dec. – January 2016
Negotiations	Jan. – April 2016
Government Approvals	Apr. – June 2016
Public Announcement of Successful Development Project	June 2016

17.2 PUBLIC EXHIBITION

A public exhibition of the proponent's concepts will take place at which time members of the public will be invited to ask questions in both official languages to up to three of the proponent's representatives and to share their opinions on each design. These comments will be compiled and shared with the evaluation committee which comments will be considered in the assessment of the criteria in section 16.3. The NCC may also solicit public comments over the medium of its website.

The NCC shall notify all proponents of the date, protocol and required information for participation of the proponents in the public exhibition by way of issuance of a notice in the data room. Any prepared materials to be provided by the proponents shall be subject to prior review and approval by the NCC, at the NCC's discretion.

17.3 COMMERCIALLY CONFIDENTIAL MEETINGS (CCM)

The NCC will provide opportunities for commercially confidential meetings (CCM). Supervised by the fairness monitor, a CCM creates the opportunity for bilateral meetings between the NCC, and proponents and their respective advisors, to ask questions, present ideas and challenges associated with the RFP and its submission requirements. Without limitation, the NCC would like to have the opportunity to hold CCMs on the following subject matters:

- Design Excellence
- Delivery Model – matters related to the financing, operation and management and associated business terms.

Further details pertaining to CCMs will be posted in the data room as they become available.

While attendance at CCMs is not mandatory, proponents are strongly encouraged to attend. In order to attend a CCM proponents will be required to acknowledge and agree to the following terms, and potentially additional terms of the NCC:

- a) No statement, consent, waiver, acceptance, approval or anything else said or done in any of these CCM by the NCC or any of their respective advisors, employees or representatives shall amend or waive any provision of the RFP, or be binding on the NCC or be relied upon in any way by proponents, proponent team members or their advisors except when and only to the extent expressly confirmed in an addendum to the RFP.

- b) Any statement made at a CCM by the NCC or any of their advisors is not and shall not be deemed or considered to be an indication of a preference by the NCC or a rejection by the NCC of anything said or done by the proponent, or any of their respective advisors.
- c) The NCC may share process-related information, including clarifying information, with all proponents if the need arises.
- d) Agree that the proponent, its advisors and representatives must treat information received at a CCM as confidential information.
- e) Agree to supply an agenda, list of attendees, and other information requested by the NCC at least 5 business days before the scheduled meetings.
- f) Agree that any recording of the CCMs is prohibited.

17.4 IRREVOCABILITY AND DEPOSIT

All submissions will be irrevocable until the requisite governmental approvals described in section 14.0 are obtained.

Any withdrawal of, or amendment to a submission after the date for submission of proposals outline in section 17.1, and before the NCC has returned the submitted stage 2 security, may result in the NCC drawing on the stage 2 security as liquidated damages.

17.5 CHANGES TO THE PUBLIC ANCHOR USE(S)

Proponents must bring forward the Public Anchor Use(s) proposed in the conceptual plan submitted in response to the RFQ. Changes or additions to the uses proposed in the conceptual plan may be permitted but only upon the express written permission on the NCC. Permission will be granted based on the criteria in the RFQ document and any other criteria that may be established by the NCC. The NCC will be seeking to ensure that any changes provide equivalent or superior value over the RFQ submission.

Failure to comply with this requirement may result in the rejection of the submission and the drawing on, the proponent's stage 2 security as liquidated damages.

17.6 PROPONENT TEAM CHANGES

Proponents may add or change team members to the proponent's team. However, proponents are required to carry over the same partners or associates as well as the same development and design team identified in stage 1 to this stage 2 of the selection process and, if successful, to the design and construction phases unless express written permission is obtained from the NCC. Permission if granted, will be based on the criteria in the RFQ document and any other criteria that may be established by the NCC. The NCC will be seeking to ensure that the change provides equivalent or superior value over the RFQ submission.

Failure to comply with this requirement may result in termination of applicable development agreements with the proponent and drawing on, in whole or in part, the proponent's security as liquidated damages.

17.7 ABORIGINAL CONSULTATIONS

Elements of the redevelopment project could be considered Crown conduct that triggers the duty to consult Aboriginal groups. The NCC will conduct such consultations with the appropriate Aboriginal groups, as required. It shall be clearly understood that the NCC has an obligation to complete, to its satisfaction, any consultation with Aboriginal Groups that may be required in respect to all or part of the redevelopment site in order for the NCC to enter into the agreement contemplated in the present selection process. If and as required, accommodation measures identified pursuant to consultation with Aboriginal groups require contributions, economic, financial interpretive or otherwise, the proponent, in submitting a proposal through this RFP process, if identified as the successful proponent, acknowledges that such contributions may have to be incorporated in the final development project and business terms in order to conclude negotiations.

17.8 DEVELOPMENT RIGHTS AND RESTRICTIONS

The NCC has recently concluded certain agreements with the City of Ottawa pertaining to major sewer infrastructure work and several previously unresolved legacy items from past agreements pertaining to sewer and transportation infrastructure affecting the redevelopment lands. Further, the NCC and the City are currently negotiating a Transfer Agreement pertaining to the OLRT Confederation Line project, affecting these lands as well.

The NCC undertakes to deposit pertinent excerpts from these agreements to the data room so that proponents can become fully apprised with them and the impacts and opportunities for the further development of the proposals.

17.9 MODIFICATIONS AND CLARIFICATIONS

The NCC reserves the right to make modifications and clarifications to this RFP at any time. Proponents will be notified of any changes to the RFP via notice in the data room.

17.10 REJECTION OF SUBMISSIONS

The NCC reserves the right to reject submissions for any reasons, including but not limited to the following:

- a) A submission is incomplete.
- b) A submission fails to provide the requested information.
- c) A proponent fails to provide timely clarification of any matters when asked to do so by the NCC.
- d) Any proponent or any member of its team makes prohibited communications per section 17.11.

17.11 PROHIBITED COMMUNICATIONS AND DISCLOSURE OF INFORMATION

The proponent, members of the proponent team, employees, representative and respective advisors are not permitted to make contact with any NCC staff during the RFP solicitation process, other than through the designated email address provided to raise questions.

Proponents must not disclose any details pertaining to their submission, in whole or in part to anyone not directly involved in their submission prior to the signature of a development agreement(s) without the prior written approval of the NCC. This requirement does not apply to public presentations as directed by the NCC as part of the public consultation process and does not prohibit disclosures to municipalities and other government authorities necessary to advance the proponents development proposal forward.

Proponents wishing to make public announcements, comments, or media/social releases pertaining to the details of their submissions or the selection process prior to the signature of a development agreement may do so only with the prior written approval of the NCC.

Failure by a proponent to comply with the provisions of the section may result in the disqualification of the proponent, at the sole discretion of the NCC and may result in the NCC drawing on the stage 2 security as liquidated damages.

17.12 OWNERSHIP OF SUBMISSIONS

All copies of documents submitted in response to this RFP shall become the property of the NCC and will not be returned.

17.13 RIGHTS OF THE NATIONAL CAPITAL COMMISSION

Without limitation to any rights of the NCC hereunder, in order to ensure the integrity openness and transparency of the procurement process, the NCC may, in its sole discretion:

- a) Impose at any time on all proponents and any team members additional conditions, requirements or measures with respect to bidding or procurement practices or ethical behavior of the proponent and proponent team members
- b) Require that a proponent and/or any team member provide the NCC with copies of its internal policies, processes and controls establishing ethical standards for

its procurement practices and evidence of compliance by the proponent and all team members with such policies, processes and controls.

The NCC further reserves the following rights and shall not be liable for any such actions:

- a) To not accept any of the submissions received;
- b) If only one submission is received, elect to accept or reject it;
- c) To issue addenda to this RFP;
- d) To change or discontinue the process at any time;
- e) To extend the submission deadline;
- f) To reject any or all submissions;
- g) To cancel the RFP process at any time and or reissue the RFP in its original or revised form.

17.14 ACCESS TO INFORMATION ACT

Submissions will be held in strict confidence. Notwithstanding, proponents are advised that, as a Crown corporation, the NCC is subject to the Access to Information Act (Canada) and may, as a result of a request under that Act, be required to release this RFP or any other documents, reports, audits or financial information arising out of or in connection with this RFP if such information is not exempt from disclosure under the provisions of that Act.

http://www.ncc-ccn.gc.ca/sites/default/files/pubs/ncc_code_of_conduct_en.pdf.

17.15 CONFLICT OF INTEREST

According to section 4.0, as a mandatory requirement, proponents are required to submit a duly signed Conflict of Interest Declaration, found in Appendix B and to disclose any perceived, actual or potential conflict of interest. If a conflict of interest exists, the NCC may, at its sole discretion, withhold consideration of the submission until the matter is resolved to the satisfaction of the NCC, or the submission shall be treated as non-responsive and shall not be considered further. Undeclared conflicts of interest shall result in the submission being declared unresponsive and the NCC may, at its sole discretion, draw down on the proponent's security as liquidated damages. If there is any doubt as to whether or not an interest is relevant, a declaration of the interest must be made.

17.16 LIMITS OF LIABILITY

In submitting a proposal to this RFP, the proponent acknowledges and agrees that the proponent shall not hold the NCC or any of its directors, officers, employees, assigns, independent contractors, subcontractors, agents or representatives liable for any error or omission in any part of this RFP. While the NCC has used considerable efforts to ensure that all information contained in this RFP is accurate, the NCC does not guarantee or warrant that the information contained in this RFP or any supplemental documents, including any information provided as part of the site visit, is accurate, comprehensive or exhaustive. Nothing contained in this RFP is intended to relieve the proponent from forming its own opinions and conclusions with respect to the matters addressed in this RFP.

17.17 NCC AND MUNICIPAL APPROVALS

The preferred proponent will be required to comply with all applicable federal, provincial, municipal laws and regulations

In accordance with NCC regulations and procedures, the successful proponent, will be required to make submissions at its own expense to the NCC during the development phase to obtain the Commission's approval pertaining to:

- a) Environmental Assessment in accordance with the regulations of the Canadian Environmental Assessment Act
- b) Federal Land Use Approval
- c) Federal Design Approval.

To streamline the approval process, the NCC has approached the City of Ottawa to create a combined NCC/City of Ottawa review and approval process. Appendix E entitled NCC-City of Ottawa Integrated Development Approval Process is offered as a reference document for the purpose of identifying to the proponent how the above mentioned submissions/ NCC approvals will be integrated into the City of Ottawa development review process.

For further information on elements of particular interest to the NCC during the Federal Design and Land Use review and approval processes, please refer to Appendix D entitled Urban Design Framework. Approvals for the above will only be granted once the NCC is satisfied that submissions meet project standards and requirements. The preferred proponent may be required to make multiple submissions to obtain the requisite approvals. The preferred proponent will not be permitted to proceed with site development until such time that the NCC approvals are granted.

17.18 OPEN, TRANSPARENT AND FAIR PROCESS

The NCC has retained the services of a Fairness Monitor to oversee all aspects of the RFP process. The objective is to provide to the NCC, the public, and all proponents with the assurance that the solicitation process is conducted in a fair, open and transparent manner and that all actions are conducted in accordance with the RFQ and RFP requirements. For inquiries pertaining to fairness of the solicitation process, the contact information of the Fairness Monitor will be posted in the data room.

17.19 COLLUSION

A proponent shall not discuss or communicate, directly or indirectly, with any other proponent, any information whatsoever regarding the preparation of its own submission or the submission of any other proponent. Proponents shall prepare their submission independently and without connection or knowledge of any other submission. This applies to both the proponents and its advisors. Contravention of this provision is grounds for disqualification, at the sole discretion of the NCC.

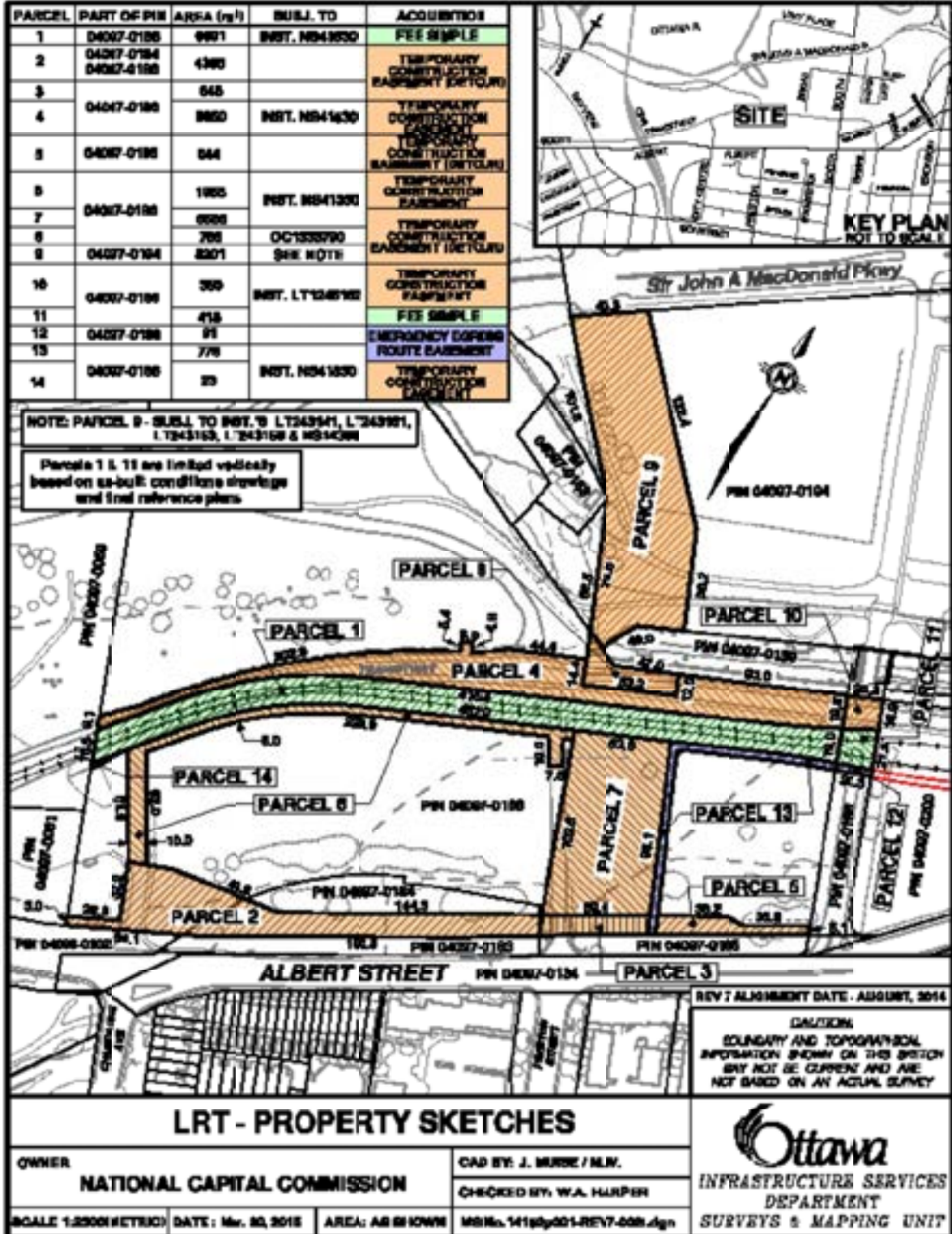
17.20 ADMINISTRATIVE CURE PERIOD

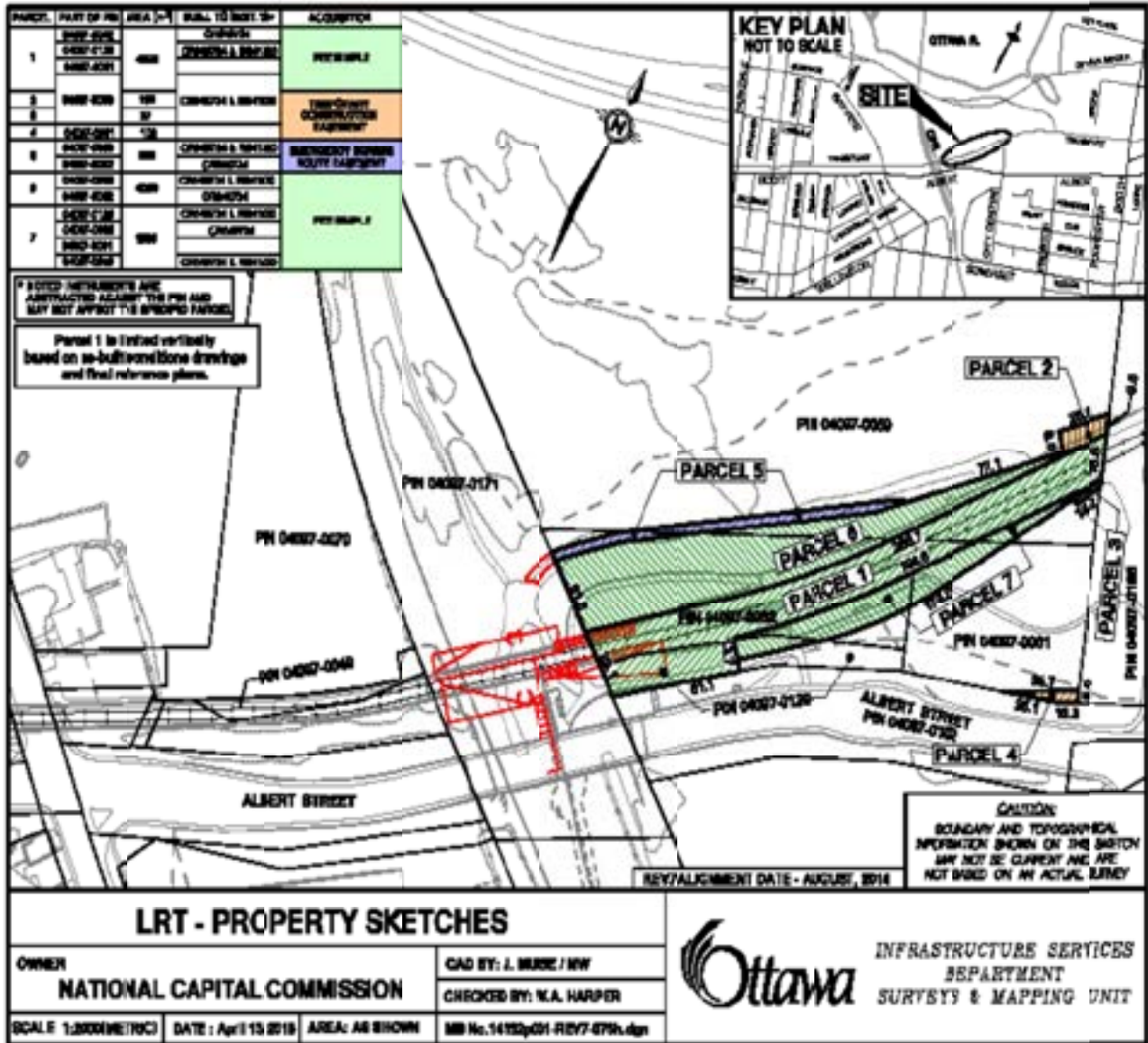
The NCC will allow up to 10 business days from the closing date for receipt of submissions for proponents to resolve administrative issues associated with their submissions. For the purposes of this section, administrative issues means matters related to the production of the submission such as the required number of materials, a corrupt USB Key, or improperly authorized documents. In all other respects the submission must be complete.

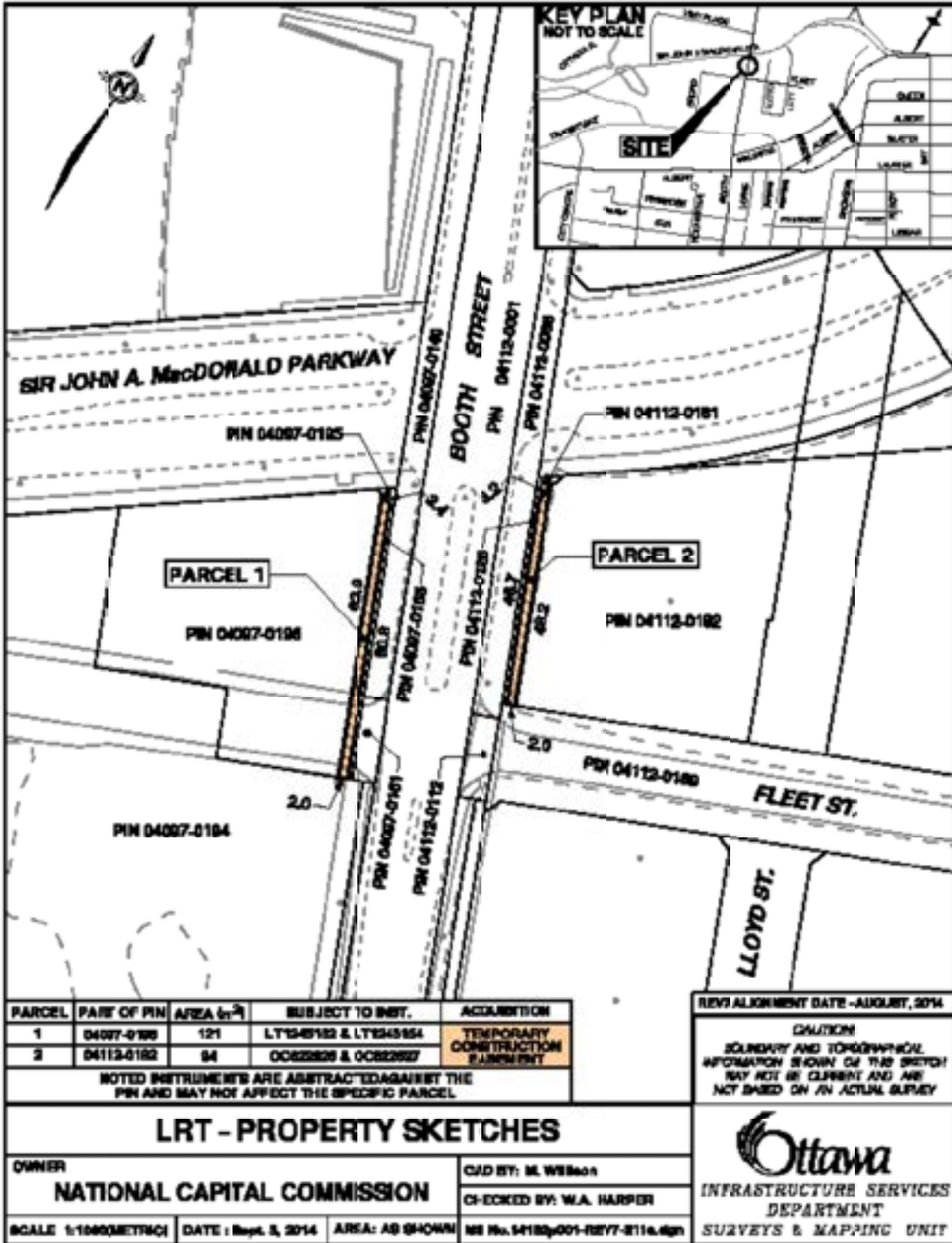
APPENDIX A

CITY OF OTTAWA LAND REQUIREMENTS FOR LRT PROJECT

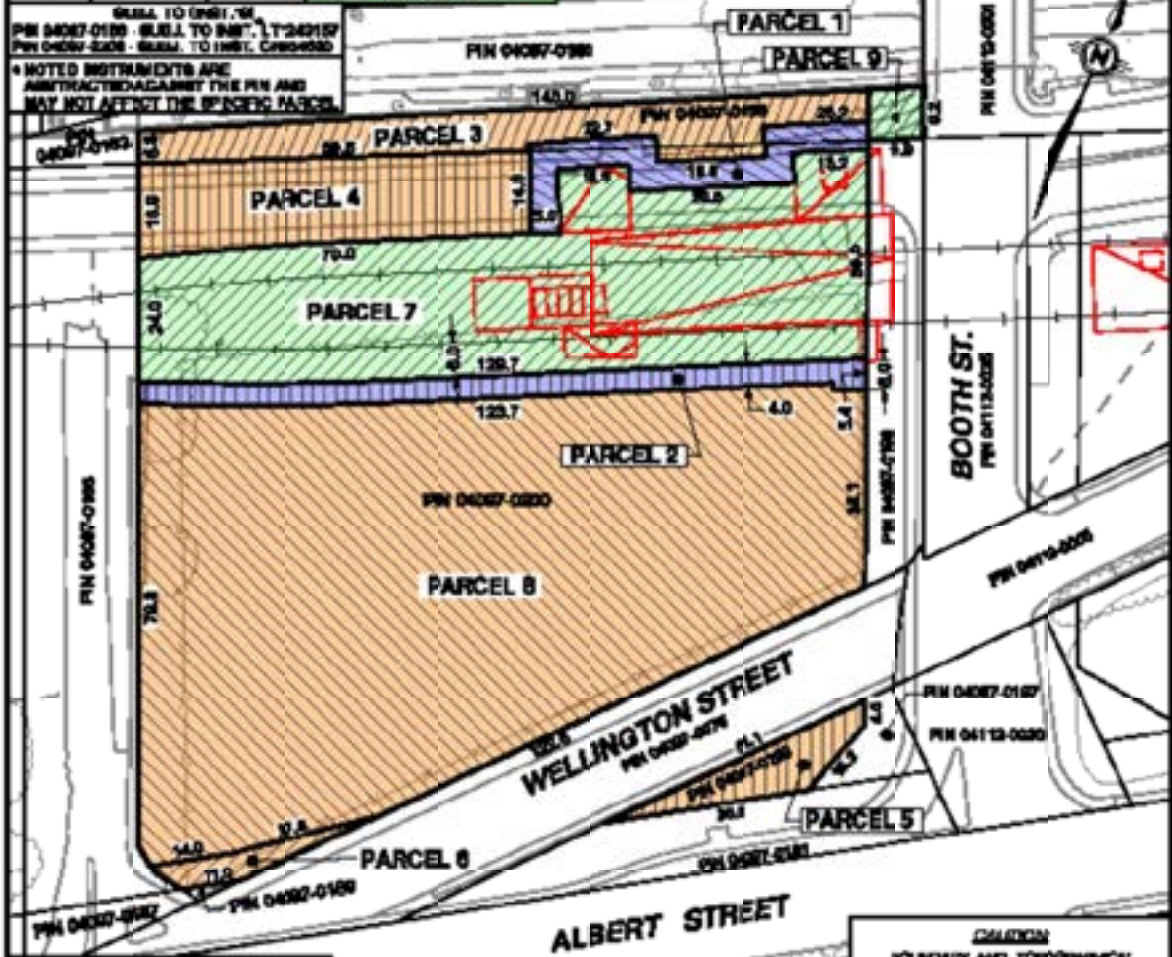
(For ease of reference, land requirements in this appendix will also be posted in the data room)







PARCEL	PART OF PIN	AREA (sq. ft.)	ACQUISITION
1	04027-0198 04027-0200	410	MAINTENANCE EASEMENT
2	04027-0200	698	EASEMENT (MAINTENANCE & EMERGENCY EXPRESS ROUTE)
3	04027-0198 04027-0200	910	TEMPORARY CONSTRUCTION EASEMENT
4	04027-0200	1075	TEMPORARY CONSTRUCTION EASEMENT (DETOUR)
5	04027-0198	253	TEMPORARY CONSTRUCTION EASEMENT (DETOUR)
6		139	
7		3702	FEE SIMPLE
8	04027-0200	8091	TEMPORARY CONSTRUCTION EASEMENT
9	04027-0198	88	FEE SIMPLE



SMALL TO UNIT, 1/4
PIN 04027-0198 - SMALL TO UNIT, 1/4
PIN 04027-0200 - SMALL TO UNIT, 1/4
4 NOTED INSTRUMENTS ARE
ABSTRACTED AGAINST THE PIN AND
MAY NOT AFFECT THE RELEVANT PARCEL

Parcel 7 is limited vertically based on as-built conditions drawings and final reference plans.

REVISED TO AUGUST, 2014

CAUTION
BOUNDARY AND TOPOGRAPHICAL
INFORMATION SHOWN ON THIS SKETCH
MAY NOT BE CURRENT AND ARE
NOT BASED ON AN ACTUAL SURVEY

LRT - PROPERTY SKETCHES

OWNER
NATIONAL CAPITAL COMMISSION

SCALE: 1:1000 (METRIC) DATE: Mar. 31, 2014 AREA: AS SHOWN

CAD BY: J. BURDE / MW
CHECKED BY: W.A. HARPER
NS No. 14182p001-12W-112L.dwg

Ottawa
INFRASTRUCTURE SERVICES
DEPARTMENT
SURVEYS & MAPPING UNIT

APPENDIX B

CONFLICT OF INTEREST DECLARATION

No entity affiliated with the National Capital Commission or not at arm's length from the National Capital Commission shall be eligible to reply to this Request for Proposals (RFP). Proponents submitting a submission in response to this RFP must ensure that they, and all team members and their consultants, in no way, directly or indirectly, have a conflict of interest, either real or perceived, in relation to any aspect of this RFP or their submission for this redevelopment project.

Should a conflict of interest, either real or perceived, exist, the NCC may at its sole discretion withhold consideration of the submission until the matter is resolved, to the satisfaction of the NCC, or the submission shall receive no further consideration. In any event, the proponent acknowledges and agrees that the NCC shall not be liable for any cost or any other direct or indirect charge associated with the proponent's response to this RFP.

The proponent acknowledges that no conflict of interest exists, either real or perceived.

Dated at _____ this _____ day of _____, 2015.

Proponent

Per:

Title:

The proponent declares interest in the following:

Dated at _____ this _____ day of _____, 2015.

Proponent

Per:

Title:

Design Objectives

The following design objectives, as illustrated in Figure 3 shall be integrated in the proponent's submission:

- Public experience anchor institution defined as an organization that runs an anchor use of the site that is of regional, national or international significance. The institution could be a private, public, not-for-profit or public-private organization that attracts the public to visit the site and that complements, and shows compatible uses with, the surrounding attractions.
- Integration of the view protection cone along the Sir John A. Macdonald Parkway and Wellington Street and a secondary view of the Canadian War Museum from the proposed Booth Street bridge over the Light Rail Transit System
- Open public space at Wellington and Booth to complement uses to the north;
- General parameter to incorporate lower density at Wellington and Albert edges, while pursuing higher concentrations under transit-oriented development principles and site topography pursuant to new Booth Street and Preston Street extension elevations;
- Construction of the northern extension of Preston Street to connect with Vimy Place, north of the Sir John A. Macdonald Parkway on the western perimeter of the site;
- Street-level public animation along Booth and Albert;
- Public realm experience from Pimisi Station all along both sides of the open heritage aqueduct;
- Incorporation of a north-south pedestrian connection/experience from Albert to Wellington, aligning at the Wellington end, with the entrance to the War Museum;
- Certification under the LEED Gold New Construction Guidelines (or equivalent standard acceptable to the NCC); and
- Public realm experiences incorporated into the urban and landscape design as a whole that communicate the importance of the site and its prominent location in the Capital.



Urban Design Framework

1.0 Background

1.1 Purpose of the Urban Design Framework

The purpose of this document is to articulate the NCC's urban design preferences for the key public attributes of the site through a set of guiding principles to inform new development at LeBreton Flats.

LeBreton Flats remains the Capital's last largely undeveloped consolidated urban property and represents a unique opportunity to create an exemplary and vibrant urban place in the heart of Canada's Capital, steps from Parliament Hill and within the fringe of the Central Business District.

Since the solicitation process has been designed to be non-prescriptive on design matters, this document is intended to provide some advice to all proponents on matters of urban design interest to the NCC. This context material is not intended to be prescriptive and it is subordinate to the terms of the Request for Proposals document itself. While proponents will not be scored at this time with respect to any specific matter in Appendix D, implementation of elements of urban design interest outlined in this framework will come into consideration for obtaining federal design and land use approvals over the various phases of development per the process described in section 17.17. If proponents chose not to integrate objectives from this appendix in their design at this stage, proponents will be expected during the federal approval process to provide their own design interpretations to achieve the objectives outlined in this document along with justification for same.

Any design modification required by the preferred proponent in order to obtain the requisite approvals will be at the sole cost of the proponent.

This framework is intended to build upon the project objectives and design objectives set out by the Request for Qualifications for the Redevelopment of LeBreton Flats, and represent one view of how they could be interpreted and applied, based on existing reports and contextual information about the site .

2.0 Planning and Policy Context of LeBreton Flats

2.1 Historical Context

LeBreton Flats is a place steeped in history and memory. In order to reflect this special sense of place, the successful development proposal should draw on the Flats' history to create a presence that is at once viable, vibrant and meaningful. Proponents should include strategies in their design concepts to reveal and highlight the history of the site, which has many layers.

The NCC is not prescriptive but, rather, relies on the proponent teams and their professionals to decide on how this is to be accomplished. The purpose of the following information is to draw proponents' attention to relevant historical facts that are of a broader community interest, and of interest to the NCC.

a) Historical context

The Ottawa River valley has been populated for at least 8,000 years, and there is evidence that the river was an important trade, transportation and communication corridor as early as 6,000 years ago. The archaeological record provides useful information about the pre-contact Aboriginal groups who lived in the area during the late Palaeo-Indian, Archaic and Woodland periods before the arrival of Europeans in the area in the 17th century. Today, it is understood that the Ottawa River Valley forms part of the ancestral territory of the local Algonquin Anishnabeg communities.

Samuel de Champlain's journal provides the earliest written account of the LeBreton Flats area. Champlain was travelling upriver with Algonquin guides in 1613, and describes a tobacco ceremony that took place at the Chaudière Falls.

European settlement to the area began in earnest at the beginning of the 19th Century. The abundant forestry resources on either side of the river, and the potential for water power to drive mills drew early industrialists, workers and settlers. The nearby Richmond Landing was also a major debarkation point for veterans of the War of 1812 who headed inland for settlement. By the middle of the 19th century, the area was a vibrant mixed use district filled with lumber mills, breweries, rail services, yards, workers housing, hotels and taverns. Major industrialists also had mansions in the area, some of which were architecturally distinct for their pinwheel Gothic Revival designs.

The Great Fire of 1900 ravaged the area, destroying much of the LeBreton Flats community, the Chaudière islands and a large section of what is now the City of Gatineau. After the fire, and with a decline in the lumber industry more generally, the area transitioned toward new industries including the generation of hydroelectricity. LeBreton Flats became characterized by a mixture of industrial buildings, rail yards and workers' housing.

As part of the urban renewal efforts of the 1960s, the Federal Government expropriated and demolished the buildings on LeBreton Flats. The large campus of federal office buildings that was planned was never built. Since that time, the site has remained as open space, awaiting its new vocation.

b) Cultural Heritage Value

LeBreton Flats is a cultural landscape of local, regional, provincial and national heritage significance.

As part of the Ottawa River shoreline, LeBreton Flats figured prominently in Aboriginal occupancy and use of the area, and is considered to be of significance to the local Algonquin Anishnabeg communities.

It was an integral part of the first generation of permanent Euro-Canadian settlement to the area, and was the starting point for construction of the road to the new settlement of Richmond at the beginning of the 19th Century. LeBreton Flats, together with the Chaudière Islands, was central to the social, economic and industrial development of Canada's Capital Region for a hundred and fifty years. Its pioneering role in the timber trade and electric power generation shaped the region's industrial development.

A distinct community, LeBreton Flats was home to industrial and commercial operations, as well as the private residences of both the wealthy industrial elite and the workers and their families. Prominent individuals and families who are associated with the Flats include Thomas Ahearn, J.R. Booth, the Bronsons and the Pinheys, all of whom left important legacies. The people and the industry associated with LeBreton Flats transformed the City of Ottawa into a modern city and a distinguished national capital.

The archaeological work that has taken place since the 1990s has made the LeBreton Flats one of the most intensively studied archaeological resources in Ontario. The archaeological investigations and resulting artifact collections offer rich insight into the diverse vocations and way of life that existed in the Flats over time. It has been proven to be a rare and valuable record of a highly influential part of 19th and early 20th Century Ottawa.

The clearing of the Flats by the National Capital Commission in the 1960s is also an important part of the site's significance. It formed part of the vision of the Gréber Plan for the Capital in the 1930s and 40s, and represented the strident philosophy of urban renewal that had taken hold across the country at that time.

c) Character-Defining Elements

The clearance of the site in the 1960s and the subsequent removal of the prior road network, infrastructure and building remnants through site remediation have removed all but a few physical legacies of the history of the site.

The remnant character-defining elements of LeBreton Flats include:

- Built structures such as the Aqueduct and its associated structures, the Fleet Street Pumping Station and tail race (these are also designated by the City of Ottawa under the *Ontario Heritage Act*).
- There is the potential for archaeological resources that reflect the Flats' historical evolution;
- There are remnant spatial relationships in the orientation of local roads and the connections to surrounding neighbourhoods. Some of these adjacent areas are recognized for their built

heritage, particularly the Lower Lorne Avenue Heritage Conservation District, associated with the development of the LeBreton Flats as an industrial centre and as a residential area for the mill and railway workers who worked there.

- Views to the Chaudière Falls and the Islands, the Booth Street Bridge, the Ottawa River are significant, as well as views to the Parliament Buildings from the site.

d) Resources for the history of LeBreton Flats:

There is a wealth of popular and academic historical work on the history of Ottawa and the National Capital Region. In particular, Phil Jenkins' book, *An Acre of Time* (Macfarlane Walter and Ross, 1996) is an acclaimed local history of LeBreton Flats from 9,000 years ago to the modern day.

The NCC has provided proponents with a databank of research material related to the site's history and archaeology, including:

- A short historical research paper prepared by the City of Ottawa in 2014, and information regarding their archaeological collection;
- The archaeological reports prepared for the NCC between 2001-2015; and
- An Aboriginal history report prepared for the NCC in 2007.

Finally, immediately prior to the 1960s demolition of LeBreton Flats, Ottawa artist Ralph Wallace Burton created over 30 paintings documenting the character of the area. This collection is profiled on Urbsite at:

<http://urbsite.blogspot.ca/2010/03/ralph-burton-on-lebreton-flats.html#!/2010/03/ralph-burton-on-lebreton-flats.html>

2.2 National Interest Land Mass (NILM)

The National Interest Land Mass (NILM) designation is a planning construct of the NCC designed to distinguish between those lands that are critical to the delivery of its mandate to plan, develop and build a Capital that appropriately reflects its national significance as the seat of the Government of Canada.

In 1996 the NCC designated National Interest Lands on the entire LeBreton Flats site. Lands north of the realigned Parkway, then named LeBreton Boulevard and presently Wellington Street West, were approved as NILM. Lands to the south of this street were determined to be surplus, for disposal for development purposes.

It is this transition between NILM and Non-NILM lands that requires careful integration between private and public elements so that the NILM and Non-NILM lands can blend seamlessly into one another without unduly constraining or competing with the other.

2.3 Core Area Sector Plan

The Core Area Sector Plan was last updated in 2005 and serves to inform the NCC's priorities for the broader core of the Capital;

<http://www.ncc-ccn.gc.ca/sites/default/files/pubs/Core-Sector-Report-2005.pdf>

Two Character Areas in the Plan pertain to LeBreton. LeBreton Flats North is recognized as a key NILM waterfront site destined for capital stage, parkland and cultural and institutional uses of national significance. LeBreton Flats South is to support a well-designed complete community that is a transit oriented development and that features sustainable buildings and neighbourhood design features.

In 2002 a study co-authored by the NCC and Dutoit Alsopp Hillier (DTAH) identified important components of uses for LeBreton. Certain proposed uses from that study remain important: a complete community with various uses, cultural and institutional uses of national significance; a large festival park; and abundant open space. This study also highlighted the reclamation of prime riverfront land for open space development and the reconnection of the civic domain (Ottawa and Gatineau) to the Islands.

The intent of the Plan in this area remains the same, even as project proposals will necessarily vary with regard to specific installations, massing and other elements. Proponents are encouraged to reference the intent of this Plan in their proposals.

2.4 LeBreton Flats Secondary Plan, City of Ottawa

The following objectives are excerpts of the LeBreton Flats Secondary Plan of the City of Ottawa. Although this was adopted many years ago, the key objectives are informative of the policy context for the site. Proponents are encouraged to refer to the current City of Ottawa Official Plan to review the entire policy regime that currently applies (or could apply through an Official Plan Amendment).

- a. To provide an extension to the Central Area, with a diverse range of uses and activities, where people can live, work, socialize and play.
- b. To create an opportunity to increase the National Capital presence in the Central Area, with development that will attract visitors to Ottawa.
- c. To promote compact development and encourage the efficient use of land in proximity to the LeBreton Flats Transitway station.
- d. To provide an opportunity to substantially increase the number of dwelling units in the Central Area, with a range of housing options.
- e. To promote increased employment opportunities in the Central Area.

- f. To promote linkages with the adjacent areas and encourage the use of LeBreton Flats by the existing community.
- g. To ensure that development is compatible with the adjacent areas.
- h. To enhance the unique attributes of the site, such as the riverfront and the aqueduct.
- i. To encourage public use and accessibility of the Greenway System.
- j. To protect and integrate the designated heritage features such as the aqueduct, its bridges and the Pumping Station, in a sensitive manner.
- k. To ensure that infrastructure improvements are identified and undertaken.
- l. To ensure that the area meets the applicable soil and groundwater remediation standards.
- m. To ensure that development proceeds in an orderly and efficient manner.

2.5 Downtown Ottawa Urban Design Strategy, City of Ottawa

The City of Ottawa approved the Downtown Ottawa Urban Design Strategy 20/20 in 2004. This study establishes a broad urban design framework that will help create an attractive and lively downtown that for residents and visitors alike. The strategy includes a design framework, area-wide strategies (e.g. streetscape infrastructure, open space, public art) and more specific design guidance, including built form guidelines by precinct area and 41 targeted projects. An overview of the strategy, including the map area is available on the City of Ottawa website; <http://ottawa.ca/en/city-hall/planning-and-development/community-plans-and-design-guidelines/community-plans-and-studi-6>

2.6 Existing and Proposed Projects on Surrounding Lands

The following is a review of adjacent uses and projects being advanced in surrounding lands, which are important considerations in the design process.

Canadian War Museum

The strategic location of the LeBreton Flats within the Capital Core Area and proximity to Confederation Boulevard makes it an ideal location for national museums. Located on the southern bank of the Ottawa River, the Canadian War Museum opened in 2005 as the first physical component of the LeBreton Flats Master Plan. A stunning architectural design, innovative exhibitions, diverse public programs and leading-edge scholarly content make it one of the world's most respected museum venues for the study and understanding of armed conflict.

The theme of the Museum's architectural design, "regeneration", evokes not only the impact of war on land, but also nature's ability to regenerate and to accommodate the

physical devastation brought by human conflict. A low lying building that merges into the surrounding landscape, the Canadian War Museum features a gently sloping roof covered with vegetation and copper sheathing as well as a rooftop Memorial Garden. As it reaches towards the Peace Tower, the Museum sweeps up to a height of 24.5 metres (80 feet).

The War Museum “spire”, housing the Regeneration Hall, which leans east toward Parliament Hill is in itself a strong monument, one forged in a contemporary language of construction. This feature of the building should maintain its dominant presence on the site and be complemented, in addition to the rest of the site, by the National Holocaust Monument, enhancing the experience of the place as a whole. Its success should not be contingent on overshadowing other elements but should allow existing components to maintain their status and place.

Important issues to consider related to the Canadian War Museum for LeBreton include appropriately addressing the view north along Booth Street in order to not diminish the importance and relevance of the spire of the museum, and creation of a built ‘street wall’ along the southern edge of Sir John A Macdonald Boulevard. Moreover, proposals submitted through this process must respect the solar angles provided for in the building design, such that the headstone from the grave of the unknown soldier, which is located in the memorial hall, can be illuminated by sunlight at 11:00am on November 11th, as originally designed.

A valuable summary of the design intent of the Museum, which should not be diminished in any way by proposals submitted through this process can be found on-line; <http://www.warmuseum.ca/files/2011/07/haley.pdf>

National Holocaust Monument



The Daniel Libeskind's design of the monument features a large gathering space for ceremonies with room for 1,000 people enclosed by six triangular, concrete segments to create the points of a star — reminiscent of the yellow stars that Jews were forced to wear during the Holocaust.

The site is located at the junction of Wellington Street and Booth Street across from the LeBreton Flats Park and the Canadian War Museum, and is considered an Order One Gateway Site by Canada's Capital Commemoration Strategic Plan, in that it is located at one of seven key street intersections on the major approaches to Confederation Boulevard. These present opportunities for commemorative installations that are complementary to the higher priority landmark nodes (such as is proposed for the intersection of Sir John A Macdonald Parkway and Confederation Boulevard).

The Confederation Line, Pimisi Station, and Bayview Station

The City of Ottawa's Confederation Line is a Light-Rail Transit line that will transform the Capital. The LRT system will be comprised of 12.5 kilometres of new electrified light rail transit between Tunney's Station and Blair Station opening in late 2018. The line will have the Pimisi station at the south-east end of the LeBreton site, which will give it a prominent location in the central circulation system of the city.

The Pimisi station is named after an Algonquin word for the North American Eel. The eel and other symbology that is representative of Algonquin culture will be prominently featured in the design and public art for the new station.

Bayview Station will be at the western corner of the Option Lands. In addition to being a key stop on the Confederation Line, it is the junction with the Trillium Line, a north-south line that currently extends south to Carleton University and to South Keys. This line is under an Environmental Assessment for further southerly extension to Riverside South with a possible spur line into the Ottawa Macdonald-Cartier International Airport.

The City has tried to design the Pimisi Station and Bayview Station to protect the integration between the stations and adjacent development, pedestrian connections to and from the stations, quality of public realm around the stations, density and built form transition from the station locations toward the surrounding areas.

Bayview Station Community Design Plan

The City of Ottawa approved the CDP and associated Secondary Plan, along with zoning for the Bayview Station in 2013. Further information is available at: <http://ottawa.ca/en/city-hall/planning-and-development/community-plans-and-design-guidelines/community-plans-and-stu-342> The plan will see the redevelopment of the City's Bayview yards and the City Centre site into new mixed-use transit-oriented development communities with heights of new development reaching up to thirty storeys close to the new Bayview Station on the Confederation Line.

Escarpment Area District Plan

The Escarpment Area District Plan was approved by City Council in 2008. The Escarpment District is located in the northwest corner of the downtown. The district is comprised of an established, but evolving, upper quarter (Upper Town) and an emerging lower quarter (LeBreton Flats). The Core Study Area for this Plan extends from Albert to Laurier between Bay and Bronson, and includes the wedge that runs down the escarpment edge to the aqueduct. LeBreton Flats was considered in the 'area of influence' for the development of this Plan. This area will act as a connector between the Flats and the downtown core and proposes, among others, a system of parks and open space spilling west into the Flats. For further information see: <http://ottawa.ca/en/city-hall/planning-and-development/community-plans-and-design-guidelines/community-plans-and-studi-5>

Domtar Lands Development

The redevelopment of the Chaudière area will be one of the largest urban redevelopment projects in the history of the region. Until 2007, the lands had been reserved for industrial uses. Now that the lands are able to be redeveloped, their importance in the landscape of the National Capital Region and their prominence in the downtown core of both Ottawa and Gatineau call for a carefully orchestrated redevelopment of the Site that is focused on principles of sustainability.

The Site is unique in many ways. Situated on the banks of the Ottawa River, portions of the Site are located in both the City of Ottawa and the City of Gatineau. In Ottawa, the Site consists of both Chaudière and Albert Islands. It will serve to informally anchor the LeBreton Site re-development activities to the north.

The redeveloped lands will feature a mix of uses in a compact form integrating existing heritage resources where possible and emphasizing sustainable and active transportation through a network of shared streets that prioritize pedestrians and cyclists over automobiles. Proposals for the RFP stage of this solicitation process should acknowledge and explain the interaction with this planned, large-scale re-development.

Victoria Island

In the long term there is enormous potential for the Victoria Island to become an important focus for visitors in the Capital. The NCC is committed to working with aboriginal groups to create an Aboriginal welcoming centre on the island in the future.

The Chaudière Falls and the Islands together represent an extraordinarily rich and varied natural and cultural heritage resource, which relate to native history, European exploration and the fur trade, and the lumber and industrial eras. There is the opportunity for a national and regional interpretive, educational and recreational centre which will remain, in part, a working landscape.

The development of Victoria Island is also identified as a Core Area Initiative. The Concept plan includes such key considerations for the Island as: a symbolic and material link between Quebec and Ontario; a variety of commercial, cultural, recreational, educational and industrial activities; opening the Upper Ottawa River to seasonal navigation for boating tourists; and implementation through joint public, private and non-profit enterprise. The opening-up of the Islands for public uses will create a prime destination for visitors and will shift the balance of visitor attractions towards the western part of the Core Area. Refer to the Core Area Sector Plan for more information.

Combined Sewage Storage Tunnel (CSST), North Albert Street Sewer (NASS) and other major sewer infrastructure works

The City of Ottawa is proposing the construction of a large infrastructure projects affecting certain LeBreton Flats lands. These are part of the City's Ottawa River Action Plan intended to reduce overflows of combined storm and sewage into the Ottawa River. The western end of this storage sewer system will be located at the northeast corner of Booth and Albert Streets and could compromise the development potential of this portion of the site which is owned by the NCC. This portion of the site is planned for high density uses, to be integrated with the

future LeBreton light rail transit station. The NCC has approved the proposed alignment for these works. Proponents are strongly encouraged to contact the City of Ottawa directly to better understand their plans in this regard.

2.7 Unique Mobility Challenges of the Site

The prominence of the LeBreton site is heightened by the function of its location. The Sir John A. Macdonald Parkway, which becomes Wellington Street at its intersection with Booth Street, connects commuters and visitors to the Capital's Ceremonial Route, Confederation Boulevard. The Parkway serves as the primary western gateway route and Confederation Boulevard serves the same function from the east.

Booth is an important link between the cities of Ottawa and Gatineau by way of the Chaudière Crossing. It is within this important transportation network of roads, interprovincial crossings, pathway networks and a future light rail transit (LRT) station. With the development of the Confederation LRT line, the City of Ottawa is investing in a major reconfiguration of the City's transportation system in the downtown and adjacent areas. In addition to creating a fast and reliable transit service for the core, the City is also investing in transit priority projects, and working with the NCC to improve the pedestrian and cycling infrastructure. This will improve the choices for mobility other than private automobiles.

Significant congestion challenges already exist with regard to Booth Street and continued northerly across Chaudière Bridge structures. This is a natural draw for interprovincial traffic and commuter traffic.

3.0 Key Design Objectives

The design objectives below should help guide proponents in their Development Plan, as the element in this section may be the source of comments from both the City of Ottawa and the NCC in the review process of the preferred proponent.

Scale, Massing and Transition and Compatibility with Adjacent Sites

- Development massing cannot intrude on the solar plane that casts sunlight to the Regeneration Hall of the Canadian War Museum.
- Development should be appropriately scaled and compatibly related to the mid-rise and high-rise residential community on the east side of Booth Street, as well as being consistent with City of Ottawa policies for development intensities in the vicinity of major transit stations on the Confederation Line.
- The design should consider the proposed changes to the elevation of Booth Street as it is being redesigned to cross the LRT. The NCC is prepared to share any information that may be available – and which is not otherwise constrained by confidentiality requirements – that may be required to inform the development of design proposals.

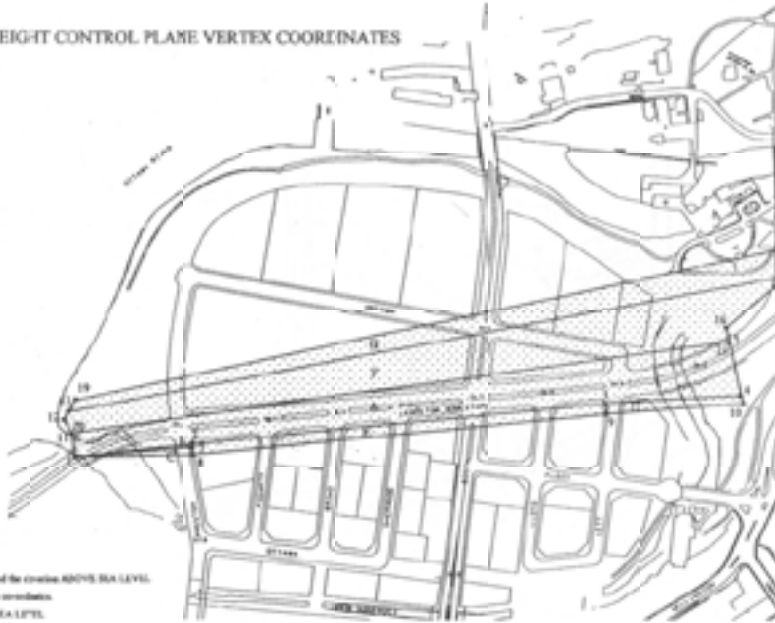
- The development scale and massing should provide compatibility and appropriate transitions with existing residential areas to the east and to the south. Proponents should provide a planning rationale for the deployment of the development massing.

3.1 View Protection

- Building heights and envelopes on both sides of the Common in LeBreton Flats are controlled in order to protect the views of the National Symbols from two viewpoints:
 - a. Viewpoint 16, as defined in the Official Plan. This is the first view of the Parliamentary Precinct Area from the Ottawa River Parkway, approaching from the west, as the Parkway rises over the CPR tracks. The subjects of this protected view are illustrated on the diagram opposite left.
- A supplementary viewpoint at the intersection of LeBreton Boulevard and Booth Street. From this viewpoint, the foreground area of the panoramic view extending from the centre of the West Memorial Building in the south, to the cupola of the National Gallery of Canada in the north, is protected. No buildings or structures are permitted within this view plane which would otherwise obstruct the foreground of this panoramic view
- Existing Protected Views include both views from the flats as in the case of Protected Viewpoint 16 and areas that figure into background of protected views from other locations. A key viewpoint (number 16) is located on the Ottawa River Parkway immediately over the railway corridor at the western edge of LeBreton Flats. Building heights on LeBreton for the original re-development plan were limited within this important view to ensure that a clear view of the roofs of Parliamentary symbols remains visible from Viewpoint 16. These heights are controlled through the City’s Official Plan and Zoning By-law, in addition to NCC planning document and approvals. LeBreton figures in the background of Protected Viewpoints 2, 4, 6, and 11. That is to say that if building heights were unlimited, buildings within the view cone of those Protected View locations would be visible behind the national symbols, see figure __.
- Integration of the view protection cone along the Sir John A. Macdonald Parkway and Wellington Street and a secondary view of the Canadian War Museum from the proposed Booth Street Bridge over the Confederation line (Light Rail Transit) is important to respecting the Capital realm and delivering an appropriate context-sensitive design treatment.

LEBRETON FLATS ZONING HEIGHT CONTROL PLANE VERTEX COORINATES

	COORDINATES *		ELEVATION
	EAST	NORTH	
1	365,885.3	5,029,706.9	71.41
2	365,886.2	5,029,710.7	72.90
3	365,485.7	5,029,278.9	81.39
4	365,376.8	5,029,348.7	91.44
5	365,493.7	5,029,217.6	91.33
6	365,889.3	5,029,730.3	71.41
7	365,889.5	5,029,745.4	70.00
8	365,887.7	5,029,780.1	70.00
9	365,485.3	5,029,268.4	81.39
10	365,346.8	5,029,342.4	91.49
11	365,889.2	5,029,710.2	69.21
12	365,893.7	5,029,718.8	69.36
13	365,893.6	5,029,749.3	69.21
14	365,596.2	5,029,214.3	70.90
15	365,597.2	5,029,282.0	70.49
16	365,483.3	5,029,234.3	70.39
17	365,594.2	5,029,348.4	70.53
18	365,499.3	5,029,298.8	70.53
19	365,892.5	5,029,765.3	69.22
20	365,889.3	5,029,730.3	69.21
21	365,493.7	5,029,217.6	70.40



With the exception of AREA 5, building heights shall not exceed the maximum ABOVE SEA LEVEL of the planes that are formed by the lines joining the geographic co-ordinates. Building heights in AREA 5 shall not exceed 70 the ABOVE SEA LEVEL.

City of Ottawa Zoning By-law - Height Control Planes (from Viewpoint 16)

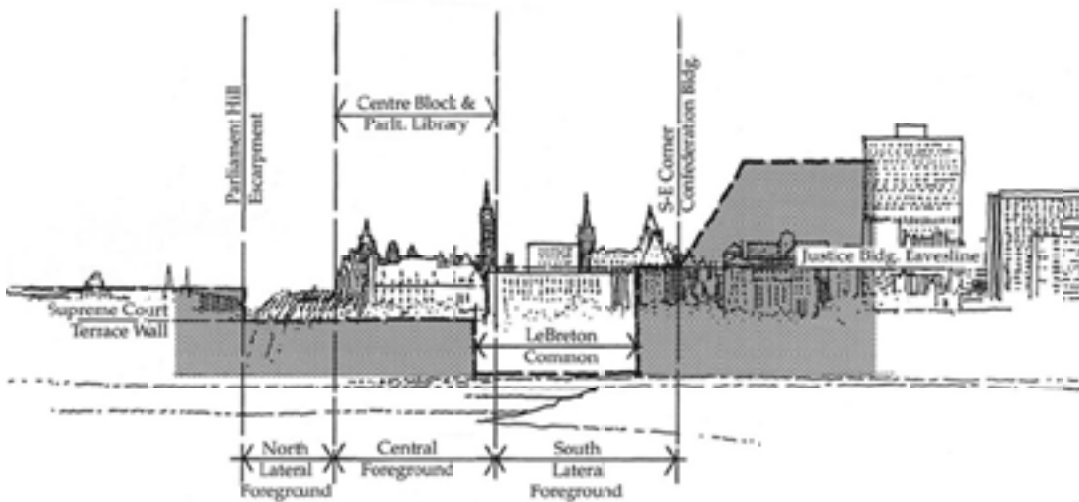
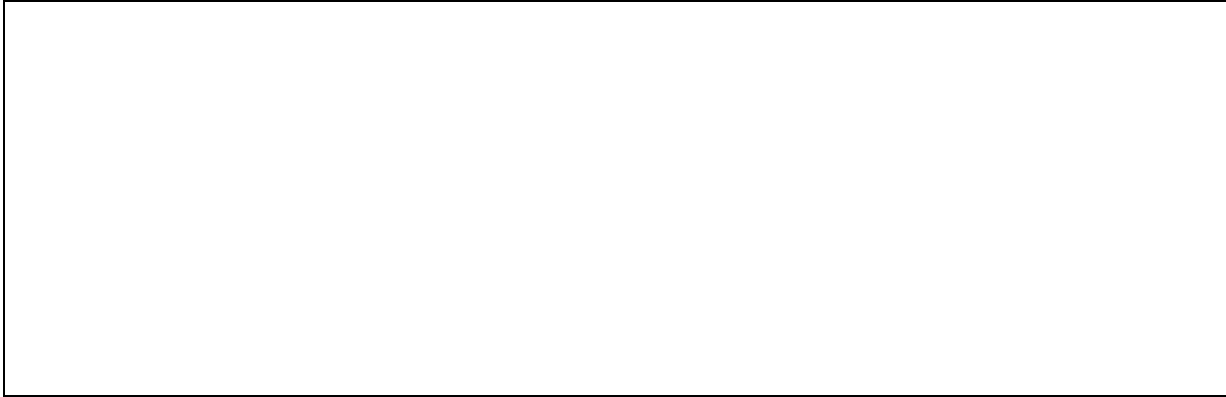


Diagram of the Subjects of View Protection and position of Control Planes from Viewpoint 16



Insert Image: City of Ottawa, Zoning By-law - Booth Panorama

- The intersection of Wellington and Booth is an important node in the public realm network. It should be designed to offer a transition between the formal and solemn uses to the north of Wellington Street and the lively civic uses to the south.
- Booth and Albert streets should be animated to make them safe and inviting places to attract visitors, residents, and users of the facilities rather than passages to travel through. Where possible, development should incorporate publically accessible uses at grade,
- The street level experience along Wellington Street (the eastern end of the Sir John A Macdonald Parkway) is expected to be of a unique character. This is a transition point from a parkway to an urban street, and the ground level uses should be carefully selected to be compatible with the Canadian War Museum.
- The public realm (including parks, squares, sidewalks and streets in the public right-of-way, privately-owned public spaces (POPS) and walkways) from future Pimisi Station on the Confederation Line northwards along Booth Street and all east-west on both sides of the open heritage aqueduct should be generous in size, inviting for high volumes pedestrian activity, and designed to provide microclimatic respite during harsh weather conditions.
- Public realm should ideally be clearly delineated from private realm, and privately-owned public spaces.

3.2 Circulation, Mobility and Accessibility

- Proponents are expected to include Transit-Oriented Development design approaches in their development offering. Proponents should consider opportunities to integrate their development and pedestrian circulation patterns with the Pimisi and Bayview stations.
- Notwithstanding current conditions, development along Sir John A Macdonald Boulevard should be designed to create a pleasant urban street environment that serves to provide a transition from the capital realm to the east to the natural heritage to the west, as opposed to focusing on its uses by many as a fast-moving traffic corridor.
- The LeBreton Flats area and surrounding districts have strong east-west connections for cycling. However, there are limited opportunities for north-south circulation. With the reconstruction of Booth Street, there will not be dedicated cycling lanes on the street. Proponents are encouraged to explore north-south cycling connections in their development which could provide the opportunity that is not available on Booth Street.

- Roads, sidewalks and trails connecting LeBreton Flats with the ceremonial ring of Confederation Boulevard, the Parliamentary Precinct and the city core should be designed to encourage a sense of pedestrian connectivity and urban continuity between LeBreton Flats and the downtown core. This might include consistency in streetscape design including the selection of materials and street furniture.
- Wellington Street should have a continuity of character as a mixed use place in which pedestrians feel safe and at home all the way from Parliament Hill, past the Portage Bridge and into the site. This could mean generous sidewalks and easy crossings of the streets, without grade separation.
- In addition to the services offered by the LRT, proponents should explore a comprehensive non-automobile transportation strategy to facilitate mobility to, from throughout the region, and within the Flats. In addition to the LRT Proponents should comment on the overall impacts of the development on the road network recognizing the reality of automobile traffic.
- Within the LeBreton Flats neighbourhood, there should be a series of street types, each one distinct from another, and each designed to offer particular functions. This hierarchy could be shown on a diagram.
- Proponents are encouraged to have areas where pedestrians have priority over other mobility options.
- Public realm and private buildings should be designed to be universally accessible.



Street Typology – note add numbers corresponding to below



Pathway network – partial (better image needed)

3.3 Environmental Design Strategies

Across North America and the world several cities have pushed neighbourhood sustainability to new levels creating exemplary communities which aim to create low impact, socially cohesive and diverse communities. This has been achieved through a mix of uses, high performance buildings, promoting alternative systems for transportation and energy, and prioritizing pedestrian and cycling modes of transportation.

LeBreton Flats presents a unique opportunity for such an approach given its high visibility location and integration with transit, and the large contiguous opportunity for coordinated redevelopment. Many approaches can be taken in such cases; most commonly known used today are LEED ND (Neighbourhood Development) and more recently EcoDistricts.

The NCC is not going to prescribe any particular approach, but proponents are encouraged to describe their sustainability performance standards and how that might be measured and validated. The NCC is interested to explore the range of design solutions that are mindful of – and sensitive to – leading sustainability strategies.

The NCC has developed its own Environmental Strategy that is much more prescriptive in nature, which serves to inform the development of our own projects. It can be referenced here; <http://www.ncc-ccn.gc.ca/planning/environmental-strategy>.

4.0 Reference Documents and Policies

1. Request for Qualifications: Redevelopment of LeBreton Flats Fall 2014
2. National Holocaust Monument Design Guidelines Draft June 2013 by the NCC and Groupe IBI / CHBA
3. <http://holocaustmonument.ca/>
4. Horizon 2067: a Renewed Plan for Canada's Capital (in development) and PFCC (1999)
5. National Interest Land Mass (NILM)
6. Core Area Sector Plan (2005)
7. Submission to the NCC Board of Directors January 2013

8. NCC Environmental Strategy: Building A Greener Capital (2009) and <http://www.ncc-ccn.gc.ca/planning/environmental-strategy>
9. Canada's Capital Commemoration Strategic Plan
10. LeBreton Flats Private Development Design Guidelines for Blocks 1,2,3,4 and 12. Prepared by the NCC June 25, 2004
11. LeBreton North Design Parameters January 2002, by the NCC and DTAH
12. National Military Commemoration Plan 2015-01 Draft by the NCC and DTAH
13. The LeBreton Flats Plan incorporating Official Plan Amendments January 1997 (Appendix C. RFQ)
14. NCC Federal Land Use, Transaction, and Design Approvals Processes
15. City of Ottawa Official Plan
16. City of Ottawa Central Area Secondary Plan – LeBreton Flats
17. City of Ottawa Downtown Urban Design Strategy
18. City of Ottawa Urban Design Guidelines for High-Rise Housing October 28, 2009
19. City of Ottawa Transit Oriented Development Guidelines
20. City of Ottawa Downtown Moves
21. City of Ottawa Escarpment District Community Design Plan
22. City of Ottawa Bayview Station District Community Design Plan
23. Canada's Capital Views Protection November 2007
24. Ottawa Views Study (as referred to on p.56 in Views Protection)
25. NCC Parkway Policy
26. Federal Approval for the Canadian War Museum
27. Ten Principles for Successful Development around Transit. Dunphy, Robert, Deborah Myerson, and Michael Pawlukiewicz. Washington, D.C.: ULI—the Urban Land Institute, 2003.
28. http://www.windmilldevelopments.com/wp-content/uploads/2014/10/Domtar_ExecSummary_09_30_14.pdf

NCC – City of Ottawa Integrated Development Approval Process

This document is provided as reference for proponents to better understand how the NCC’s approval processes can be integrated into the City of Ottawa development review process. This is intended to serve as a guide only and does not substitute for the proponent’s responsibility to engage the City of Ottawa directly. Upon confirmation of the preferred proponent through the RFP process, the NCC will meet with the proponent to confirm the details of this process, including timeframes, information requirements and other material as may be necessary to support the process. Please note that the term “proponent” used by the NCC and “applicant” used by the City of Ottawa are interchangeable.

	Approval Steps		Role
	NCC ⁱ	City of Ottawa – information from the City of Ottawa’s web site http://ottawa.ca/en/city-hall/planning-and-development/how-develop-property/development-application-review-process	
1. Pre-consultation	<ul style="list-style-type: none"> The Preconsultation process is essentially a part of the municipal approvals, after notice to the successful proponent in the RFP process The NCC normally asks proponents of Federal Land Use and Design Approvals to submit step 1 approval request after RFP results; http://www.ncc-ccn.gc.ca/property-management/use-of-ncc-federal-lands/initiate-transaction-request, the preferred RFP submissions will be deemed to have met this step for the NCC. The proponent is encouraged to include NCC approvals staff in the preconsultation meetings with the City of Ottawa 	<ul style="list-style-type: none"> Pre-Application Consultation consists of potential applicants meeting with City staff, Ward Councillors, community associations and key stakeholders to discuss their proposed development application(s). Pre-Application Consultation with City staff is required for specific types of development applications and is encouraged for all development applications, however for proposals that would have minimal impact on a community, phone calls or E-mails may be sufficient rather than meetings. Pre-Application Consultation with City staff is mandatory for all potential Official Plan Amendments, (Major) Zoning By-law Amendments, Plans of Subdivision, Plans of Condominium (for vacant land or common elements) and Site Plan applications involving public consultation. This came into effect February 10, 2010 as a result of changes to the Planning Act in 2006 and to the City of Ottawa Official Plan in 2009. Potential applicants should fill out a Pre-Application form and submit it by E-mail to the appropriate City of Ottawa Development Area Program Manager. At a meeting with a potential applicant, which could include external agencies, City Staff will review the types of application(s) and associated plans and studies required to support a proposal, and will confirm this by sending a completed Study and Plan Identification List to the potential applicant. 	<ul style="list-style-type: none"> Serves to identify issues to be addressed through approvals process City & NCC available to coordinate these processes, as/if requested
2. Applications Submission	<ul style="list-style-type: none"> To be submitted after completion of Studies and information identified in Step 1 	<ul style="list-style-type: none"> The application (depending on Step 1, this might be for an Official Plan Amendment, Zoning By-law Amendment, Plan of Subdivision and/or Site Plan Approval), 	<ul style="list-style-type: none"> NCC will incorporate (i.e., act in a coordinated manner) City Approval

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	<ul style="list-style-type: none"> Submit Step 2 Federal Land Use and Design Approval Application form; http://www.ncc-ccn.gc.ca/sites/default/files/pubs/NCC-Application-Federal-Land-Use-Design-Transactions-Form-2011.pdf 	required fee, plans and studies are submitted at a City of Ottawa Client Service Centre and forwarded to the appropriate department where staff are assigned to the application.	<p>requirements into its approval process</p> <ul style="list-style-type: none"> NCC approval review to be limited to compliance testing against RFP, including the Urban Design Framework appended thereto
3. Application Deemed Complete / Reviewed for Adequacy	<ul style="list-style-type: none"> Prior to further processing, the application is reviewed in detail by the assigned City staff to ensure it is complete. Staff then will advise the applicant if the application does not meet the requirements and if other information is required. It is important to note that the target timelines for applications will not commence until the submission requirements and any information or materials required to process the application are submitted by the applicant. Consultant presents reports, studies requested during project start-up meeting Staff validate information and provide direction for a joint NCC Advisory Committee on Planning Design Realty /City of Ottawa Urban Design Review Panel presentation (i.e., issues to address) Joint Meeting of sub-committees of the NCC Advisory Committee on Planning, Design & Realty (ACPDR) - http://www.ncc-ccn.gc.ca/about-ncc/corporate-advisory-special-committees) & City of Ottawa’s Urban Design Review Panel (http://ottawa.ca/en/development-application-review-process-0/urban-design-review-panel). NOTE: If the City deems that a formal community preconsultation is required early in the process, the joint design review meeting may be deferred to Step 5. 		<ul style="list-style-type: none"> The Joint meeting serves to provide an integrated platform for the proponent to present and receive feedback from both the NCC and City of Ottawa on elements in their proposal that may require further study
4. Community Heads-up	<ul style="list-style-type: none"> At this stage, if pre-application public consultation took place with the ward Councillor and community organizations, the assigned staff proceeds directly to Step Five. If pre-application public consultation did not occur, the assigned staff will contact the ward councillor and community organizations who have requested "pre-consultation" to give them a "heads up" about the application. The information package will be forwarded about one week later through the circulation process The ward Councillor and community organizations may also request that the assigned staff arrange a meeting with the applicant as part of the "heads up" step in the process. NCC staff may participate in the meeting, as agreed to with the proponent The technical circulation and public notification of the application by the City may be delayed until after the meeting to allow for changes to be made to the application. 		<ul style="list-style-type: none"> The objective is to jointly gather community feedback to inform project detailed design development
5. Circulation to Technical Agencies, Community Organizations and Ward Councillor	<ul style="list-style-type: none"> No formal role for NCC in this step, staff will use this period to work with proponent to respond as/if appropriate to consultation process and ACPDR/UDRP feedback 	<ul style="list-style-type: none"> The assigned staff circulates the application to the Ward Councillor, various public bodies and other internal and external technical agencies. At the same time, the application is sent to community organizations in the affected area. This bilingual circulation is a brief description of the proposed development with a location map and plans where applicable. A period of 28 days from the date of the mailing of the notice is provided for comments to be submitted to the assigned staff. Site Plan Control Approval, under the delegated authority of the assigned staff, Part Lot Control with no public consultation, Lifting of 30 cm Reserves and Lifting of Holding By-laws are only circulated to Ward Councillors and technical agencies and comments are required within 14 days from the date of notice. 	
6. Posting On-Site Signs	N/A	<ul style="list-style-type: none"> The majority of development applications require that notification be provided to the public and community organizations by way of an on-site sign. The City ensures the quality control of these signs and is responsible for the production, posting, maintenance and removal of a sign in 	

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		<p>accordance with the City's standards</p> <ul style="list-style-type: none"> • The on-site sign has a standard bilingual template for the text and the City of Ottawa logo. The wording on the signs is to include: <ul style="list-style-type: none"> ○ Type of application ○ Brief project description ○ Municipal address or description of the site ○ Bilingual contact information • For subdivision proposals, once the date, location and time of public meeting are confirmed, this information is also affixed to the sign. • There are also specifications regarding size, material, paint, lettering and instructions as to where the sign should be posted on the site. • The sign remains on the site until a decision is rendered on the application. In certain cases such as a rural setting/greenfield area where a sign may not be effective, staff may complete a mail notice, to advise the area residents/land owners of the application. • Both the City and the NCC require all signage is posted in both official languages 	
7. Community Information and Comment Session	<ul style="list-style-type: none"> • Depending on the response from the general public and community organizations, the ward Councillor or the applicant may request that staff hold a "Community Information and Comment Session" in order to present the application to the public, to hear comments and concerns, to provide technical clarification and to explain the development review process. Notice of the session is sent to the organizations and members of the public who provided comments at an earlier stage in the process. This notice may also include an advertisement in the local newspaper. At these sessions, the applicant and or the applicant's agents present details about the proposed development. 		
8. Issue Resolution - Staff Memorandum or Committee Report Preparation	<ul style="list-style-type: none"> • NCC will use this period to draft its Board of Directors Land Use & Design Approval submission 	<ul style="list-style-type: none"> • During the issue resolution stage, staff work with the applicant, ward Councillor, community organizations and the general public to resolve issues and problems identified with the application. It is important to point out, however, that not all concerns are resolved during this stage. And, in some cases, the differences between the proponent and the public may be too great to resolve. • After the issue resolution stage, the assigned staff prepare either a Departmental Delegated Authority Report, in the case of delegated approvals, or a Departmental Committee Report for applications not under delegated authority or where delegated authority has been withdrawn. These reports establish the Department's position on the application. • All comments and positions received from the public are summarized and community organization comments are identified separately and are responded to in a Delegated Authority Report or Committee Report. 	
9. Notice of Decision by Staff (Applications Under Delegated	<ul style="list-style-type: none"> • The NCC will provide the proponent a draft of the staff-recommended wording of the Board of Directors decision and of any conditions to be 	<ul style="list-style-type: none"> • For Plans of Subdivision, Condominium Applications and Site Plan Control Approvals, under the authority of the General Manager (Director), the "Delegated Authority Report", including the conditions of approval, is sent electronically to the ward Councillor and applicant for concurrence before signing by the General Manager 	

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Authority)	addressed, if applicable.	<p>(Director) or their delegate. If the Councillor and applicant agrees with the recommendation, the report is signed.</p> <ul style="list-style-type: none"> • For Plans of Subdivision, the applicant, owners and any person or public body that requested to be notified or who made a verbal or written submission at the public meeting will be notified of the decision of the General Manager (Director) within 15 days and have 20 days to submit an appeal. • For certain applications including Site Plan Control Approvals (under the authority of the assigned staff), Lifting of 30 cm Reserves, Lifting of Part Lot Control, Removal of a Holding Zone or Road Closures, the "Delegated Authority Report", is signed without a requirement for review by the ward Councillor. • Notice of the decision is sent to the ward Councillor and to those who submitted comments on the application or who requested to be notified of the decision. • For Removal of a Holding Zone, notice of the decision (Notice of Intent to Pass a By-law) is sent to every landowner to which the By-law would apply and to every person or public body who requested to be notified or it is advertised in The Ottawa Citizen and Le Droit if the Holding Zone applies to a large geographical area and there are numerous landowners. 	
10. Notice of Public Meeting		<ul style="list-style-type: none"> • Official Plan and Zoning By-law Amendments. The Statutory Public Meetings as required by the Planning Act will be held at the Committee Meetings. • Plan of Subdivision, Site Plan Control, Plan of Condominium and Part Lot Control and Road Openings when delegated authority has been withdrawn will also be held at the Committee Meetings. • The ward Councillor, the applicant, community organizations and members of the public who have requested to be notified of the meeting, will be sent written notification of the meeting and a copy of the Departmental Report 10 days before the Committee Meeting. • A listing of the reports to be considered by the Committee is advertised in The Citizen and Le Droit newspapers on the Friday of the week before the Committee meeting and again the Friday before that. Advertisements may also be placed in community newspapers. The Departmental Reports are also available via the City's Web site on the Monday before the Committee meeting. • Official Plan and Zoning By-law Amendments <ul style="list-style-type: none"> ○ For site-specific Official Plan Amendments and Zoning By-law Amendments, notification by mail is used instead of a newspaper advertisement of the public meeting notice. For city-wide or area-wide amendments (either Official Plan Amendments or Zoning By-law Amendments) bilingual advertising will be undertaken in local daily newspapers including in some cases community newspapers. 	

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		<ul style="list-style-type: none"> • Plans of Subdivision and/or Condominium <ul style="list-style-type: none"> ○ Applicants should consult the City of Ottawa and the <u>Planning Act</u> for the notice and statutory public meeting requirements. • Road or Lane Closures <ul style="list-style-type: none"> ○ Written notice of the staff decision on the application is sent to all members of the public and community organizations who responded to the written notice by mail at the beginning of the process. ○ Upon Council approval of conveyance price and concurrence by the applicant, the Intent to Close is advertised, or the affected owners are notified. 	
11. Notice of Decision by Committee or Council and the NCC Board of Directors	<ul style="list-style-type: none"> • The Board of Directors must approve the Federal Land Use, Design Approvals under Sections 12 and 12.1 of the National Capital Act. This is likely to occur in the same general timeframe as the City approval, depending on meeting schedules. 	<ul style="list-style-type: none"> • Members of the public can attend the Committee meeting or send a written submission. At the Committee meeting, representatives of community organizations and the general public can address the Committee to outline their concerns or support for the application. Members of the public cannot address Council meetings. • Once the Committee has made a decision on a development application that requires City Council approval, their recommendations are forwarded to City Council for a final decision. Since City Council may agree, amend or overturn the recommendations of the Committee, community organizations are encouraged to monitor the development application up to and including consideration of the matter by City Council. The City Clerk will advise the applicant of Council's decision. • For Official Plan Amendments, all persons who requested to be notified or who made oral or written submission at the Committee will be notified of the adoption of the Amendment by City Council within 15 days of the Council passage of the by-law. They have 20 days to submit an appeal to the Ontario Municipal Board. • For Zoning By-law Amendments, if a by-law is passed by City Council, notice of the passage is undertaken within 15 days either by mail to landowners within 120 meters of the site, plus other persons or community organizations who made verbal or written submissions at the Committee or by advertising in the English and French daily newspapers. Twenty days are allowed for appeals. • For Plan of Subdivision applications, the applicant, owners and any person or public body that requested to be notified will be notified of the decision within 15 days and have 20 days to appeal, after the Manager has granted approval. • For all other applications where a decision is made by Committee or Council, no notice of that decision is provided to the public. Decisions of City Council can be viewed approximately two weeks later. 	
12. Post Application	<ul style="list-style-type: none"> • Monitoring of Approval conditions, including submission of any detailed design drawings that may be required 	<ul style="list-style-type: none"> • Official Plan and Zoning By-law Amendments <ul style="list-style-type: none"> ○ If no appeals are received after notification of the decision, the Official Plan or Zoning By-law Amendment comes into effect. 	

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	NCC ⁱ	City of Ottawa – information from the City of Ottawa’s web site http://ottawa.ca/en/city-hall/planning-and-development/how-develop-property/development-application-review-process	
	<ul style="list-style-type: none"> • Completion of transaction by submission of the NCC Board’s approval to the Governor in Council for approval. 	<ul style="list-style-type: none"> • Plans of Subdivision <ul style="list-style-type: none"> ○ If no appeals are received after notification of the draft approval of the Plan of Subdivision, the owner must satisfy the conditions of draft approval. ○ When the conditions have been cleared, the subdivision agreement signed and securities posted, the Plan of Subdivision is ready for final approval. ○ The General Manager (Director) gives Final Approval and the plan is registered. • Site Plan Control <ul style="list-style-type: none"> ○ If a registered agreement or Letter of Undertaking is required, the owner initiates the preparation by contacting the assigned staff and usually has six months to sign these documents and provide all the securities and fees prior to the issuance of a building permit. ○ Upon completion of the development, the owner may request an inspection for partial release of the securities. The balance of the securities will be released once the work has been completed to the City’s satisfaction. ○ Site Plan Control applies to the property until a request is made to release the agreement. For approval with Letters of Undertaking, Site Plan Control remains in effect until all the securities have been released. • Road Closing and Opening <ul style="list-style-type: none"> ○ Upon approval, the applicant must provide all necessary documentation to the Legal Services Branch and any monies required to the City prior to the conveyance of lands for a road closing. A By-law must also be prepared and passed by City Council. • Lifting of Part Lot Control <ul style="list-style-type: none"> ○ The Legal Services Branch prepares and forwards the by-Law to City Council once the applicant has fulfilled all required conditions. The applicant then must request the registration of the by-law. • Lifting of 30 Centimetre Reserves <ul style="list-style-type: none"> ○ The Legal Services Branch prepares a by-law to lift the reserve and forwards it to City Council for approval. The reserve may be re-conveyed directly to the abutting owners or through the registration of a by-law. 	

ⁱ Assumes that property will be transacted out of federal ownership prior to works commencing on-site. Any works that require commencement prior to – or without – such transactions will be subject to a determination under the Canadian Environmental Assessment Act, 2012

Certificate of Independent Submission Determination

I, the undersigned, in submitting the accompanying submission (hereinafter “Submission”) to:

National Capital Commission (NCC)

for:

(Name and/or Number of Submission)

In response to the call (hereinafter “call”) for proposal made by:

NCC

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of:

_____ that:
(Corporate Name of proponent hereinafter “proponent”)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying submission will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the proponent to sign this Certificate, and to submit the accompanying submission on behalf of the proponent;
4. Each person whose signature appears on the accompanying submission has been authorized by the proponent to determine the terms of, and to sign, the proposal, on behalf of the proponent;
5. For the purposes of this Certificate and the accompanying submission, I understand that the word “competitor” shall include any individual or organization, other than the proponent, whether or not affiliated with the proponent, who:
 - (a) has been requested to submit a submission in response to this call for proposal;
 - (b) could potentially submit a submission in response to this call for proposal, based on their qualifications, abilities or experience;
6. The proponent discloses that (check one of the following, as applicable):

-
- (a) the proponent has arrived at the accompanying submission independently from, and without consultation, communication, agreement or arrangement with, any competitor;

 - (b) the proponent has entered into consultations, communications, agreements or arrangements with one or more competitors regarding this call for proposal, and the proponent discloses, in the attached document(s), complete details thereof, including the names of the competitors and the nature of, and reasons for, such consultations, communications, agreements or arrangements;
7. In particular, without limiting the generality of paragraphs (6)(a) or (6)(b) above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
- (a) prices;
 - (b) methods, factors or formulas used to calculate prices;
 - (c) the intention of a proposal which does not meet the specifications of the call for proposals;
 - (d) the submission of a submission pursuant to paragraph (6)(b) above;
8. In addition, there has been no consultation, communication, agreement or arrangement with any competitor regarding the quality, quantity, specifications or delivery particulars of the products or services to which this call for proposals relates, except as specifically authorized by the NCC or as specifically disclosed pursuant to paragraph (6)(b) above;
9. The terms of the accompanying submission have not been, and will not be, knowingly disclosed by the proponent, directly or indirectly, to any competitor, prior to the date and time of the official bid opening, or of the awarding of the contract, whichever comes first, unless otherwise required by law or as specifically disclosed pursuant to paragraph (6)(b) above.

(Printed Name and Signature of Authorized Agent of Proponent)

(Position Title)

(Date)

APPENDIX G



ADDENDUM #1	ADDENDA N° 1
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
April 27, 2015	Le 27 avril 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Data Room procedure addition</p> <p>Questions and Answers</p> <p>Q1: Can you indicate if there will be a notification on the launch page of the Data Room if something new has been added or will we have to verify each folder one by one? Also, do you intend to post RFP documents in the data room?</p> <p>A1: . A PDF document named "Last update to data room" followed by the date of the last modification to the data room will be posted on the opening page of the Data Room. This should simplify your management of the Data Room. Once the RFP document is posted in the Data Room, this will appear in the said document.</p>	<p>Précision du processus – Centre de données</p> <p>Questions et réponses</p> <p>Q1 : Pouvez-vous indiquer s'il y aura un avis sur la page d'accueil du Centre de données si une nouvelle information y a été ajoutée ou nous aurons à vérifier chacun des dossiers un par un? De plus, est-ce votre intention de publier le document d'appel d'offres dans le Centre de données?</p> <p>R1 : Un document PDF nommé « Last update to the Data Room » suivi de la date de la dernière modification dans le Centre de données sera ajouté dans la page d'accueil du Centre de données. Ceci devrait simplifier votre gestion du Centre de données. Aussitôt que le document d'appel d'offres est accessible dans le Centre de données, cette modification sera ajoutée audit document.</p>
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ADDENDUM #2	ADDENDA N° 2
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
May 14, 2015	Le 14 mai 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Questions and Answers</p> <p>Q1: Please confirm which Government Approvals are included in Section 17.1 (Schedule) of the RFP document?</p> <p>A1: The government approval that is referred to is the Governor in Council ("GIC") approval, which is granted by way of an Order in Council. The NCC cannot dispose of real property for a consideration in excess of ten thousand dollars nor enter into a lease having a term in excess of five years without GIC approval or as otherwise provided in Article 15 of the <i>National Capital Act</i>.</p> <p>Also, pursuant to section 12 and 12.1 of the <i>National Capital Act</i>, a federal land use, design and transaction approval from the NCC will be required for the project.</p> <p>NOTE: the specific proposal the proponent is working on may require other government approvals not included in the above answer.</p> <p>Q2: Can reliance letters be provided by consultants who prepared documents posted in the Data Room?</p> <p>A2: Reliance letters from consultants who prepared documents posted in the Data Room will not be provided. This information has been made available to proponents on a confidential basis. By accessing the Data Room, the proponent assumes all responsibilities associated with ensuring that data is used for the sole purpose of the proponent in developing a response to this RFP.</p>	<p>Questions et réponses</p> <p>Q1 : Pourriez-vous confirmer les approbations gouvernementales auxquelles fait référence la section 17.1 (« Échéancier ») du document d'appel d'offres?</p> <p>R1 : L'approbation gouvernementale à laquelle il est fait référence est celle du Gouverneur en conseil, laquelle est accordée par décret. La CCN ne peut aliéner un bien immobilier dans le cadre d'une transaction de plus de dix mille dollars ou conclure un bail à long terme d'une durée de plus de cinq ans sans décret du Gouverneur en conseil, sous réserve des dispositions de l'article 15 de la <i>Loi sur la capitale nationale</i>.</p> <p>De plus, conformément aux dispositions de l'article 12 et du sous-article 12.1 de la <i>Loi sur la capitale nationale</i>, ce projet exigera une approbation fédérale d'utilisation du sol, du design et des transactions immobilières, laquelle doit être accordée par la CCN.</p> <p>REMARQUE : La proposition que prépare le proposant pourrait exiger des approbations fédérales autres que celles qui sont indiquées dans les paragraphes qui précèdent.</p> <p>Q2 : Les consultants qui ont préparé les documents publiés dans le Centre de données peuvent-ils fournir une lettre de fiabilité?</p> <p>R2 : Les consultants qui ont préparé les documents publiés dans le Centre de données ne fourniront pas de lettre de fiabilité. Ces documents ont été mis à la disposition des proposant à titre confidentiel. Tout proposant qui accède au Centre de données assume l'entière responsabilité de voir à ce que les données soient utilisées à seule fin de préparer sa réponse à l'appel d'offres.</p>
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ADDENDUM #2	ADDENDA N° 2
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
May 14, 2015	Le 14 mai 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Q3: Please clarify the process for requesting Commercially Confidential Meetings?</p> <p>A3: The NCC will provide two opportunities for proponents to attend a commercially confidential meeting ("CCM") and details will be posted in the Data Room. The invitation to the first CCM on Design Excellence, was posted on May 12th and the invitation to the second CCM, related to the Delivery Model, will be posted in the Data Room following occurrence of the first CCM. The second CCM is targeted to occur between July 20th and August 21st 2015.</p> <p>Q4: Are there LRT/Booth/Preston Street AutoCad files available for the team?</p> <p>A4: Yes, the NCC has received approval from the City of Ottawa to release the relevant AutoCAD documents. These will be posted shortly in the Data Room.</p> <p>Q5: Can the "Independent Professional Urban Planner" referred to in section 16.3.8 be a member of the proponent team, but distinct from the lead Developer?</p> <p>A5: Yes, the Independent Professional Urban Planner required to provide its professional opinion on the likelihood of the development plan to be favourably received by the governing bodies and the rationale therefore, can be a member of the proponent team, but must be a distinct entity from the lead developer. The opinion should also elaborate on the feasibility of the proposed uses and phasing presented in the development plan.</p> <p>It is expected this Independent Professional Urban Planner will consult with the City of Ottawa on a confidential basis prior to providing its professional opinion.</p>	<p>Q3 : Pourriez-vous clarifier le processus pour demander une réunion confidentielle?</p> <p>R3 : La CCN offrira aux proposant la possibilité d'assister à deux réunions confidentielles, dont les détails seront publiés dans le Centre de données. La première réunion, portant sur l'excellence en design, a été affichée le 12 mai, et la seconde, portant sur le modèle de prestation de services, sera affichée dans le Centre de données après la tenue des premières réunions, mais devrait avoir lieu entre les 20 juillet et 21 août 2015.</p> <p>Q4 : L'équipe a-t-elle accès aux fichiers AutoCAD pour le TLR et les rues Booth et Preston?</p> <p>R4 : Oui, la Ville d'Ottawa a autorisé la CCN à publier les documents AutoCAD pertinents; ils le seront sous peu dans le Centre de données.</p> <p>Q5 : L'urbaniste indépendant mentionné à la section 16.3.8 peut-il être un membre de l'équipe du proposant, mais distinct du promoteur principal?</p> <p>R5 : Oui, l'urbaniste indépendant appelé à donner son avis professionnel sur la probabilité que les organes directeurs accueillent favorablement le plan d'aménagement, et à expliquer son raisonnement, peut être un membre de l'équipe du proposant, mais il doit être une entité distincte du promoteur principal. Il devrait aussi formuler son avis sur la faisabilité des usages proposés et sur le phasage présenté dans le plan d'aménagement.</p> <p>L'urbaniste indépendant devrait consulter la Ville d'Ottawa de manière confidentielle avant de donner son avis professionnel.</p>
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ADDENDUM #2	ADDENDA N° 2
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
May 14, 2015	Le 14 mai 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Q6: What are the proposed Booth Right of Way (ROW) improvements?</p> <p>A6: the NCC has received approval from the City of Ottawa to release the relevant design drawings for Booth street. The drawings will be posted shortly in the Data Room.</p> <p>It is important to note the drawings for Booth Street are not finalized (FDD) and subject to change.</p> <p>Q7: What are the LRT ROW assumptions and track setback for proposed buildings? What is the typical height clearance for proposed structure?</p> <p>A7: This question and update on the LRT project should really be answered by the city of Ottawa as it is under their management and still in development. Please refer to section 7.0 of the RFP document.</p>	<p>Q6 : Quelles sont les améliorations proposées dans l'emprise de la rue Booth?</p> <p>R6 : La Ville d'Ottawa a autorisé la CCN à publier les dessins de conception pertinents pour la rue Booth. Ils seront sous peu dans le Centre de données.</p> <p>Il importe de noter que les dessins pour la rue Booth ne sont pas finalisés (FDD) et sont sujets à changements.</p> <p>Q7 : Quelles sont, en ce qui a trait à l'emprise du TLR, les hypothèses retenues et le dégagement de la voie pour les bâtiments proposés ? Quelle est la hauteur libre caractéristique de la structure proposée?</p> <p>R7 : C'est en réalité la Ville d'Ottawa qui devrait répondre à ces questions et faire le point sur le projet de TLR, car c'est elle qui en a la responsabilité, et ces détails restent à finaliser. Prière de se reporter à la section 7.0 du document d'appel d'offres.</p>
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ADDENDUM #3	ADDENDA N° 3
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
June 26, 2015	Le 26 juin 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

Questions and Answers	Questions et réponses
<p>Q1: The NCC asked proponents to provide the most certainty (on the market and the financial perspectives) with the proposed development project as a whole (Article 16.3 and 16.7 of the RFP document). If engaging and obtaining confirmations from potential buyers, contributors, financial partners and/or tenant helps in reducing risks, how can a proponent contact outside groups/companies without taking the chance to be disqualified (article 17.11 – Prohibited communications and disclosure of information)?</p> <p>A1: Without getting into the NCC's preferred ways to increase certainty of proposals, as there are many ways to attain this objective depending on context and types of risks, the NCC recognises that obtaining written confirmations from potential buyers, contributors, financial partners and/or tenant is one way to reduce the risks for the proposed development project.</p> <p>The NCC reiterates the content of paragraphs 1, 3 and 4 of article 17.11 of the RFP document. With respect to paragraph 2, the NCC proponents with the following clarification.</p> <p>Proponents are allowed to discuss with municipalities and other government authorities to advance the development of their proposal after entering into a Non-Disclosure Agreement (NDA). These entities can be buyers, contributors, financial partners or tenants.</p> <p>However, proponents should not disclose any details pertaining to their proposal in whole or in part to any politician (federal, provincial, and municipal) at this time. If a government body requires approval from its decision-making entity (ex: municipal board),</p>	<p>Q1 : La CCN a demandé aux proposant de fournir le plus de certitude possible (sur le marché et le plan financier) quant au projet d'aménagement proposé dans son ensemble (articles 16.3 et 16.7 du document de l'appel d'offres). Si avoir des discussions avec des acheteurs, des contributeurs, des partenaires financiers et/ou des locataires potentiels et en obtenant leur confirmation aide à réduire les risques, comment un proposant peut-il communiquer avec des groupes ou des entreprises de l'extérieur sans courir le risque d'être disqualifié (article 17.11 — Communications et divulgation de l'information interdites)?</p> <p>R1 : Sans se prononcer sur les façons privilégiées de la CCN afin d'augmenter la certitude des propositions, étant donné qu'il y a de nombreux moyens d'atteindre cet objectif selon le contexte et les types de risques, la CCN est consciente que l'obtention de confirmations écrites d'acheteurs, de contributeurs, de partenaires financiers et/ou de locataires potentiels constitue une méthode de réduction des risques liés au projet d'aménagement proposé.</p> <p>La CCN réaffirme le contenu des paragraphes 1, 3 et 4 de l'article 17.11 du document d'appel d'offres. En lien avec le paragraphe 2, la CCN clarifie aux proposant les éléments suivants.</p> <p>Il est permis aux proposant de discuter avec des municipalités et d'autres autorités gouvernementales pour faire progresser l'élaboration de leur proposition après avoir conclu une entente de confidentialité. Ces entités peuvent être des acheteurs, des contributeurs, des partenaires financiers ou des locataires.</p> <p>Toutefois, à l'heure actuelle, les proposant ne doivent pas communiquer, en tout ou en partie, des précisions sur leur proposition aux politiciens (fédéraux, provinciaux et municipaux). Si un organisme gouvernemental a besoin d'une approbation de son instance décisionnaire (p. ex., un conseil municipal), on</p>

ADDENDUM #3	ADDENDA N° 3
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
June 26, 2015	Le 26 juin 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>it is recommended that the discussions be done in camera and that details to be disclosed be so disclosed carefully.</p> <p>Proponents are allowed to discuss the appropriate sections of the proposal with private (for profits or not for profits) potential buyers, contributors, financial partners and tenants. It is strongly recommended that Non-Disclosure Agreements (NDA) be signed by these groups to protect proponents and the integrity of the process.</p> <p>In situations where a proponent feels the NCC should provide its opinion before an action is made, please do not hesitate to ask the NCC using the official communication mechanism (Article 4.0 of the RFP document) for its written opinion.</p> <p>The proponent is responsible to ensure the confidentiality of the information provided to a third party. Failure by a proponent to comply with the provision of this Addendum may result in the disqualification of the proponent, at the sole discretion of the NCC and may result in the NCC drawing on the Stage 2 security as liquidated damage.</p> <p>The NCC wants proponents to work on their proposal outside of public attention. This is also to ensure the process fairness.</p>	<p>recommande que les discussions se tiennent à huis clos et que les renseignements à divulguer soient communiqués avec prudence.</p> <p>Il est permis aux proposants de discuter des sections pertinentes de la proposition avec des acheteurs, des contributeurs, des partenaires financiers et des locataires potentiels du secteur privé (à but ou sans but lucratif). Il est fortement recommandé de faire signer des ententes de confidentialité par ces groupes afin de protéger les proposants et l'intégrité du processus.</p> <p>Lorsqu'un proposant estime que la CCN devrait donner son avis avant la prise d'une mesure, il ne faut pas qu'il hésite à présenter une demande d'opinion écrite à la CCN par le mécanisme de communication officiel (article 4.0 du document d'appel d'offres).</p> <p>Il incombe au proposant de voir au respect de la confidentialité de l'information fournie à un tiers. S'il ne respecte pas la disposition du présent addenda, il risque d'être disqualifié à la seule discrétion de la CCN. Il se pourrait alors que celle-ci puise à même le dépôt de garantie versé pour la deuxième étape, à titre de dommages-intérêts fixés à l'avance.</p> <p>La CCN veut que les proposants travaillent sur leur proposition hors du regard du public. On veut ainsi garantir l'équité du processus.</p>
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ADDENDUM #4	ADDENDA N° 4
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
July 16, 2015	Le 16 juillet 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

Amendments to the Request for Proposals	Modifications aux documents d'appel d'offres
<p>Q1: In light of the detailed market studies, design plans and delivery model required for the proposed uses, as well as technical studies, and the time required to prepare these and to obtain confirmations, will you consider an extension of the submission deadline?</p> <p>A1: After further review of the competition timelines, the NCC has decided to postpone the submission of proposals from October 30th 2015 to <u>December 15th 2015</u>.</p> <p>As a result, the following excerpts are hereby amended (see underlined changes):</p> <p>Section 3.0: "Submissions must be received no later than 12 NOON local (Ottawa, Ontario) time, on <u>December 15th 2015</u>."</p> <p>The rest of the text in section 3.0 remains unchanged.</p> <p>Section 4.0: "The final day for submitting questions is 12 NOON, local (Ottawa, Ontario) time, <u>November 13th</u>, 2015.</p> <p>The rest of the text in section 4.0 remains unchanged.</p> <p>Section 17.1 (SCHEDULE):</p> <p>"Final date for Questions: <u>November 13, 2015</u></p> <p>Final date for Addendums: <u>December 4, 2015</u></p> <p>Submission Deadline: <u>December 15, 2015</u></p> <p>Public Exhibition: <u>During February of 2016</u></p>	<p>Q1 : Étant donné les études de marché détaillées, les plans de conception et le modèle de prestation qui sont exigés pour les utilisations proposées, de même que les études techniques, ainsi que le temps nécessaire à la préparation de ces éléments et à l'obtention des confirmations, envisageriez-vous un prolongement du délai de remise des propositions?</p> <p>R1 : Après un examen plus poussé des échéances du concours, la CCN a décidé de reporter du 30 octobre au <u>15 décembre 2015</u> la date de remise des propositions.</p> <p>Par conséquent, les extraits suivants sont ainsi modifié (voir les changements soulignés) :</p> <p>Article 3.0 : « Les propositions doivent être reçues au plus tard à MIDI, heure locale (Ottawa [Ontario]), le <u>15 décembre 2015</u>. » Le reste du texte de l'article 3.0 demeure inchangé.</p> <p>Article 4.0 : « L'échéance pour l'envoi des questions est MIDI, heure locale (Ottawa [Ontario]), le <u>13 novembre 2015</u>. »</p> <p>Le reste du texte de l'article 4.0 demeure inchangé.</p> <p>Article 17.1 (ÉCHÉANCIER):</p> <p>"Date limite pour l'envoi des questions : <u>13 novembre 2015</u></p> <p>Date limite pour les addendas : <u>4 décembre 2015</u></p> <p>Date limite de remise des propositions : <u>15 décembre 2015</u></p> <p>Consultation publique : <u>Durant le mois de février 2016</u></p>

ADDENDUM #4	ADDENDA N° 4
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
July 16, 2015	Le 16 juillet 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Evaluation: <u>Dec. – Feb. 2016</u></p> <p>Identification of preferred proponent(s): <u>March 2016</u></p> <p>Negotiations: <u>March to August 2016</u></p> <p>Government Approvals <u>August to December 2016</u></p> <p>Public Announcement: <u>December 2016”</u></p> <p>The rest of the text in section 17.1 remains unchanged.</p> <p>Q2: Can a third Commercially Confidential Meeting (CCM) be granted to proponents requesting it?</p> <p>A2: The NCC will post in the data room an invitation for a third round of CCM. This third round of CCMs is to take place at some time in September.</p>	<p>Évaluation : <u>Déc. - février 2016</u></p> <p>Choix du ou des proposants préférés : <u>Mars 2016</u></p> <p>Négociations : <u>De mars à août 2016</u></p> <p>Approbations gouvernementales <u>D'août à décembre 2016</u></p> <p>Annonce publique : <u>Décembre 2016 »</u></p> <p>Le reste du texte de l'article 17.1 demeure inchangé.</p> <p>Q2 : La tenue d'une troisième réunion confidentielle (RC) pourrait-elle être accordée aux proposants qui la demanderaient?</p> <p>R2 : La CCN affichera dans le Centre de données une invitation à une troisième ronde de RC, qui aura lieu en septembre.</p>
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ADDENDUM #5	ADDENDA N° 5
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
August 7, 2015	Le 7 août 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Amendments to the Request for Proposals</p> <p>Update on Aboriginal matters</p> <p>For the sole purpose of the submission and for the evaluation of such, proponents are requested NOT to include any aboriginal accommodation measures in their proposal.</p> <p>If it is determined that aboriginal accommodations measures are required, the NCC will negotiate with the successful proponent the nature and extent of the contributions to be made by the successful proponent as part of its final development project.</p> <p>Q1: 17.12 of the RFP mentions that all copies of documents submitted in response to this RFP shall become the property of the NCC and will not be returned. Can you please clarify the extent of this ownership?</p> <p>A1: Copies of the documents submitted shall become the property of the NCC and will not be returned. Therefore, the NCC reserves the right to use the content of the documents submitted to promote the project in its corporate documents or to promote the project in the general population using, mostly, images. The intellectual property contained in the proposals remains the ownership of the proponents and the NCC will not use, outside the context of the RFP process, any of the studies, concepts and ideas specifically described in the proposals.</p>	<p>Modifications aux documents d'appel d'offres</p> <p>Mise à jour sur les questions autochtones</p> <p>Aux seules fins de la proposition et de son évaluation, il est demandé aux proposants de NE PAS inclure de mesures d'accommodement visant les Autochtones dans leur proposition.</p> <p>Si la nécessité de celles-ci est déterminée, la CCN négociera avec le proposant retenu la nature et l'étendue des contributions qu'il devra inclure dans son projet de développement final.</p> <p>Q1 : L'article 17.12 de l'appel d'offres indique que toutes les copies des documents remis en réponse à l'AO deviendront propriété de la CCN et ne seront pas retournés. Pouvez-vous élaborer sur l'ampleur de cette propriété?</p> <p>R1 : Les copies des documents remis deviendront propriété de la CCN et ne seront pas retournés. Par conséquent, la CCN se réserve le droit d'utiliser le contenu des documents pour promouvoir le projet dans ses documents institutionnels ou auprès du grand public, surtout au moyen d'images. Les proposants conservent la propriété intellectuelle de leur proposition. En dehors du contexte du processus d'AO, la CCN n'utilisera aucune étude, aucun concept ni aucune idée décrits expressément dans les propositions.</p>
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ADDENDUM #6	ADDENDA N° 6
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
August 26, 2015	Le 26 août 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Update of Prohibited Communications (section 17.11 of the RFP document and Addendum 3).</p> <p>The NCC reiterates the content of paragraphs 1, 3 and 4 of article 17.11 of the RFP document, as well as Addendum 3. With respect to paragraph 2 of the RFP document, the NCC wishes to provide proponents with the following clarification.</p> <p>Proponents are allowed to use polls, and/or surveys to gather data to underpin the preparation of their proposal. To this end, the following guidelines must be respected:</p> <ul style="list-style-type: none"> • Proponents cannot solicit media outlets to conduct their polls/surveys or for other purposes; • Proponents cannot identify themselves by name to those being polled/surveyed; rather a generic, non-identifying description must be used; • Proponents cannot identify the NCC or the Lebreton Flats land; • Proponents cannot ask questions related to the proposals/projects of other proponents and; • At no time, can proponents publish the results of their polls/surveys other than in their proposals. <p>In order for the NCC to determine the validity of the results provided, proponents are requested to submit the poll/survey methodology with their proposal.</p> <p>Proponents must ensure the confidentiality of the information provided to a third party.</p> <p>Polls/surveys must not be perceived as a way to market the project to the population</p>	<p>Le point sur les communications interdites (article 17.11 du document d'appel d'offres et addenda 3)</p> <p>La CCN réaffirme le contenu des paragraphes 1, 3 et 4 de l'article 17.11 du document d'appel d'offres et de l'addenda 3. En lien avec le paragraphe 2 du document d'appel d'offres, la CCN clarifie aux proposant les éléments suivants.</p> <p>Les proposant peuvent utiliser des sondages et/ou des enquêtes pour recueillir des données afin d'étayer la préparation de leur proposition. À cette fin, ils doivent respecter les directives suivantes :</p> <ul style="list-style-type: none"> • Les proposant ne peuvent demander à des médias d'effectuer leurs sondages ou leurs enquêtes ou à d'autres fins; • Les proposant ne peuvent se désigner par leur nom à ceux qui font l'objet des sondages ou des enquêtes. Ils doivent plutôt employer une description générique qui ne les identifie pas; • Les proposant ne peuvent pas mentionner la CCN ni les terrains des plaines LeBreton; • Les proposant ne peuvent pas poser de questions sur les propositions/projets de leurs concurrents; • Les proposant ne peuvent, en aucun temps, publier les résultats de leurs sondages ou de leurs enquêtes, sauf dans leur proposition. <p>Afin que la CCN puisse déterminer la validité des résultats fournis, les proposant sont priés de présenter la méthodologie des sondages ou des enquêtes avec leur proposition.</p> <p>Il incombe aux proposant de voir au respect de la confidentialité de l'information fournie à un tiers.</p> <p>Les sondages et les enquêtes ne doivent pas être perçus comme un moyen de promouvoir le projet</p>
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ADDENDUM #6	ADDENDA N° 6
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
August 26, 2015	Le 26 août 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>while still in a competitive process.</p> <p>Failure by a proponent to comply with the provision of this Addendum may result in the disqualification of the proponent, at the sole discretion of the NCC and may result in the NCC drawing on the Stage 2 security as liquidated damage.</p>	<p>auprès de la population alors que le processus concurrentiel est toujours en cours.</p> <p>Si un proposant ne respecte pas la disposition du présent addenda, il risque d'être disqualifié à la seule discrétion de la CCN. Il se pourrait alors que celle-ci puise à même le dépôt de garantie versé pour la deuxième étape, à titre de dommages-intérêts fixés à l'avance.</p>
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ADDENDUM #7	ADDENDA N° 7
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
September 4, 2015	Le 4 septembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

Amendments to the Request for Proposals	Modifications à l'appel d'offres
<p>Q1: In the event of formal notification of withdrawal of a prequalified proponent, will the NCC inform remaining competing proponents of a shift in competitive landscape?</p> <p>A1: The NCC has not received any formal notification that the competitive landscape has changed. It is not the intention of the NCC to inform proponents of a change of this nature should a formal notice be received. The NCC may reconsider its position if it feels it is in the interest of the RFP process.</p> <p>Q2: Would the NCC allow more than 8 individuals to represent proponent team at the next CCM?</p> <p>A2: Invitation for the third round of Commercially Confidential Meeting (CCM) was posted on August 26, 2015. Proponents have until September 18th to secure a date accordingly. At any time during the meeting, no more than 8 participants from the proponent's team will be allowed in the room. However, changing the participants at any time is permitted, while respecting the maximum.</p>	<p>Q1 : Si un proposant présélectionné annonce officiellement son retrait, la CCN informera-t-elle les proposants restants d'une modification du paysage concurrentiel?</p> <p>R1 : La CCN n'a pas reçu d'avis officiel de modification du paysage concurrentiel. Elle n'a pas l'intention d'avertir les proposants d'un changement de cette nature si elle recevait un avis officiel. La CCN peut réviser sa position si elle juge qu'il est de l'intérêt du processus d'AO de le faire.</p> <p>Q2 : La CCN pourrait-elle permettre à plus de 8 personnes de représenter l'équipe d'un proposant lors de la prochaine RC?</p> <p>A2: L'invitation à la troisième ronde de réunions confidentielles (RC) a été publiée le 26 août 2015. Les proposants ont jusqu'au 18 septembre pour fixer une date en conséquence. En tout temps, un nombre maximum de 8 représentants de l'équipe du proposant sera autorisé dans la salle. Cependant, changer les participants présents dans la salle est autorisé à tout moment, tout en respectant le maximum permis.</p>

ADDENDUM #8	ADDENDA N° 8
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Amendments to the Request for Proposals</p> <p>Q1: Once the NCC has chosen a preferred Development proposal as an outcome of the RFP process how does the NCC envision the project proceeding with regards to the role of the Advisory Committee on Planning Design and Realty (ACPDR) as well as the role of the City of Ottawa's Urban Design Review Panel (UDRP). Is it the intent of the NCC to undertake a joint Design Review Process with the City of Ottawa's UDRP and NCC ACPDR, and, if so how would this proceed in terms of timing and potential for unforeseen requests for design changes?</p> <p>A1: The Joint Design Review Committee is to be formed with members from the City of Ottawa and the NCC, after the preferred proponent is chosen, and after the transaction documents have been negotiated and approved by the Governor in Council.</p> <p>The Federal approval is to follow (concurrently) the City process for official plan and zoning By-law amendments and site plan and other approval processes as described in Appendix E of the RFP document.</p> <p>The NCC has built into the competition process steps required to minimize as much as possible the possibility of a major change to be requested during the approval process. First, it is strongly encouraged that proponents meet with the City of Ottawa (pre-consultation) to develop their proposal with as much resemblance to one which would be favourably endorsed by the governing bodies. Second, proponents are to provide a professional opinion from an experienced independent urban planner on the likelihood of the Development Plan being favourably received by governing bodies. Third, Appendix C (Design Objectives) and Appendix D (Urban Design Framework) take into account the NCC and the City of Ottawa main orientations and priorities for the development of the area. It is recommended that you plan for</p>	<p>Modifications à l'appel d'offres</p> <p>Q1 : Après que la CCN aura choisi la proposition d'aménagement qu'elle préfère par suite du processus d'AO, comment envisage-t-elle la suite des choses pour le projet en ce qui concerne le rôle du Comité consultatif de l'urbanisme, du design et de l'immobilier (CCUDI) et du Comité de révision de la conception urbaine (CRCU) de la Ville d'Ottawa. La CCN a-t-elle l'intention d'entreprendre un processus conjoint d'examen du design par le CRCU de la Ville et son CCUDI? Si tel est le cas, comment est-ce que ça déroulerait concernant l'échéancier et les demandes potentielles imprévues de modification du design?</p> <p>R1 : Le Comité conjoint d'examen du design sera constitué de membres de la Ville d'Ottawa et de la CCN après le choix du proposant privilégié, la négociation des documents de la transaction et l'approbation de ceux-ci par le gouverneur en conseil.</p> <p>Le processus d'approbation fédérale suivra (simultanément) le processus municipal établi pour l'acceptation des demandes, notamment celles de modification du Plan officiel et du Règlement de zonage et celles de plan d'implantation. Le processus est décrit à l'annexe E du document d'AO.</p> <p>La CCN a inclus dans le processus du concours des étapes destinées à réduire autant que possible la possibilité d'une demande de modification majeure pendant le processus d'approbation. Premièrement, on encourage fortement les proposants à rencontrer la Ville d'Ottawa (la consultation préalable), afin que leur proposition puisse être approuvée par les instances dirigeantes. Deuxièmement, les proposants doivent fournir une opinion professionnelle d'un urbaniste indépendant expérimenté sur la probabilité que le plan d'aménagement soit accueilli favorablement par ces instances. Troisièmement, les annexes C (Objectifs de conception) et D (Cadre de design urbain) tiennent compte des principales orientations et priorités de la CCN et de la Ville d'Ottawa pour l'aménagement du secteur. Il est recommandé que vous planifiez des changements pouvant provenir de CCUDI et CRCU,</p>
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ADDENDUM #8	ADDENDA N° 8
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>changes as ACPDR and UDRP are part of an iterative process.</p> <p>Q2: The NCC requires an environmental assessment to be prepared for most proposals that require federal land use, design and transaction approvals. We understand that the NCC must ensure compliance with the Canadian Environmental Assessment Act, and requires an environmental assessment for all projects or activities under its authority. In this regard, is it the NCC's expectation that an Environmental Effect Analysis (EEA) will be prepared to support our RFP submission? Please clarify.</p> <p>A2: The NCC doesn't expect proponents to submit an Environmental Effect Analysis (EEA) with their proposal. Any land that will remain under the ownership of the NCC (ex: lease) will require an EEA, and determination under CEAA 2012 prior to commencement of works.</p> <p>Q3: Within the past year the NCC has undertaken a study to improve efficiency and time management for the Federal Land Use, Design and Transactions Approval (FLUDTA) process and Environmental Effects Analysis (EEA) process. For the purposes of understanding the NCC evaluation criteria could the NCC clarify and make available the revised FLUDTA and EEA processes that were to be completed this year?</p> <p>A3: The NCC approval process is as described in the RFP, Appendix E.</p> <p>Q4: Does the RFP evaluation process replace in total or in part the "Federal Land Use, Design and Land Transaction Approval" FLUDTA process?</p> <p>A4: The RFP evaluation process does not replace the FLUDTA. This is a requirement under the</p>	<p>étant donné qu'ils font partis d'un processus itératif.</p> <p>Q2 : La CCN exige la réalisation d'une évaluation environnementale pour la plupart des propositions nécessitant des approbations fédérales de l'utilisation du sol, du design et des transactions. Nous comprenons qu'elle doit s'assurer de la conformité avec la <i>Loi canadienne sur l'évaluation environnementale</i> et qu'elle exige une telle évaluation pour l'ensemble des projets et des activités qui relèvent de son autorité. À cet égard, la CCN s'attend-elle que nous effectuions une analyse des impacts environnementaux (AIE) à l'appui de notre proposition en réponse à l'AO? Veuillez préciser.</p> <p>R2 : La CCN ne s'attend pas que les proposants soumettent une AIE avec leur proposition. Toute parcelle de terrain qui demeurera propriété de la CCN (ex : bail) exigera une AIE et une détermination sous LCEE 2012 avant que puisse être entamés des travaux.</p> <p>Q3 : Au cours de la dernière année, la CCN a entrepris une étude afin d'améliorer la gestion du temps et l'efficacité relativement au processus d'approbation fédérale de l'utilisation du sol, du design et des transactions (AFUSDT) et à celui de l'analyse des impacts environnementaux (AIE). Pour faciliter la compréhension de ses critères d'évaluation, la CCN éclaircira-t-elle et rendra-t-elle disponible la version révisée des processus d'AFUSDT et d'AIE qui devait être produite cette année?</p> <p>R3 : Le processus d'approbation de la CCN est tel qu'il est décrit à l'annexe E de l'AO.</p> <p>Q4 : Le processus d'évaluation de l'AO remplace-t-il en tout ou en partie le processus d'AFUSDT (approbation fédérale de l'utilisation du sol, du design et des transactions)?</p> <p>R4 : Le processus d'évaluation de l'AO ne remplace pas celui d'AFUSDT, qui est exigé aux termes de la <i>Loi</i></p>
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ADDENDUM #8	ADDENDA N° 8
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>National Capital Act. Therefore, the land transaction(s) is to take effect only after the FLUDTA is granted, conditions met, and appropriate authorities received.</p> <p>Q5: Could the NCC elaborate how they envision the role of the NCC's Federal Land Use Development Transaction Approval (FLUDTA) process & EEA process to be integrated and coordinated with the City of Ottawa's development approvals role throughout the various phases of the project?</p> <p>A5: As also mentioned in A1 above, the NCC has planned with the City of Ottawa a joint approval process which is described in Appendix E of the RFP document. The main objective for this joint review process is to attempt to avoid inconsistencies between the requirements of approving authorities and save time for the preferred proponent while going through the approval process.</p> <p>Q6: Would the NCC consider being complicit and assist in pulling events such as Canada Day, Blues Fest, etc. to the site?</p> <p>A6: The mandate to coordinate such events is no longer with the NCC. It is recommended that you meet with the Department of Canadian Heritage at staff level to see if they would be complicit and assist in attracting such events at LeBreton Flats.</p> <p>Q7: Will the NCC value synergistic relationships between the public and non-public uses as well as synergistic relationships with the neighborhood (s) adjacent to LeBreton"?</p> <p>A7: The NCC believes that the synergistic relationship between elements (physical or social) of the proposal is a critical element of ultimate success in developing the subject and option lands. This theme is expressed throughout the</p>	<p><i>sur la capitale nationale.</i> Par conséquent, la transaction immobilière n'entrera en vigueur qu'après l'octroi de l'AFUSDT, le respect des conditions et l'obtention des autorisations appropriées.</p> <p>Q5 : La CCN pourrait-elle expliquer comment elle prévoit l'intégration et la coordination des processus d'AFUSDT (approbation fédérale de l'utilisation du sol, du design et des transactions) et d'AIE avec celui de l'approbation des demandes d'aménagement de la Ville d'Ottawa tout au long des diverses phases du projet?</p> <p>R5 : Comme il l'est également indiqué dans la R1 ci-dessus, la CCN a prévu, avec la Ville d'Ottawa, un processus conjoint d'approbation qui est décrit à l'annexe E du document d'AO. Ce processus a pour principaux objectifs de tenter d'éviter les incohérences entre les exigences des autorités approbatrices et d'épargner du temps pour le proposant.</p> <p>Q6 : La CCN envisagerait-elle d'aider à attirer des événements comme la fête du Canada et le Bluesfest vers le site?</p> <p>R6 : La CCN n'a plus le mandat de coordonner de telles activités. Nous vous recommandons de rencontrer les employés du ministère du Patrimoine canadien pour voir s'il aiderait à obtenir la tenue d'événements de ce type sur les plaines LeBreton.</p> <p>Q7 : La CCN accordera-t-elle de la valeur aux relations synergiques entre les usages publics et non publics ainsi qu'à celles avec le ou les quartiers adjacents aux plaines LeBreton?</p> <p>R7: La CCN croit que les relations synergiques entre les éléments (matériels ou sociaux) de la proposition constituent un élément crucial de la réussite de l'aménagement du site proposé et des terrains en option. Ce thème est exprimé à la grandeur du</p>
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Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>RFP document. As examples, please refer to 16.2.1.3 (Public Anchor Use[s]), 16.3.5 (Development Plan), and 16.5 (Transportation Plan).</p> <p>Q8: Does the financial plan have to contemplate inflation?</p> <p>A8: It is requested that inflation be considered in the proponent's financial plan. To facilitate the evaluation of proposals to be received, proponents are asked to use an annual rate of 2%.</p> <p>Q9: The opportunity to create a development which is self-supported / sustaining exists within Lebreton Flats; to the extent that:</p> <ol style="list-style-type: none"> Does the City of Ottawa support the development & installation of a site wide waste & recycling collection system? Does the City of Ottawa support the development & installation of a site wide district energy system? Does the City of Ottawa support the development & installation of rainwater and Potable water re-use system? <p>A9: This is to be explored with the City of Ottawa as the NCC cannot address such matters on their behalf. Please refer to the City of Ottawa contact provided in the Data Room.</p> <p>Q10: Is it feasible to start relocating the Cave Creek Sewer early (i.e. before title is transferred / lease is granted)?</p> <p>A10: Negotiations are to start as soon as the preferred proponent is chosen. As stated in Addendum 4, it is expected that negotiations would take up to six months before a contract package is recommended to the NCC's Board of Directors and Governor in Council (GIC) for approval. Pending such formal approvals, the NCC is not</p>	<p>document d'AO. À titre d'exemples, veuillez-vous reporter aux articles 16.2.1.3 (Usage[s] phare[s] public[s]), 16.3.5 (Plan d'aménagement) et 16.5 (Plan de transport).</p> <p>Q8 : Le plan financier doit-il tenir compte de l'inflation?</p> <p>R8 : On exige que le plan financier tienne compte de l'inflation. Pour faciliter l'évaluation des propositions, on demande aux proposants d'utiliser un taux d'inflation annuel de 2 %.</p> <p>Q9 : La possibilité de créer un aménagement autonome/autosuffisant existe dans les plaines LeBreton. Compte tenu de cela :</p> <ol style="list-style-type: none"> La Ville d'Ottawa soutient-elle l'aménagement et l'installation d'un système de collecte des déchets et de collecte sélective à la grandeur du site? La Ville d'Ottawa soutient-elle l'aménagement et l'installation d'un système énergétique de quartier à la grandeur du site? La Ville d'Ottawa soutient-elle l'aménagement et l'installation de systèmes de réutilisation des eaux pluviales ou de l'eau potable? <p>R9 : Il faut examiner ce dossier avec la Ville d'Ottawa, étant donné que la CCN ne peut répondre en son nom sur des questions de ce genre. Veuillez communiquer avec la personne-ressource de la Ville dont les coordonnées sont fournies dans la salle des données.</p> <p>Q10 : Sera-t-il possible de commencer le déplacement de l'égout du ruisseau Cave tôt (c.-à-d. avant le transfert du titre ou l'octroi du bail)?</p> <p>R10 : Les négociations commenceront dès que le proposant privilégié aura été choisi. Comme l'indique l'addenda n° 4, on s'attend qu'elles durent jusqu'à six mois avant qu'un ensemble de contrats soit recommandé au conseil d'administration de la CCN et au gouverneur en conseil pour approbation. Dans l'attente de telles approbations officielles, la CCN ne</p>
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Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>able to accept engagements or risks that would jeopardize the set RFP process.</p> <p>That being said, the NCC may consider providing access to the preferred proponent for infrastructure or site preparation work, prior to GIC approval under specific terms to be negotiated.</p> <p>Q11: Would the NCC consider coordinating the commission of further ground water tests (and other environmental reports) on behalf of all proponents to avoid duplication of costs?</p> <p>A11: The NCC has provided proponents with tools and processes to access the site to carry out their respective due diligence (article 7.0 of the RFP).</p> <p>Q12: As part of a Ground Lease, would the NCC be willing to pay for improvements not yet amortized at the end of the term?</p> <p>A12: <u>Any ground lease proposed terms are not to exceed 99 years including renewal options.</u></p> <p>The NCC is open to consider effective defensible practices to enable this project. Proposals must be clear about rationale and cost-benefit analysis to demonstrate the viability and desirability of such conditions.</p> <p>Always keep in mind that the NCC is interested to know how and when the fair market value for the land is to be compensated.</p> <p>Q13: Will the proponents have an opportunity to respond to public feedback?</p> <p>A13: The proponents will be allowed to respond to</p>	<p>peut accepter d'engagements ou de risques qui mettraient en péril le processus d'AO établi.</p> <p>Cela étant dit, la CCN pourrait envisager d'accorder au proposant privilégié un accès pour des travaux d'infrastructure ou de préparation du site avant l'approbation par le gouverneur en conseil, en vertu de modalités qu'il faudrait négocier.</p> <p>Q11 : La CCN serait-elle prête à envisager la coordination de la commande d'autres analyses de l'eau souterraine (et d'autres rapports environnementaux) au nom de tous les proposants, afin d'éviter la duplication des coûts?</p> <p>R11 : La CCN a fourni aux proposants les outils et les processus qui leur permettront d'accéder au site pour réaliser leurs études de diligence raisonnable respectives (article 7.0 de l'AO).</p> <p>Q12 : La CCN serait-elle disposée à inclure dans le bail foncier une clause selon laquelle elle paierait pour des améliorations qui n'auraient pas encore été amorties à la fin du bail?</p> <p>R12 : <u>La durée d'un bail foncier ne peut dépasser 99 ans, options de renouvellement comprises.</u></p> <p>La CCN est disposée à envisager des pratiques défendables efficaces pour permettre la réalisation de ce projet. Les propositions doivent fournir clairement une justification et une analyse coûts-bénéfices afin de démontrer la viabilité et le caractère désirable de telles conditions.</p> <p>Il ne faut jamais oublier que la CCN est intéressée à savoir comment et quand la juste valeur marchande du terrain sera compensée.</p> <p>Q13 : Les proposants auront-ils l'occasion de réagir aux commentaires du public?</p> <p>R13 : Les proposants pourront y réagir conformément</p>
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NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 2, 2015	Le 2 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>public feedback in accordance with the RFP rules and obligations, during the Public Exhibition, or after a proponent has received a written confirmation from the NCC (17.11 of the RFP document).</p> <p><u>Please note that proponents are to continue to follow communications (article 17.11 of the RFP document) rules during the procurement process, and that the competitive process is not completed until the necessary approvals have been received from Governor in Council.</u></p> <p>Q14: Is the LeBreton Flats designated under FHBRO?</p> <p>A14: No, the LeBreton Flats lands are not designated under FHBRO (FHBRO only relates to buildings), but it is important to note that the open aqueduct and the covered aqueduct, and their associated structures, are designated by the City of Ottawa under the <i>Ontario Heritage Act</i>.</p>	<p>aux règles et aux obligations de l'AO, et ce, durant l'exposition publique ou après qu'ils auront reçu une confirmation écrite de la CCN (article 17.11 du document d'AO).</p> <p><u>Veillez prendre note que les proposants devront continuer de respecter les règles relatives aux communications (l'article 17.11 du document d'AO) durant le processus d'approvisionnement et que le processus concurrentiel ne sera pas terminé tant que les approbations nécessaires n'auront pas été obtenues du gouverneur en conseil.</u></p> <p>Q14 : Les plaines LeBreton font-elles l'objet d'une désignation par le BEEFP?</p> <p>A14 : Non. Les terrains des plaines LeBreton ne font pas l'objet d'une désignation par le BEEFP, car celui-ci ne s'applique qu'aux édifices. Il importe toutefois de noter que l'aqueduc à ciel ouvert, l'aqueduc couvert et leurs structures connexes ont fait l'objet d'une désignation par la Ville d'Ottawa aux termes de la <i>Loi sur le patrimoine de l'Ontario</i>.</p>
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ADDENDUM #9	ADDENDA N° 9
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 16, 2015	Le 16 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Amendments to the Request for Proposals</p> <p>Q1: After the deadline for submission of proposals, will the proponents' teams be able to present to the NCC their project to explain the intricacy and clarify the details of their proposal?</p> <p>A1: The NCC recognizes that it may be more effective for the evaluation committee to seize all pertinent details and reasoning behind proposed features, terms and conditions (ex: design, transportation, servicing, decommissioning, business model, etc.) if a presentation by each proponent was also provided.</p> <p>As such, the NCC will offer proponents who have submitted a bid conforming to the requirements set out in the RFP, the option to make a presentation of the submitted work. Further details will follow shortly.</p> <p>Q2: Will the NCC consider other sustainable practices standards than LEED Gold for New Construction?</p> <p>A2: After further review, and being conscious that the technologies, certifications, and processes dealing with sustainability best practices are evolving and will continue to do so, the NCC has decided to amend the evaluation criteria 16.4 iii in the Section: "Decommissioning Approach and Sustainability strategies (0-10 points)."</p> <p>As a result, the following excerpts are hereby amended (see underlined changes):</p> <p>iii. <u>Confirmation from the proponent that the buildings of more than 250m² will achieve LEED Gold New Construction Guidelines certification or an equal standard as a minimum, acceptable to the NCC. If LEED is not used, the proponent must explain how the proposed strategy is equivalent or better for buildings and the</u></p>	<p>Modifications à l'appel d'offres</p> <p>Q1 : Après la date limite de remise des propositions, les équipes des proposants pourront-elles présenter leur projet à la CCN afin d'en expliquer les complexités et d'en clarifier les détails?</p> <p>R1 : La CCN est consciente qu'il pourrait être plus efficace que le comité d'évaluation soit mis au courant de tous les détails pertinents et du raisonnement derrière les caractéristiques et les modalités proposées (notamment à propos du design, des transports, de la mise en service et hors service, et du modèle de prestation), si chaque proposant effectuait aussi une présentation.</p> <p>La CCN offrira donc aux proposants qui auront remis une offre conforme aux exigences établies dans l'AO l'option d'effectuer une présentation de leur travail. D'autres précisions suivront sous peu.</p> <p>Q2 : La CCN envisagera-t-elle la possibilité d'appliquer d'autres normes de pratiques durables que LEED Or pour une nouvelle construction?</p> <p>R2 : Après une étude plus approfondie, et consciente que les technologies, les certifications et les processus relatifs aux pratiques exemplaires de durabilité ne cesseront d'évoluer, la CCN a décidé de modifier le critère d'évaluation 16.4 iii de l'article « Approche de la mise hors service et stratégies de durabilité (0-10 points) ».</p> <p>Par conséquent, le passage en question est modifié par la présente (les changements sont soulignés) :</p> <p>iii. <u>La confirmation, par le proposant, que les édifices de plus de 250 m² obtiendront la certification LEED Or en vertu du système d'évaluation pour une nouvelle construction ou qu'ils respecteront une norme équivalente comme minimum acceptable pour la CCN. Si le système LEED n'est pas utilisé, le proposant doit expliquer comment la stratégie proposée</u></p>
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ADDENDUM #9	ADDENDA N° 9
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 16, 2015	Le 16 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p><u>neighbourhood. Equal shall mean a system with established criteria and targets, as well as a verification process by the organization overseeing the system.</u></p> <p>The rest of the text in section 16.4 remains unchanged.</p> <p>Q3: What is considered public anchor use?</p> <p>A3: The redevelopment of LeBreton Flats aims at enhancing the attractiveness of the capital by leveraging a highly strategic parcel of urban land with a rich cultural and industrial history, in order to enliven experiences.</p> <p>As set out in Section 16.2.1 of the RFP, public anchor uses, by way of iconic design and/or prestige, power to assemble, educate and stimulate people of all ages, attract visitors, contribute to community development and/or competitiveness, are expected to contribute to the national and international significance of Canada, and its Capital.</p> <p>It is expected that proponents present a compelling and viable case of how and why the proposed public anchor use(s) will achieve this.</p> <p>The NCC does not prescribe or limit the type of activities and/or businesses that will provide manage or own the public anchor use(s). Section 16.2.1 of the RFP document is meant to guide proponents in developing their proposals.</p>	<p><u>est équivalente ou meilleure pour les édifices et le quartier. Norme équivalente signifie un système ayant des critères et des cibles établis, en plus d'un processus de vérification par l'organisation gérant ledit système.</u></p> <p>Le reste de l'article 16.4 demeure inchangé.</p> <p>Q3 : Qu'est-ce qui est considéré usage phare public?</p> <p>R3 : Le réaménagement des plaines LeBreton vise à rendre la capitale plus attrayante en tirant parti d'une parcelle de terrain urbain très stratégique à la riche histoire culturelle et industrielle, afin de proposer des expériences animées.</p> <p>Comme l'indique l'article 16.2.1 de l'AO, on s'attend que les usages phares publics contribuent à l'importance nationale et internationale du Canada et de sa capitale par un design emblématique, leur prestige, leur pouvoir de rassembler, d'éduquer et de stimuler des gens de tout âge, leur capacité à attirer des visiteurs, leur apport au développement communautaire et/ou à la compétitivité.</p> <p>On attend des proposants qu'ils prouvent de façon convaincante et fiable comment et pourquoi le ou les usages phares publics réaliseront les objectifs.</p> <p>La CCN ne prescrit ni ne limite les types d'activités et/ou d'entreprises qui fourniront, géreront ou posséderont le ou les usages publics phares. L'article 16.2.1 du document d'AO vise à orienter l'élaboration des propositions.</p>
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ADDENDUM #10	ADDENDA N° 10
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 21, 2015	Le 21 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>Amendments to the Request for Proposals</p> <p>Q1: Would the NCC consider organizing a fourth round of Commercially Confidential Meeting ("CCM")?</p> <p>A1: The Schedule in the RFP document (section 17.1) stipulates that the deadline for other CCMs is September 30, 2015.</p> <p>The NCC believes that another round of CCMs may assist proponents in improving the quality of their proposals.</p> <p>As such, the deadline for other CCMs set out in Section 17.1 of the RFP document is hereby extended to Thursday, November 12, 2015.</p> <p>Q2: Can a proponent meet with the Chair of the City of Ottawa Planning Committee in an effort to bring a higher level of certainty to its proposal?</p> <p>A2: Addendum 3 states that proponents should not disclose any details pertaining to their proposal in whole or in part to any politicians (federal, provincial, and municipal) at this time.</p> <p>The NCC recognizes that meeting with the Chair of the Planning Committee (Councillor Jan Harder) and the Chair of the Transportation Committee (Councillor Keith Egli) may benefit the proponents in bringing forward proposals with more certainty.</p> <p>For these reasons, the NCC hereby amends the content of Addendum 3 and provides its consent to proponents meeting with either or both (together or separately) Councillor Jan Harder and Councillor Keith Egli, on the following conditions:</p> <ul style="list-style-type: none"> - At least one City of Ottawa employee must be present at all times during the meeting; - No other politicians shall be present at the meeting; - Proponents will not be allowed to meet with 	<p>Modifications à l'appel d'offres</p> <p>Q1 : La CCN pourrait-elle envisager l'organisation d'une quatrième ronde de réunion confidentielle ("RC")?</p> <p>R1 : L'Échéancier du document d'AO (section 17.1) mentionne que la date limite pour la tenue d'autres RC est le 30 septembre 2015.</p> <p>La CCN croit qu'une autre ronde de CCM pourrait contribuer à l'amélioration de la qualité des propositions.</p> <p>Ainsi, l'échéance pour d'autres RC tel qu'énoncé à la section 17.1 du document d'AO est prorogé au jeudi, 12 novembre 2015.</p> <p>Q2 : Est-ce qu'un proposant pourrait rencontrer la présidente du Comité de l'urbanisme afin d'augmenter le niveau de certitude de sa proposition.</p> <p>R2 : L'Addendum 3 stipule que les proposant ne doivent pas communiquer, en tout ou en partie, des précisions sur leur proposition aux politiciens (fédéraux, provinciaux et municipaux) pour l'instant.</p> <p>La CCN reconnaît qu'une rencontre avec la présidente du Comité de l'urbanisme (Conseillère Jan Harder), et le président du Comité des transports (Conseiller Keith Egli) pourrait être bénéfique au développement de propositions ayant plus d'éléments de certitude.</p> <p>Pour ces raisons, la CCN modifie l'Addenda 3 afin de donner l'opportunité aux proposant de rencontrer l'un ou l'autre (ensemble ou séparément) la Conseillère Jan Harder et le Conseiller Keith Egli, aux conditions suivantes :</p> <ul style="list-style-type: none"> - Au moins un employé de la Ville d'Ottawa doit être présent en tout temps durant ces rencontres; - Aucun autre politicien ne peut être présent aux rencontres;
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ADDENDUM #10	ADDENDA N° 10
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 21, 2015	Le 21 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres :

<p>any other politician at the federal, provincial or municipal level.</p> <p>Moreover, it is strongly recommended that Non-Disclosure Agreements (NDA) be signed by the Councillors and City staff to protect proponents and the integrity of the process.</p> <p>The NCC reiterates that proponents are responsible to ensure the confidentiality of the information provided to a third party. Failure by a proponent to comply may result in the disqualification of the proponent, at the sole discretion of the NCC and may result in the NCC drawing on the Stage 2 security as liquidated damage.</p> <p>Note – Communications protocol reminder</p> <p>The deadline for the submission of proposals is approaching. The NCC would like to remind proponents of the communication rules that form part of this RFP process. Please refer to Section 17.11 of the RFP document, as well as Addendums 3, 6 and 8.</p> <p>Addendum 3 states that “the NCC wants proponents to work on their proposal outside of public attention. This is also to ensure the process fairness.” Proponents are reminded that building expectations and excitement around a proposal prior to its submission may be considered as “not working your proposal outside public attention”.</p> <p>Failure by a proponent to comply with the provisions of Section 17.11 of the RFP document and Addendums 3, 6, and 8, may result in the disqualification of the proponent, at the sole discretion of the NCC, and may result in the NCC drawing on the Stage 2 security as liquidated damages.</p>	<p>- Les Proposants ne seront pas autorisés à rencontrer d'autres politiciens au niveau fédéral, provincial ou municipal.</p> <p>De plus, il est fortement recommandé que des ententes de confidentialité soient signées par les conseillers et les employés de la Ville pour protéger l'intégrité du processus.</p> <p>La CCN tient à rappeler qu'il incombe au proposant de voir au respect de la confidentialité de l'information fournie à un tiers. S'il ne respecte pas la disposition du présent addenda, il risque d'être disqualifié à la seule discrétion de la CCN. Il se pourrait alors que celle-ci puise à même le dépôt de garantie versé pour la deuxième étape, à titre de dommages-intérêts fixés à l'avance.</p> <p>Note – Rappel des règles de communications</p> <p>L'échéancier pour la soumission des propositions approche. La CCN aimerait rappeler aux proposants les règles de communications qui font partie du processus d'AO. Vous êtes priés de vous référer à la section 17.11 du document d'AO, ainsi qu'aux Addendum 3, 6 et 8.</p> <p>L'Addenda 3 stipule que « La CCN veut que les proposants travaillent sur leur proposition hors du regard du public. On veut ainsi garantir l'équité du processus ». Les proposants doivent se rappeler que créer des attentes et de l'excitation autour de la proposition à être soumise pourrait être considéré comme ne pas "travailler une proposition hors du regard du public".</p> <p>Le non-respect de la section 17.11 du document d'AO et des Addendum 3, 6 et 8, pourrait mener à la disqualification du proposant, à la seule discrétion de la CCN. Il se pourrait alors que la CCN puise à même le dépôt de garantie versé par le proposant pour la deuxième étape, à titre de dommages-intérêts fixés à l'avance.</p>
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ADDENDUM #11	ADDENDA N° 11
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
October 30, 2015	Le 30 octobre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

Amendments to the Request for Proposals	Modifications aux documents d'appel d'offres
Note – Schedule for Public Exhibition	Note – Horaire des consultations publiques
The Schedule (17.1 of the RFP document) and Addendum 4 are hereby amended (<u>see underlined changes</u>):	L'horaire (Article 17.1 du document d'appel d'offres) et l'addenda 4 sont amendés (changements soulignés):
Public Exhibition: <u>During January of 2016</u>	Consultation publique : <u>Durant le mois de janvier 2016</u>
The rest of the text in section 17.1 and Addendum 4 question 1 remain unchanged.	Le reste du texte de l'article 17.1 et de l'addenda 4 demeure inchangé.

ADDENDUM #12	ADDENDA N° 12
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 12, 2015	Le 12 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Amendments to the Request for Proposals</p> <p>Q1: Please advise if the formal addition of team members needs to be submitted as a question (as per Section 17.1 – Final date for questions), and as a result needs to be submitted no later than tomorrow (November 13, 2015); or, will this process be deemed strictly as an authorization to proceed, which would give us the time to complete due diligence in advance of the submission deadline.</p> <p>A1: Proponent Team Changes (as per Section 17.6 of the RFP) are not treated as part of the Inquiries and Additional Information (as per Section 4.0 of the RFP) therefore the timeline in Section 17.1 Schedule does not apply.</p> <p>The NCC wishes to amend RFP Section 17.6 Proponent Team Changes by adding the following paragraph to the end of Section 17.6. The rest of the text in Section 17.6 remains unchanged.</p> <p><i>If, prior to the submission deadline, a proponent wishes to request a change to its team members, the proponent shall notify the NCC via email at properties-immobiliers@ncc-ccn.ca as soon as possible but under no circumstances later than seven (7) business days prior to the submission deadline.</i></p> <p>All requests for Proponent Team Changes will be treated confidentially.</p> <p>Should you have further questions of clarity regarding the RFP document and process, the deadline remains 12 (NOON), local (Ottawa, Ontario) time, November 13, 2015.</p>	<p>Modifications aux documents d'appel d'offres</p> <p>Q1: Veuillez nous aviser si l'addition officielle de membres à l'équipe doit être soumise sous forme de question (conformément à la section 17.1 - Date limite pour l'envoi des questions), et par conséquent doit être soumise au plus tard demain (Novembre 13, 2015); ou, ce processus va être jugé strictement comme une autorisation de procéder, ce qui donnerait le temps de remplir la diligence voulue avant la date limite de remise des propositions.</p> <p>R1: Les Changements à l'équipe du Proposant, (selon l'article 17.6 de l'AO) ne sont pas traités dans le cadre des Demandes de Renseignement et Informations Supplémentaires (selon la section 4.0 de l'AO). Donc, l'échéancier de la section 17.1 Échéancier n'est pas applicable dans ce cas.</p> <p>La CCN souhaite modifier l'article 17.6 de l'AO - Changements à l'équipe du Proposant, en ajoutant le paragraphe suivant à la fin de la Section 17.6. Le reste du texte de la section 17.6 reste inchangé.</p> <p><i>Si, avant la date limite de remise des propositions, un proposant souhaite demander une modification des membres de son équipe, le proposant doit aviser le CCN par courriel à properties-immobiliers@ncc-ccn.ca dès que possible, mais en aucune circonstances plus tard que sept (7) jours ouvrables avant la date limite de remise des propositions.</i></p> <p>Toutes les requêtes de Changements à l'équipe du Proposant seront traitées de manière confidentielle.</p> <p>Pour des questions de clarification concernant le document d'AO ou le processus, la date limite demeure à (MIDI), heure locale (Ottawa, Ontario), le 13 novembre, 2015.</p>
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ADDENDUM #13	ADDENDA N° 13
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 19, 2015	Le 19 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Amendments to the Request for Proposals</p> <p>Q1: The RFP indicates that the NCC needs to be informed of changes to the master plan between the RFQ and the RFP, do we need approval for each proposed new piece?</p> <p>A1: Changes or additions to the master plan not related to section 17.5 of the RFP document (Changes to the Public Anchor Use(s)) do not require the NCC's written approval prior to submission.</p> <p>As per Section 17.5 of the RFP, proponents must bring forward the Public Anchor Use(s) proposed in the conceptual plan submitted in response to the RFQ. Any changes or additions need to be submitted for the NCC's express written approval.</p> <p>The NCC wishes to amend the RFP document by adding the following paragraph at the end of Section 17.5. The rest of the text in Section 17.5 remains unchanged.</p> <p><i>Proponents wishing to change or add to the public anchor use(s) proposed in their conceptual plan submitted in response to the RFQ must submit a request for written permission to the NCC before 4:00pm local (Ottawa, Ontario) time on November 27, 2015 by sending an email to: properties-immobiliers@ncc-ccn.ca. The NCC will endeavor to consider the request and respond by 4:00pm local (Ottawa, Ontario) time on December 4, 2015.</i></p> <p>All requests for changes or additions to Public Anchor Use(s) will be treated confidentially.</p> <p>Also please be reminded that the provisions of Section 15.2 require the main anchor use(s) to be executed and delivered in the initial phase.</p>	<p>Modifications aux documents d'appel d'offres</p> <p>Q1: L'AO indique que la CCN doit être informé des changements au plan directeur entre l'appel de qualification et l'AO, avons-nous besoin d'approbation pour chaque élément ajouté?</p> <p>R1: Les changements ou les ajouts au plan directeur n'ayant pas trait à l'article 17.5 du document d'AO (Changement du ou des usages phares publics) ne requièrent pas de permission écrite expresse de la CCN.</p> <p>Selon l'article 17.5 de l'AO, les proposants doivent suggérer le même ou les mêmes usages phares publics que dans le plan conceptuel remis en réponse à la DDQ. Les changements ou les ajouts aux usages proposés peuvent être autorisés, mais seulement avec la permission écrite expresse de la CCN.</p> <p>La CCN souhaite modifier le document d'AO en ajoutant le paragraphe suivant à la fin de l'article 17.5. Le reste du texte de l'article 17.5 reste inchangé.</p> <p><i>Les proposants désirant changer ou ajouter un ou des usages phares publics qui avait été proposés dans le plan conceptuel en réponse à la DDQ, doivent soumettre une requête écrite à la CCN avant 4 p.m. heure locale (Ottawa, Ontario), le 27 novembre, 2015 par courriel à properties-immobiliers@ncc-ccn.ca. La CCN considérera la requête et tentera d'y répondre au plus tard le 4 décembre 2015 à 4 p.m. heure locale (Ottawa, Ontario).</i></p> <p>Toutes les requêtes de changements ou d'ajouts du ou des usages phares publics seront traitées de manière confidentielle.</p> <p>La CCN aimerait aussi rappeler la teneur de l'article 15.2, qui requiert que mise en œuvre et la livraison du ou des principaux usages phares publics ait lieu durant la phase initiale de l'aménagement.</p>
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ADDENDUM #13	ADDENDA N° 13
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 19, 2015	Le 19 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Q2: Given the Amendment on the public consultation would the NCC consider increasing the honorarium in an effort to help reduce proponents' costs?</p> <p>A2: The NCC will not be increasing the honorarium planned in section 10.0 of the RFP document.</p> <p>NOTE:</p> <p>As a precautionary step, the NCC would like to remind all proponents of the provisions of Section 12.1 (Mandatory Requirements Review) and Section 15.0 (Mandatory Requirements) of the RFP document, in the completion of their proposals.</p> <p>We underline the importance of a careful review of your proposal to ensure these and all other requirements set out in the RFP document are duly addressed in your submission in order to avoid disqualification.</p>	<p>Q2: Compte tenu de la modification concernant la consultation publique, CCN envisagerait-elle d'augmenter les honoraires afin de réduire les coûts des proposant?</p> <p>R2: La CCN n'augmentera pas les honoraires prévus dans la section 10.0 du document d'AO.</p> <p>NOTE :</p> <p>Par mesure de précaution, la CCN aimerait rappeler aux proposant la teneur de l'article 12.1 (Examen des exigences obligatoires) et de l'article 15.0 (Exigences obligatoires) du document d'AO, pour finaliser vos propositions.</p> <p>Nous soulignons l'importance d'une révision méticuleuse de votre proposition pour assurer que ces exigences et toutes les autres énoncées dans le document d'AO soient dûment adressées dans votre proposition afin d'éviter la disqualification.</p>
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ADDENDUM # 14	ADDENDA N° 14
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 24, 2015	Le 24 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Amendments to the Request for Proposals</p> <p>Q1: If the NCC receives a request under the Access to Information Act (ATIA), is the NCC obligated to make public our proposal, the financial information of the proposal and even proprietary information pertaining to private companies' part of the proposal?</p> <p>A1: The NCC has a lawful obligation to accept and process all requests for information made under the Access to Information Act (ATIA). The process must involve a complete retrieval of all relevant records followed by a review component which requires an expert analysis of the contents (done by Access to Information and Privacy (ATIP) personnel). The review may include internal and/or external consultations with subject matter experts and/or third parties, and those responsible for the creation of the record. Once all consultations are done, the review of the information is completed with considerations to any parts that merit protection by virtue of the exemption permissions in the ATIA.</p> <p>Amongst the many exemptions are those that protect:</p> <ul style="list-style-type: none"> - Financial, commercial, scientific or technical information of a third party; - Advice and recommendations; - Consultations and deliberations; - Negotiations. <p>Note: At the time when the ATIP office seeks recommendations during the consultation stage with third parties, this is the opportunity for the third party to express their opinion as to part(s) of the record that ought to be protected (vetted) and articulate the reason(s) why these parts should not be released. For better clarity, the NCC has the obligation to protect third party proprietary or commercially sensitive data.</p> <p>For details on the ATIP process or the interpretation</p>	<p>Modifications aux documents d'appel d'offres</p> <p>Q1 : Si la CCN reçoit une demande aux termes de la <i>Loi sur l'accès à l'information</i> (LAI), est-elle obligée de rendre publique notre proposition, les informations financières de notre proposition et même des renseignements exclusifs qui concernent les entreprises privées qui sont associées à la proposition?</p> <p>R1 : La CCN est légalement obligée d'accepter et de traiter toutes les demandes présentées aux termes de la <i>Loi sur l'accès à l'information</i> (LAI). Le processus doit comporter l'extraction de tous les documents pertinents, suivie par un examen nécessitant l'analyse du contenu par un spécialiste (effectuée par le personnel préposé à l'accès à l'information et à la protection des renseignements personnels [AIPRP]). L'examen peut inclure des consultations internes et/ou externes auprès d'experts en la matière et/ou des tiers, ainsi qu'auprès des créateurs des documents. Une fois toutes les consultations terminées, l'examen de l'information est complété en tenant compte de tout ce qui mérite d'être protégé en vertu des nombreuses exemptions permises par la LAI.</p> <p>Parmi celles-ci, il y en a qui protègent :</p> <ul style="list-style-type: none"> - les renseignements financiers, scientifiques ou techniques de tiers; - les conseils et les recommandations; - les consultations et les délibérations; - les négociations. <p>Remarque : Quand le bureau de l'AIPRP cherche à obtenir des recommandations durant l'étape de la consultation auprès des tiers, l'occasion se présente alors pour ceux-ci d'exprimer leur opinion sur la ou les parties d'un document qui devraient être protégées (filtrées) et indiquer la ou les raisons motivant leur non-publication. Par souci de clarté, la CCN est obligée de protéger les renseignements exclusifs ou commercialement sensibles des tiers.</p> <p>Pour vous informer sur le processus d'AIPRP ou la</p>
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ADDENDUM # 14	ADDENDA N° 14
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 24, 2015	Le 24 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>of the ATIA, you may contact atip@ncc-ccn.ca</p> <p>For complete details and to understand how your rights, as proponent, are protected under the Act, please refer to the Access to Information Act.</p> <p>Q2: Can the NCC provide historical details on operating costs for the lands (e.g., PILTS, maintenance, security, utilities, etc.)</p> <p>A2: The NCC could retrieve the following information for the lands part of this RFP process. Please note, the information is not exhaustive:</p> <p><u>Subject Land North:</u> PILTS 2013: \$94,556.26 PILTS 2014: \$91,803.66 PILTS 2015: \$182,831.47 Note: the higher payments for 2015 are due to the recent decontamination of these lands.</p> <p><u>Subject Land South</u> PILTS 2013: \$14,644.72 PILTS 2014: \$14,295.61 PILTS 2015: \$0 Note: NCC is exempted on the basis of the exclusive occupancy via a Licence of Occupation to the City of Ottawa re the LRT.</p> <p><u>Option Land North</u> PILTS 2013, 2014, 2015: Exempt</p> <p><u>Option Land South</u> PILTS 2013, 2014, 2015: Exempt</p> <p>Other operating costs (chiefly maintenance costs), amount for all parcels : 2014: approximately \$5000 2015: approximately \$5000</p>	<p>LAI, vous pouvez communiquer avec atip@ncc-ccn.ca.</p> <p>Pour obtenir des précisions complètes et comprendre comment vos droits, à titre de proposant, sont protégés aux termes de la <i>Loi</i>, veuillez consulter la Loi sur l'accès à l'information.</p> <p>Q2 : La CCN peut-elle fournir des données historiques sur les coûts d'exploitation des terrains (p. ex., pour les PTLIF, l'entretien, la sécurité, les services publics)?</p> <p>R2 : La CCN a pu extraire l'information suivante sur les terrains visés par le processus d'AO. Veuillez prendre note que ces renseignements ne sont pas exhaustifs.</p> <p><u>Terrains visés par l'AO (nord) :</u> PTLIF (2013) : 94 556,26 \$ PTLIF (2014) : 91 803,66 \$ PTLIF (2015) : 182 831,47 \$ Remarque : Les paiements plus élevés en 2015 s'expliquent par la décontamination récente de ces terrains.</p> <p><u>Terrains visés par l'AO (sud) :</u> PTLIF (2013) : 14 644,72 \$ PTLIF (2014) : 14 295,61 \$ PTLIF (2015) : 0 \$ Remarque : La CCN est exemptée en raison de l'exclusivité octroyée à la Ville d'Ottawa par un permis d'occupation pour le TRL.</p> <p><u>Terrains en option (nord)</u> PTLIF (2013, 2014, 2015) : exemption</p> <p><u>Terrains en option (sud) :</u> PTLIF (2013, 2014, 2015) : exemption</p> <p>Autres coûts d'exploitation (surtout des coûts d'entretien), montant pour toutes les parcelles : 2014 : environ 5 000 \$ 2015 : environ 5 000 \$</p>
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ADDENDUM # 14	ADDENDA N° 14
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
November 24, 2015	Le 24 novembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Q3: Are we correct in assuming that all supporting documentation in the form of appendices will be evaluated?</p> <p>A3: All supporting documentation in the form of appendices required and submitted pursuant to the terms and conditions of the RFP, will be treated as part of the submission.</p>	<p>Q3 : Avons-nous raison de croire que toute la documentation justificative remise sous forme d'annexes sera évaluée?</p> <p>R3 : Toute la documentation justificative remise sous forme d'annexes exigées et soumises en vertu des conditions de l'AO sera traitée comme faisant partie de la proposition.</p>
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ADDENDUM #15	ADDENDA N° 15
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
December 3, 2015	Le 3 décembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Amendments to the Request for Proposals</p> <p>A) Section 3 – INVITATION TERMS AND CONDITIONS</p> <p>The NCC wishes to amend the RFP document by changing the location where to deliver the submission to the NCC in Section 3.0 (Invitation Terms and Conditions). The new location to submit your proposal is:</p> <p>National Capital Commission Redevelopment of LeBreton Flats 40 Elgin Street, <u>2nd Floor Mail Room</u> Ottawa, Ontario K1P 1C7</p> <p>Envelopes must be clearly marked as shown above, or they will not be accepted (in either English or French).</p> <p>The submission date and time have been modified by Addendum 4. The rest of Section 3.0 remains unchanged.</p> <p>B) Section 17 – OTHER MATTERS (New)</p> <p>17.21 – PROPOSAL CLARIFICATION AND VERIFICATION</p> <p>The NCC may, by either phone, Email, or meeting:</p> <ul style="list-style-type: none"> (a) require the proponent to clarify or verify the content of its proposal or any statement made by the proponent; (b) require the proponent to submit supplementary documentation clarifying or verifying any matters contained in its proposal; (c) seek a proponent's acknowledgement of a NCC's interpretation of the proposal or any part of the proposal 	<p>Modifications aux documents d'appel d'offres</p> <p>A) Article 3 – CONDITIONS DE L'INVITATION</p> <p>La CCN souhaite modifier le document d'AO en changeant l'endroit de livraison de la proposition à la CCN tel qu'indiqué à l'article 3.0 (Conditions de l'invitation). Le nouvel emplacement pour la soumission de votre offre est le suivant :</p> <p>Commission de la capitale nationale Réaménagement des plaines LeBreton 40, rue Elgin, <u>salle du courrier du 2^e étage</u> Ottawa (Ontario) K1P 1C7</p> <p>Les enveloppes doivent mentionner les éléments ci-dessus (soit en français ou en anglais). Sinon, elles seront refusées.</p> <p>La date et l'heure de livraison ont été modifiées par l'addendum 4. Le reste de l'article 3.0 demeure inchangé.</p> <p>B) Article 17 – AUTRES QUESTIONS (Nouveau)</p> <p>17.21 – CLARIFICATION ET VÉRIFICATION DE LA PROPOSITION</p> <p>La CCN peut, soit par téléphone, par courriel ou lors d'une rencontre :</p> <ul style="list-style-type: none"> (a) demander au proposant de clarifier ou de vérifier le contenu de sa proposition ou de tout énoncé fait par le proposant; (b) demander au proposant de soumettre des documents clarifiant ou vérifiant des éléments contenus dans sa proposition; (c) solliciter la confirmation du proposant sur une interprétation de la CCN à l'égard de sa proposition ou d'une partie de sa proposition.
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ADDENDUM #15	ADDENDA N° 15
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
December 3, 2015	Le 3 décembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>Any written information received by the NCC from a Proponent pursuant to a request for clarification or verification from the NCC as part of the RFP Process may, in the NCC's sole discretion, be considered as an integral part of the proposal.</p> <p>The NCC is not obliged to seek clarification or verification of any aspect of a proposal or any statement by a proponent, including an ambiguity in a proposal or in a statement made by a proponent.</p> <p>C) Section 17 – OTHER MATTERS (New)</p> <p>17.22 – ENTIRE PROPOSAL</p> <p>The entire content of the proponent's proposal shall be submitted in writing, and the content of web sites referred to in the proponent's proposal will not be considered for evaluation unless submitted in their entirety as part of the proposal.</p> <p>D) Section 17.11 - Prohibited Communications and Disclosure of Information</p> <p>The NCC wishes to amend the RFP document by modifying the first sentence of paragraph 2 and paragraph 3 of Section 17.11. The rest of the text in Section 17.11 remains unchanged.</p> <p>[Paragraph 2] Proponents must not disclose any details pertaining to their submission, in whole or in part to anyone not directly involved in their submission prior to the approval by the Governor-in-Council (in replacement of: "<i>prior to the signature of a development agreement(s)</i>") without the prior written approval of the NCC.</p> <p>[Paragraph 3] Proponents wishing to make public announcements, comments, or media/social releases pertaining to the details of their submissions or the selection process prior to the approval by the Governor-in-Council (in replacement of: "<i>prior to the signature of a</i></p>	<p>Les renseignements écrits reçus par la CCN de la part d'un proposant à la suite d'une demande de clarification ou de vérification de la CCN dans le cadre du processus d'AO pourront, à la discrétion exclusive de la CCN, être considérés comme faisant partie intégrante de la proposition.</p> <p>La CCN n'est pas tenue de solliciter une clarification ou une vérification d'un aspect d'une proposition ou d'un énoncé quelconque d'un proposant, y compris les ambiguïtés contenues dans la proposition ou un énoncé du proposant.</p> <p>C) Section 17 – AUTRES QUESTIONS (Nouveau)</p> <p>17.22 – PROPOSITION ENTIÈRE</p> <p>Le contenu intégral de la proposition du proposant sera présenté par écrit et le contenu des sites Web mentionnés dans la proposition du proposant ne sera pas considéré dans l'évaluation à moins qu'il ne soit présenté intégralement dans le cadre de la proposition.</p> <p>D) Article 17.11 – Communications et divulgation d'information interdites</p> <p>La CCN souhaite modifier le document d'AO en changeant la première phrase du paragraphe 2 et le paragraphe 3 de l'article 17.11. Le reste du texte de l'article 17.11 demeure inchangé.</p> <p>[Paragraphe 2] Sans l'approbation écrite de la CCN et avant l'approbation du gouverneur en conseil (en remplacement de : « <i>avant la signature d'une ou de plusieurs ententes d'aménagement</i> »), les proposants ne doivent pas divulguer, en tout ou en partie, de précisions sur leur proposition à quiconque ne participe pas directement à son élaboration.</p> <p>[Paragraphe 3] Les proposants qui voudront faire des annonces ou des commentaires publics ou publier des communiqués dans les médias sociaux au sujet des précisions de leur proposition ou du processus de sélection avant l'approbation par le gouverneur en conseil (en remplacement de : « <i>avant la signature</i></p>
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ADDENDUM #15	ADDENDA N° 15
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
December 3, 2015	Le 3 décembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p><i>development agreement") may do so only with the prior written approval of the NCC.</i></p> <p>E) Section 17.11 - Prohibited Communications and Disclosure of Information</p> <p>The NCC wishes to provide more information as to the Communications rules during the Public Exhibition.</p> <p>Starting on January 26, 2016, proponents will be allowed to speak about their proposals and engage with the public, elected officials, Aboriginal groups and the media.</p> <p>A media embargo will be in place and will be lifted at 4:00 pm local (Ottawa, Ontario) time on January 26 when the doors to the public exhibition open for the public. No public communications will be permitted before the embargo is lifted.</p> <p>During the public exhibition, proponents are to speak to their proposals only, and are to refrain from speaking about competing proposals. Questions related to the solicitation process are to be referred to the NCC.</p> <p>The prohibition on public communications and disclosure of information as stipulated in section 17.11 of the RFP document will be reinstated on January 28 at 11:59 pm local (Ottawa, Ontario) time. After this time, proponents wishing to make public communications of any kind must do so only with the prior written approval of the NCC.</p> <p>INFORMATION NOTE</p> <p>Following the deadline for submission of proposals on December 15, 2015 the NCC will issue a statement via news release announcing the names of proponents who have submitted proposals. The</p>	<p><i>d'une ou de plusieurs ententes d'aménagement ») ne pourront le faire qu'avec l'approbation écrite préalable de la CCN.</i></p> <p>E) Article 17.11 – Communications et divulgation d'information interdites</p> <p>La CCN souhaite fournir des précisions concernant les règles relatives aux communications durant l'exposition publique.</p> <p>À compter du 26 janvier 2016, les proposant seront autorisés à parler à propos de leur proposition et ils pourront communiquer avec le public, les représentants élus, les groupes autochtones et les médias.</p> <p>Il y aura un embargo sur les médias qui sera levé le 26 janvier à 16 h, heure locale (Ottawa, Ontario), lorsque les portes de l'exposition publique seront ouvertes au public. Toutes les communications publiques seront interdites avant la levée de l'embargo.</p> <p>Durant l'exposition publique, les proposant parleront uniquement de leur proposition et s'abstiendront de parler à propos des propositions des concurrents. Les questions portant sur le processus de sollicitation seront adressées à la CCN.</p> <p>L'interdiction de communiquer avec le public et de divulguer des renseignements, telle que stipulée à l'article 17.11 du document d'AP, sera rétablie le 28 janvier à 23 h 59, heure locale (Ottawa, Ontario). Après cette heure, les proposant qui désirent communiquer avec le public devront le faire uniquement en obtenant au préalable l'approbation écrite de la CCN.</p> <p>NOTE D'INFORMATION</p> <p>Après l'échéancier du 15 décembre pour la présentation des propositions, la CCN publiera une déclaration par voie de communiqué de presse annonçant le nom des proposant qui auront soumis</p>
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ADDENDUM #15	ADDENDA N° 15
Request for Proposal (RFP) Redevelopment of LeBreton Flats Project	Appel d'offres (AO) Projet de réaménagement des plaines LeBreton
NCC file # RETD-2015-01	Dossier de la CCN n° RETD-2015-01
December 3, 2015	Le 3 décembre 2015
The following shall be read in conjunction with and shall form an integral part of the Request for Proposals documents:	Ce qui suit doit être interprété comme faisant partie intégrante des documents d'appel d'offres:

<p>news release will make it clear that the review of mandatory requirements will follow. In addition, the NCC will release the complete RFP document as well as an interim report from the Fairness Monitors.</p> <p>Please confirm the exact name of your group by close of business, 4:00 pm local (Ottawa, Ontario) time, on December 10, 2015, for inclusion in this news release. In the event the NCC does not receive a response by this date/time the NCC shall prepare the media release with the information submitted with the RFQ.</p> <p>You are reminded that following this news release on December 15, 2015, all proponents are still bound by Article 17.11 of the RFP on prohibited communications.</p>	<p>des propositions. Le communiqué de presse stipulera clairement que l'examen des exigences obligatoires suivra. De plus, la CCN publiera le document d'AO dans son intégralité ainsi que le rapport intérimaire des surveillants de l'équité.</p> <p>Veillez confirmer le nom exact de votre groupe avant l'heure de fermeture des bureaux, soit 16 h, heure locale (Ottawa, Ontario), le 10 décembre 2015, pour inclusion dans ce communiqué de presse. Si la CCN ne reçoit pas de réponse d'ici là, le communiqué de presse sera préparé en fonction de l'information soumise lors de la demande de qualification (DQ).</p> <p>Nous vous rappelons que, suivant la publication de ce communiqué de presse le 15 décembre, 2015, tous les proposants sont toujours liés par l'article 17.11 de l'AO sur les communications interdites.</p>
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