

Call to Design Teams

MEMORIAL TO THE  
VICTIMS OF COMMUNISM

CANADA,  
A LAND OF REFUGE

NATIONAL DESIGN COMPETITION

Request for Qualifications



Canada

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## 1.0 INTRODUCTION

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The Department of Canadian Heritage, in cooperation with the National Capital Commission, is inviting teams of professional artists, landscape architects, architects, and other urban design professionals to submit their credentials and examples of prior work for the first part of a two-phase competition to design and build a national monument entitled Memorial to the Victims of Communism – *Canada, a Land of Refuge*, to be located in Canada’s Capital.

Since the first Communist regime was established in 1917, countless millions have perished or suffered under communism worldwide. Those who sought refuge in Canada, along with their descendants, today form almost a quarter of the population and play an integral role in the social, cultural, economic and political fabric of our country. These diverse ethno-cultural communities remain grateful for the security and opportunity that they found in Canada, yet they are also united by personal and collective experiences of tragedy. Their stories have for too long gone untold.

Canada’s commitment to refuge is an important part of our nation’s identity. Prominently located in downtown Ottawa with views of key federal institutions, visitors to the monument site will reflect on the impact of communism and the importance of democracy. The Department of Canadian Heritage is therefore seeking design teams to create a moving and thought-provoking monument that will serve as a lasting testament to the courage and resistance of all victims of communism and the freedom that Canada brought them.

### Participants

Tribute to Liberty, established in 2008, is a Canadian charity whose mission is to establish a Canadian memorial to commemorate victims of communism. Tribute to Liberty is governed by a nine-member volunteer board of directors who represent key ethno-cultural communities in Canada affected by communism.

The Department of Canadian Heritage (PCH) is the federal department responsible for new national commemorative works on federal lands in Canada’s Capital Region. PCH is responsible for the design competition and overall management of this monument project on behalf of Tribute to Liberty.

The National Capital Commission (NCC) is the federal agency responsible for approving new commemorative works on federal lands in Canada’s Capital Region and is also the landowner of the Memorial site. The NCC will award the design contract to the winning design team, manage the design development of the winning concept, oversee required federal approvals and manage all construction work on site.

## 2.0 OVERVIEW

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This national design competition is open to design teams composed of professional, practising artists, landscape architects, architects and other urban design professionals. While PCH welcomes the participation of international competitors, each team must be led by a Canadian citizen.

This is the first phase of a two-phase competition: the Request for Qualifications (Phase 1) will evaluate qualifications to create a shortlist of up to five design teams; the Request for Proposals (Phase 2) will invite the finalists to develop design concepts and select a winning proposal.

The winning team of Phase 2 will be recommended to the NCC for a contract to develop and detail all design work and prepare associated contract tendering plans and specifications, fabricate any specific artistic elements, and ensure follow-ups during the construction and installation phases of the project.

The total all-inclusive budget for this project will be **\$2,370,000**.

An expert jury has been assembled for this competition. The jury will play an advisory role to the Minister of Canadian Heritage who, as minister responsible for commemorative monuments on federal lands in Canada's Capital Region, will be responsible for endorsing the jury's selection of the winning design.

The team's submission must include a USB key and two hard copies of each of the following documents:

- ◆ a letter of interest
- ◆ a résumé for each team member with references
- ◆ images and information about previous built projects of a similar nature

The deadline for receipt of submissions is Tuesday, October 11, 2016, at 3 p.m. (EDT).

The unveiling of major monument elements is planned for late 2018.

### 3.0 PROJECT VISION

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The Memorial will honour all victims of communism by bringing their suffering into the public's consciousness, with an emphasis on the experience of the millions of Canadians who have been affected by communism, and pay tribute to Canada's role as a land of refuge for those fleeing injustice and persecution from around the world.

More than 8 million Canadians can trace their origins to countries that suffered under totalitarian communist regimes. Hundreds of thousands of Canadians first arrived here as refugees fleeing communist countries, risking everything to reach our borders in the hope of finding freedom and building a new future. These immigrant and refugee communities have since made important contributions to Canada's development and prosperity. Countless others, however, were less fortunate. It is estimated that over 100 million people worldwide have perished under communist tyranny.

The Memorial will be a powerful place of meaning inviting visitors to recall and commemorate the tragedies that others—including, for many, their own ancestors—endured under communist regimes worldwide. It will also be a place to be grateful for Canada's commitment to freedom, democracy, human rights and rule of law. Whatever its rhetorical promise, the reality of communism has resulted in suffering, oppression and deprivation. The Memorial will prompt visitors to reflect on the meaning of liberty and remind them that the core Canadian values that unite us must continue to be vigilantly protected.

#### Project Objectives

To erect an evocative and enduring memorial that:

- ◆ creates a dignified place of meaning and gathering space for those who have been affected by communism;
- ◆ raises awareness and serves as a reminder of the dehumanizing effects of communism and the strength and vitality of those who held onto their humanity in the face of oppression;
- ◆ contributes to the symbolic representation of democracy in the Capital; and
- ◆ enhances the urban space and contributes to the visitor's experience of Canada's Capital.

## 4.0 LOCATION

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### Canada's Capital Region

Canada's Capital Region hosts many of the nation's most important political and cultural institutions, as well as a rich diversity of national monuments and symbols. They reflect, celebrate and commemorate people, events and achievements that have significance and value for our country. These monuments, regardless of their commemorative theme, often become a permanent influential element in the urban landscape, capable of shaping the civic realm by uniting history, territory and collective memory. In this respect, the Memorial to the Victims of Communism – *Canada, a Land of Refuge* will enrich the visitor experience of the Capital and become an enduring symbol of democracy.

### Confederation Boulevard, in the Heart of Canada's Capital Region

Confederation Boulevard is the Capital's ceremonial route linking many of the national attractions and symbols through a unified and distinctive aesthetic approach. This discovery route is located within the Capital's core area, and encircles the downtown areas of the cities of Ottawa and Gatineau on both sides of the river. The Memorial site is situated on Confederation Boulevard west of the Parliamentary and Judicial Precincts. This prominent location will ensure visibility by thousands of visitors and residents in the core area of Canada's Capital.



Bird's-eye view of Canada's Capital core area





Plan of Confederation Boulevard

1. Parliament Hill
2. Supreme Court of Canada
3. Library and Archives Canada
4. East and West Memorial Buildings
5. Memorial Site



Confederation Boulevard (Source: Y. Anderson, Wikimedia)

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## Competition Site

The site is a grassed area measuring approximately 500m<sup>2</sup> and is located just west of the terraces of the Garden of the Provinces and Territories along Confederation Boulevard.

The Memorial will tell a story of Canada as a land of refuge and, as such, relates thematically with Canadian ideals of freedom, democracy, human rights and the rule of law that are represented in the surrounding built environment.

The Garden of the Provinces and Territories symbolizes Canada as a unified and democratic nation and is intended as a place that represents all Canadians. As welcoming immigrants is a distinct element of our country's nation-building experience, it is fitting that a memorial that celebrates Canada as a land of refuge be situated within this larger commemorative context.

The site faces Library and Archives Canada, which serves as Canada's vessel of memory. Other key federal buildings nearby include the Supreme Court of Canada—a democratic institution antithetical to oppressive regimes—and the West Memorial Building. In addition, the site is close to the location of the future National Holocaust Monument, which will serve to educate people about inhumanity and the repression of human rights.

Please note that the large wooden sculpture currently on the Memorial site, Chung Hung's *Twelve Points in a Classical Balance*, will be relocated.



Memorial site

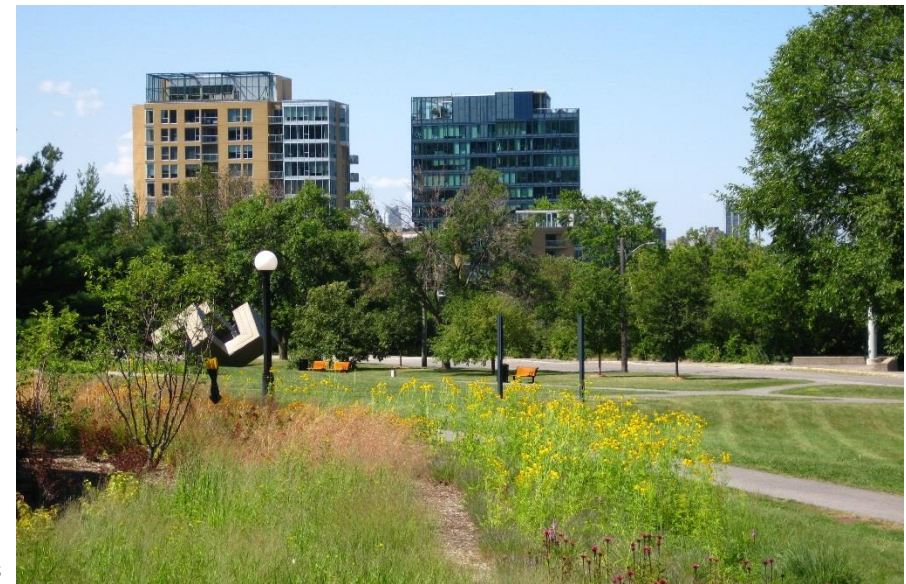


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## Garden of the Provinces and Territories

The Garden is located at a prominent approach toward Parliament Hill and provides an important spatial link between the downtown core and LeBreton Flats to the west. The Garden, which was inaugurated by Prime Minister John Diefenbaker in 1962, is one of the few remaining examples of inspired, high-quality landscape design from the early 1960s. The formal terraces, including two modernist fountains, occupy the east end of the Garden, while turf-grass lawn and plantings comprise the balance. The landscaped areas of the Garden serve as a leafy retreat from its dense urban setting.

The Memorial site, situated within the west part of the Garden, will maintain an appropriate visual separation with the terraced area in order to respect the visual integrity of its modernist architecture. Open views from Confederation Boulevard toward the Garden's mid-century terraces and the surrounding urban fabric of heritage significance will also be preserved.



Garden of the Provinces and Territories

## 5.0 BUDGET

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The total all-inclusive budget for this project will be **\$2,370,000**, which includes, but is not limited to, all costs for the creation of the Memorial.

A total of **\$2,000,000** (excluding taxes) has been allocated for the fabrication of artistic elements, the construction of the monument, and its landscape integration, with an additional **\$50,000** set aside for site decontamination as required.

The design contract is estimated at **\$300,000** (excluding taxes), which will include all fees and costs associated with design development, preparation of the final plans and specifications in both official languages, involvement of other specialized professionals follow-ups on the construction site, and possible design modifications if required to respect the budgetary envelope. In addition, a travel allocation of up to **\$20,000** (inclusive of applicable taxes) will be made available and will be negotiated with the successful team, prior to the awarding of the contract in Phase 2.

Please note that the design contract will require the creation and submission of construction drawings stamped by a structural engineer certified in the province of Ontario.

Within the total budgetary envelope, the NCC may, if needed, also award a separate contract to the artist of the winning design team for the fabrication of artistic elements.

The NCC will be responsible for overseeing site preparation, construction of the Memorial, landscaping, site integration and installation of artistic elements, within the project budget limits.

## 6.0 DESIGN COMPETITION PROCESS

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### Jury Authority and Responsibilities

A five-member jury of design professionals, content specialists and stakeholders has been assembled for this competition and will consist of the following:

- ◆ an architect or urban planner
- ◆ a landscape architect
- ◆ an arts professional
- ◆ a historian
- ◆ a representative of Tribute to Liberty

*The jurors will be announced in an addendum to this Request for Qualifications that will be posted on the Government Electronic Tendering Service ([www.buyandsell.gc.ca](http://www.buyandsell.gc.ca)).*

The jury will play an advisory role to the Minister of Canadian Heritage who, as minister responsible for commemorative monuments on federal lands in the Canada's Capital Region, will be responsible for endorsing the jury's selection of the winning design.

### Phase 1 – Request for Qualifications

Phase 1 of the competition requires design teams to submit evidence of their talent, qualifications and interest in this opportunity. The jury will review and score each eligible submission based on the merits of its letter of interest, résumés and previous experience and work and select a shortlist of up to five finalist design teams who will be invited to submit proposals for Phase 2 of the competition.

### Phase 2 – Request for Proposals

During Phase 2 of the competition, finalist teams will develop a unique and compelling design concept for the Memorial. Teams will be provided a detailed project prospectus that will be used to prepare a design proposal, maquette, presentation materials, budget and schedule. Teams will attend an initial site visit and briefing session by PCH and NCC during which they will have the opportunity to ask questions about the project and site.

Finalists will present their design proposals to the jury. The jury will be provided in advance with technical comments on the proposals by experts in conservation, engineering and costing. The finalists' presentations will be followed in the evening by a public viewing of the finalist proposals. At this time, the finalist designs will also be posted online for public comment for a limited period. Before making its selection, the jury will also seek comments from the NCC's Advisory Committee on Planning, Design and Realty (ACPDR), and the public. The Minister, giving regard to the jury's decision, is responsible for endorsing the winning design team for the award of a contract by the NCC to develop their design concept for implementation.

## 7.0 ELIGIBILITY

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Design teams must meet the following mandatory requirements to be eligible for this competition:

- ◆ The design team lead is a Canadian citizen.
- ◆ The team must include an artist and a landscape architect. Additional members may include a design professional, architect and/or urban designer. All design team members must be professional and currently practising.
- ◆ The design team landscape architect and architect (if applicable) must be licensed, or eligible to be licensed, to provide the necessary professional services to the full extent that may be required by provincial law in the Province of Ontario.

All candidates and finalists who are deemed to be in conflict of interest or could be considered to be in conflict of interest by reason of their relationship with PCH and/or the NCC, the staff or administrators of both organizations (including members of ACPDR), with Tribute to Liberty, or with a member of the jury, through direct family links or dependant or active professional associations, during the course of the competition, cannot participate in the competition. Also excluded are the associates and paid employees of these individuals.

## 8.0 HONORARIUM AND TRAVEL REIMBURSEMENTS

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There will be no payment for submissions in Phase 1 or for costs incurred therein.

In Phase 2, the finalist design teams will each be paid an honorarium of \$10,000, excluding taxes, for their design work and the creation of a maquette and other presentation materials, and to present their concept. Details about payment will be provided to the finalists at the outset of Phase 2 of the competition.

The finalist design teams will also be reimbursed up to \$4,000 (inclusive of applicable taxes) to cover travel expenses (including meals and accommodations) for two separate trips to Ottawa by up to two team members to attend the site visit and jury presentation. Reimbursements will be made at cost with no margin for profits or markups upon submission of receipts and a summary of expenses.



## 9.0 PHASE 1 — SUBMISSION REQUIREMENTS

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The jury will review and score the following required materials:

### **Letter of Interest (20% of total score)**

A letter of interest explaining why your design team is interested in this opportunity and why your team can rise to the challenge and create something meaningful and unique for this project. Identify the team leader and other team members, describe the role each team member will play in the design and execution of the project, and indicate whether the team has worked together before. Please ensure that you include the contact name, telephone number and email address of the team lead. (max. two pages)

### **Team Qualifications and Experience (20% of total score)**

A professional résumé for each team member. You may include a website address that jury members can use at their discretion to view the team members' other accomplishments. (max. two pages per team member)

Also include names and contact information for a minimum of three references who may be contacted, including at least one for each team member. The referees should be individuals who have worked with team members on the projects submitted under "Previous Work."

### **Previous Work (60% of total score)**

A succinct description with images of three relevant built projects that have been completed for each team member (the same projects may appear more than once in the case of prior collaborations). For each project, please provide the following information (max. two pages per project):

- ◆ project title and brief description
- ◆ design team members' roles
- ◆ initial overall project budget at contract award and completed overall project budget, along with an explanation of variances, if applicable
- ◆ targeted project completion date at contract award and actual project completion date, along with explanation of variances, if applicable
- ◆ photographs
- ◆ awards received, if applicable

Please note that all examples of previous built projects must have been completed.

## 10.0 PHASE 1 — SUBMISSION EVALUATION

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**NOTE:** Each submission will first be verified to ensure that it meets the mandatory requirements for eligibility outlined under Section 7.0. Any submissions not meeting these requirements will not be considered further.

The materials submitted will be evaluated and point-rated by the jury according to the following criteria:

- ◆ demonstrated understanding of the project vision and objectives
- ◆ capacity of team resources and working relationships to meet project requirements
- ◆ extent of professional experience in relation to project requirements
- ◆ quality of recently completed, built projects, including demonstrated compliance with schedules, deadlines, project requirements and budgets
- ◆ relevance of previous work to the goals of the project
- ◆ excellence in design, quality of thought and creativity as demonstrated by previous work

Detailed information about the rating of these criteria is provided under Annex A.

The jury will evaluate all eligible submissions and select up to five of the top-ranked submissions to proceed to Phase 2 of the competition. PCH will notify all design teams who submitted a response to this Request for Qualifications of the results of Phase 1 of the competition by email.

### **Debriefing**

Should your design team desire a debriefing of the evaluation of your submission, you are invited to contact PCH within 15 working days of the notification of the results. The debriefing will include an outline of the strengths and weaknesses of the submission, referring to the evaluation criteria. The debriefing may be provided in writing, by telephone or in person. The confidentiality of information relating to other submissions will be protected. Contact information is provided under Section 14.0.

## 11.0 PHASE 1 — SUBMISSION GUIDELINES

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Please ensure that you review the eligibility and submission requirements thoroughly and send the following:

- ◆ A USB key containing a single PDF file titled with the team lead's last name and not exceeding 20 megabytes in size that combines the following:
  - Letter of interest
  - Résumés for each design team member
  - At least one reference for each design team member
  - Examples of three relevant built projects completed by each design team member
- ◆ Two hard copies printed in colour on 8½ x 11 inch paper

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By submitting a submission, design teams confirm that they have read the entire Request for Qualifications and that:

- ◆ they consider themselves to meet all the mandatory eligibility requirements outlined in Section 7.0;
  - ◆ all information provided is complete, true and accurate; and
  - ◆ they agree to be bound by the instructions, clauses and conditions of the Request for Qualifications and accept the clauses and conditions should they be invited to submit a proposal as part of the Request for Proposals.
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### Deadline

The deadline for receipt of submission is Tuesday, October 11, 2016, at 3 p.m. (EDT). Submissions sent by facsimile or electronic means will not be accepted. Please send your submission to:

Department of Canadian Heritage  
Mailroom  
15 Eddy Street, 2nd Floor  
Gatineau, Quebec K1A 0M5  
Request Number: 10160614  
Attention: Francine D. Lefebvre, Senior Manager,  
Monuments and Public Art

All submissions must be received at the above address before the closing date and time. Late submissions will not be accepted.

Please ensure that your package is addressed properly and delivered to the 2nd floor Mailroom as PCH is not liable for lost or damaged submissions.

### Changes to Submission

Please note that your submission may be amended by letter provided the revision is received before the deadline. The revision must be on letterhead and/or bear a signature that identifies the design team lead, and must clearly identify the change(s) to be applied to the original submission.

## 12.0 PHASE 2 — OVERVIEW

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The Request for Proposals and Program and Design Guidelines will be issued only to the finalist design teams at the beginning for Phase 2 of the competition. These documents will provide detailed information about requirements and evaluation criteria.

The finalist design teams will be required to:

- ◆ Participate in a site visit and debriefing in Ottawa on November 7, 2016 (dates to be confirmed at the start of Phase 2) to explore the site and its context and hear a presentation about the project. There will be an opportunity to ask questions about the project, competition process and site.
- ◆ Submit a technical description outlining the design concept and demonstrating its feasibility by February 8, 2017 (dates to be confirmed at the start of Phase 2). This must be accompanied by a two page statement of design intent provided in both official languages and an informed budget that ensures that the proposal can be built and installed within the identified overall budget and timelines.
- ◆ Identify support team members or subcontractors and consultants.
- ◆ Prepare a physical maquette and presentation material for the design concept to bring to Ottawa and present to the jury on or around March 2, 2017 (dates to be confirmed at the start of Phase 2). The presentation will take place during the NCC's ACPDR meeting. Please note that all presentation materials must be received by PCH by March 1, 2017.
- ◆ Attend a public viewing on the evening of March 2, 2017 (dates to be confirmed at the start of Phase 2) where all of the finalist design concepts will be showcased to the public. The design concepts will also be posted online for public comment for a limited period (to be determined).

*Please note that teams must comprise the same members identified in Phase 1.*

Before making its selection of the winning design team, the jury will consider the following:

- ◆ A technical review of the design concept by a committee of experts in conservation, landscape architecture, engineering and costing;
- ◆ Comments from ACPDR based on the jury presentation (for more information on ACPDR, please visit [www.ncc-ccn.gc.ca/about-ncc/corporate-advisory-special-committees](http://www.ncc-ccn.gc.ca/about-ncc/corporate-advisory-special-committees)); and
- ◆ Feedback from the public via the viewing event and online posting.

The Minister, giving regard to the jury's decision, is responsible for endorsing the winning design team for the award of a contract by the NCC to develop their design concept for implementation. Further details about design development requirements will be outlined in the Request for Proposals.



## 13.0 KEY DATES

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<b>Phase 1 — Request for Qualifications (PCH)</b>	<b>Completion Date</b>
Deadline for questions	October 4, 2016
Deadline for receipt of submissions	October 11, 2016
Jury review and evaluation period	October 21, 2016
Notification of finalist teams	October 28, 2016 (TBC)

<b>Phase 2 — Request for Proposals (PCH)</b>	<b>Completion Date</b>
Site meeting for design teams, Q&A session	November 7, 2016 (TBC)
Submission of written materials for technical committee review	February 8, 2017
Presentation of design concept to jury and ACPDR	March 2, 2017
Public viewing of design concepts	March 2, 2017
Jury review and evaluation period	March 17, 2017
Winning design team notified	April 3, 2017 (TBC)

<b>Design Development and Implementation (NCC)</b>	<b>Completion Date</b>
Contract award	April 2017
Detailed design development	August 2017
Fabrication and installation	December 2018
Unveiling of major monument elements	December 2018
Completion of site work/landscape	March 2019

*Please note that deadlines and other key dates are subject to change at any time. PCH and the NCC will provide reasonable prior notice of any such changes.*

## 14.0 INQUIRIES

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All inquiries, requests for debriefings and other communications should be submitted by email to Francine D. Lefebvre, Senior Manager of Monuments and Public Art at Canadian Heritage, at [pch.monuments-monuments.pch@canada.ca](mailto:pch.monuments-monuments.pch@canada.ca).

Questions about this Request for Qualifications should be submitted in writing as early as possible. Inquiries received after seven days prior to the closing date may not be answered. To ensure the integrity of the competitive process, all inquiries and their replies will be posted on the Government Electronic Tendering Service ([www.buyandsell.gc.ca](http://www.buyandsell.gc.ca)).

The Department of Canadian Heritage is looking forward to your submissions, and thanks you for taking the time to submit your qualifications for this important commemorative project.

## ANNEX A — RATED EVALUATION CRITERIA FOR PHASE 1

RATED CRITERIA	MAX POINTS
<b>Letter of Interest (20 points)</b>	
♦ The letter of interest demonstrates an understanding of the current project’s vision and objectives, including the project’s subject matter, scope, importance, and sensitivities.	10
♦ The letter of interest identifies the necessary resources and work relationships and demonstrates motivation in fulfilling this project’s requirements.	10
<b>Team Qualifications and Experience (20 points)</b>	
♦ Design team members demonstrate that they possess the necessary qualifications and professional experience to meet all requirements associated with such a project.	20
<b>Previous Work (60 points)</b>	
♦ Examples of previous work are completed built projects of quality that fulfilled project requirements and respected project schedules, deadlines and budgets.	25
♦ Examples of previous work are relevant to the goals of the current project.	10
♦ Design team members demonstrate excellence in design, quality of thought and creativity through previous completed work.	25
<b>SCORING</b>	
Excellent. Exceeds all of our requirements. (100% of the allotted points)	
A sound response. Fully meets our requirements. (80% of the allotted points)	
Acceptable minimum level. Meets our basic requirements. (60% of the allotted points)	
Falls short of meeting basic expectations. (40% of the allotted points)	
The response does not address our needs. (20% of the allotted points)	
The response is completely unacceptable or the information is missing altogether. (0% of the allotted points)	

***Please note that design teams must achieve the acceptable minimum level of 60% of the allotted points in all categories in order to be further considered.***

## ANNEX B — ADDITIONAL INFORMATION

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### COMPENSATION

PCH shall not be obligated to reimburse or compensate any competitor for any costs incurred in connection with the preparation of a submission to this Request for Qualifications. All copies of submissions shall become the property of PCH, and will not be returned.

### CONFLICT OF INTEREST

Design teams are advised that PCH may reject a submission in the following circumstances:

- ◆ if the design team, any of its sub-contractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation or in any situation of conflict of interest or appearance of conflict of interest; or
- ◆ if the design team, any of its sub-contractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other teams and that would, in PCH's opinion, give or appear to give the design team an unfair advantage.

It is within PCH's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists. Design teams who are in doubt about a particular situation should contact PCH, as per Section 14.0 Inquiries, before bid closing.

### CANCELLATION

PCH may accept or reject any, or all, submissions. Should PCH be of the opinion that there is an insufficient number of qualified design teams after Phase 1 to permit a competition in Phase 2, PCH reserves the right to cancel Phase 2, or to modify the requirements and re-publish the Request for Qualifications of Phase 1.

### INTEGRITY PROVISIONS

Design teams must comply with the Government of Canada's [\*Code of Conduct for Procurement\*](#). PCH reserves the right to verify the information and references submitted. By submitting a bid, each design team certifies that it is aware that PCH may request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility, including proof of citizenship.

### LIABILITY FOR ERRORS

While PCH has made considerable efforts to ensure an accurate representation of information in this Request for Qualifications, the information contained therein is supplied solely as a guideline for competitors. The information is not guaranteed or warranted to be accurate by PCH, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Qualifications is intended to relieve competitors from forming their own opinions and conclusions regarding the matters that it addresses.

### RESULTING CONTRACT CLAUSES

The NCC's terms and conditions shall form part of the contract awarded to the winning design team.