



Design Competition

LGBTQ2+ NATIONAL MONUMENT

Request for Qualifications



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1. INTRODUCTION

The Department of Canadian Heritage, on behalf of the Government of Canada and the LGBT Purge Fund, 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 design competition to create the LGBTQ2+ National Monument.

Prominently located in downtown Ottawa, with views of key federal institutions, this monument will be a place where visitors can learn about the historical and present-day discrimination faced by LGBTQ2+ people in Canada, with particular reference to the LGBT Purge, and celebrate their achievements in their fight for equality. The Department of Canadian Heritage is therefore seeking design teams to create a moving, bold and thought-provoking monument that will provide a space for remembrance, education, celebration and inspiration.

“It is important to establish a national monument to memorialize the state-sponsored discrimination that the LGBTQ2+ community has experienced over decades in Canada. It must reflect the immense toll the discrimination and oppression had on so many of us. I hope it serves to educate and inspire all who visit it.”

Michelle Douglas
LGBT Purge Fund and LGBT purge survivor

1. INTRODUCTION

“Today, we finally talk about Canada's role in the systemic oppression, criminalization, and violence against the lesbian, gay, bisexual, transgender, queer, and two-spirit communities. And it is my hope that in talking about these injustices, vowing to never repeat them, and acting to right these wrongs, we can begin to heal.”

2017 National Apology
Prime Minister Justin Trudeau

PARTICIPANTS

The LGBT Purge Fund is a not-for-profit corporation that was established in October 2018 to manage a \$15 to 25 million fund for projects to memorialize the LGBT Purge and implement a number of projects intended to support reconciliation efforts with LGBTQ2+ and broader communities. This fund was established as part of the settlement of a class action lawsuit between the Government of Canada and members of the LGBT community who were employed by the federal public service, RCMP and Canadian Armed Forces. The members of this class action lawsuit are survivors of a shameful period in Canadian history known as the “LGBT Purge”.

The Department of Canadian Heritage (PCH) is the federal department responsible for new 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 the LGBT Purge Fund.

The National Capital Commission (NCC) is the federal agency responsible for federal land use and design approval for new commemorative works on federal lands in Canada's Capital Region. The NCC will award the contract for the design of the Monument 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. OVERVIEW

This 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, teams must include Canadian citizens or permanent residents in senior roles.

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 finalist teams to develop design concepts from which a winning proposal will be selected.

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 construction tendering drawings and specifications, and ensure follow-ups during the construction and installation phases of the project. A separate contract may be awarded to the artist for the fabrication of specific artistic elements, depending on the design.

The total all-inclusive budget for the design, fabrication and construction of the Monument will be no less than **\$4,825,000** (excluding applicable taxes).

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

The unveiling of the Monument is planned for Summer 2025.

The team's submission must include 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, January 5, 2021, at 3 p.m. (EST).**

“We want this monument to represent and convey our collective memory of struggle and triumph over oppression, and our hope for a future where bigotry and injustice will be rejected and confronted, always.”

Douglas Elliott
Lead lawyer for the LGBT Purge class action lawsuit and human rights lawyer

3. PROJECT VISION

BACKGROUND

Between the 1950s and mid-1990s, LGBT* members of the Canadian Armed Forces, the Royal Canadian Mounted Police (RCMP) and the Canadian federal public service were systematically discriminated against, harassed and often fired as a matter of policy and sanctioned practice. In what came to be known as the “LGBT Purge,” people were followed, interrogated, arrested, abused and traumatized.* The LGBT Purge was implemented at the highest levels of the Government of Canada and was done without regard for the dignity, privacy and humanity of its targets. An estimated 9,000 lives were devastated by the Purge.

Over time, survivors of the Purge worked hard to secure apologies, gain recognition, win compensation and change Canadian law. In 2016, survivors of the Purge launched a class action lawsuit against the Canadian government. A groundbreaking settlement was reached in 2018. Thanks to grassroots community advocacy, persuasive critics, courageous litigants and dedicated lawyers, Canada was the first country in the world to provide substantial compensation for the harm inflicted on its own people through decades of state-sponsored discrimination.

The settlement included funds earmarked for reconciliation and memorialization measures. Specifically, the agreement legally mandates the creation of an LGBTQ2+ National Monument that will memorialize the historical discrimination against LGBTQ2+ people in Canada, including the LGBT Purge.



“We Demand” protest, Parliament Hill, 1971 (Jearld Moldenhauer/The ArQuives)

* Though it was not called the “LGBT Purge” at the time, the federal government policy was directed at and had an impact primarily on LGBT persons. The term was chosen during the class action to describe the policy and events as it was fairly accurate, inoffensive and intelligible in both official languages. While recognizing the limitations of the acronym LGBT, the LGBT Purge Fund has decided to continue to use it in the interests of consistency, clarity and stability of nomenclature.

3. PROJECT VISION

VISION STATEMENT

The LGBTQ2+ National Monument will be a visible landmark that will recognize the generations of LGBTQ2+ people in Canada and tell the story of those who have been persecuted, abused, dismissed and marginalized because of who they are and how they identify.

It will generally acknowledge the discrimination experienced by the LGBTQ2+ community, and specifically acknowledge the abuse perpetrated by the Canadian state on its people during the LGBT Purge.

MONUMENT OBJECTIVES

The Monument will have four key objectives.

The Monument will memorialize.

The Monument will identify and acknowledge the profound social, physical and psychological impacts of the discrimination carried out against the LGBTQ2+ community, from the colonial origins of this intolerance, to the LGBT Purge, to the present and beyond.

The Monument will educate.

The Monument will be a permanent location in the National Capital Region where the public can learn about the historical and present-day discrimination faced by LGBTQ2+ people in Canada. The Monument will also highlight galvanizing moments of resistance and achievement.

The Monument will celebrate.

The Monument will celebrate the triumphs, both large and small, of LGBTQ2+ community organizations, activists, artists, lawyers, politicians and allies whose steadfast commitment has led the fight for LGBTQ2+ equality in Canada.

The Monument will inspire.

The Monument will encourage acceptance, inject strength and provoke action. It will be a beacon of hope and change for the future.

3. PROJECT VISION

GUIDING PRINCIPLES

Four principles will guide the design and visitor experience.

Inclusion

The Monument must reflect the LGBTQ2+ community's spectrum of sexual and gender identities and expressions as well as its wide range of lived experiences. It must recognize that these lived experiences intersect with other identities subject to oppressive systems based on gender, race, class and ability, among others. The Monument must acknowledge this complexity of difference and experience while remaining physically, intellectually and emotionally accessible to all.

Indigeneity

Colonialism dramatically transformed perceptions and treatment of Two-Spirit and LGBTQ First Nations, Inuit and Métis people and as a result changed how they expressed and experienced their sexuality. The Monument must tell this story of intolerance and encourage reconciliation both with people outside the LGBTQ2+ community and those within it.

Visibility

The Monument must address the erasure of LGBTQ2+ people in Canada by making the community's struggle and presence visible, literally and figuratively. It will emphasize that LGBTQ2+ lives are to be lived visibly – safely, proudly, publicly and without fear.

Timelessness

The Monument must be both a lasting monument and a living Monument. Though it will speak to the past, the Monument must allow for the inclusion of evolving narratives and remain relevant to those fighting for LGBTQ2+ rights and freedoms.

“Canada gets a little bit stronger every day that we choose to embrace, and to celebrate, who we are in all our uniqueness. We are a diverse nation, and we are enriched by the lives, experiences, and contributions of people who are gay, lesbian, bisexual, transgender, queer, and two-spirit.”

2017 National Apology
Prime Minister Justin Trudeau

4. LOCATION

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, land and collective memory. In this respect, the LGBTQ2+ National Monument will greatly enrich the visitor experience of the Capital by creating an enduring symbol of the power of courage and activism against discrimination and intolerance.

CONFEDERATION BOULEVARD

A key component of Canada's Capital Core Area is Confederation Boulevard, the ceremonial and discovery route linking the downtown areas of Ottawa and Gatineau. Confederation Boulevard, which forms a loop distinguished by a unified and distinctive aesthetic approach, links many key federal institutions, including the Parliamentary and Judicial Precincts, national museums, heritage sites, and monuments. It is the starting point for discovery of the region and serves as the ceremonial route used in processions and state visits. The Monument site is situated on Confederation Boulevard west of the Judicial Precinct. This prominent location will ensure visibility by thousands of visitors and residents in the core area of Canada's Capital

Right: Confederation Boulevard Grand Esplanade



4. LOCATION

MONUMENT LOCATION

The Monument will be prominently located along Confederation Boulevard, next to the Portage Bridge connecting Ottawa and Gatineau. The Monument will be situated close to important federal institutions that had a bearing on historic discrimination against LGBTQ2+ people in Canada, including the LGBT Purge. Specifically, the site offers a strong thematic link to the adjacent Judicial Precinct, including the Supreme Court of Canada.

COMMEMORATIVE CONTEXT

The LGBTQ2+ National Monument will join a series of commemorations within the Capital Core Area. Sites for commemorative interventions are typically closely associated with Confederation Boulevard and its surroundings.

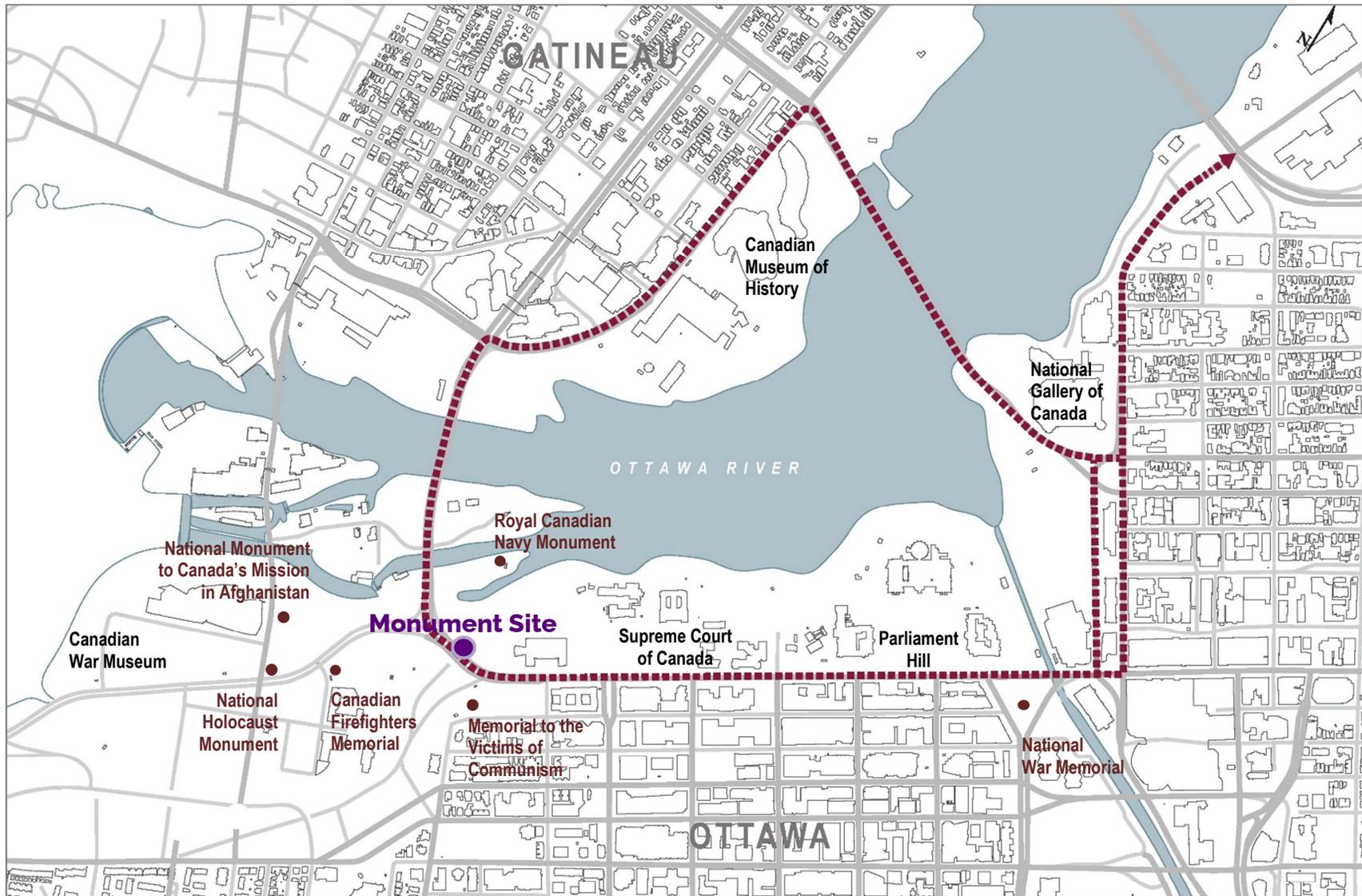
Five existing and future commemorations are located in the vicinity of the LGBTQ2+ National Monument:

- ◆ the National Holocaust Monument
- ◆ the Canadian Firefighters Memorial
- ◆ the Royal Canadian Navy Monument
- ◆ the future National Monument to Canada's Mission in Afghanistan
- ◆ the future Memorial to Victims of Communism – *Canada, a Land of Refuge*



Birdseye view of Monument site

4. LOCATION



Plan of Confederation Boulevard (dotted line), showing nearby monuments and key federal institutions

4. LOCATION

THE CAPITAL PLATEAU

The Capital Plateau includes the federal institutions north of Wellington Street from the Rideau Canal to the Portage Bridge. The buildings on the Capital Plateau are located on rugged, wooded promontories overlooking the Ottawa River and are amongst the country's most important symbols.

The Ottawa River itself boasts a rich history, serving for millennia as the region's key transportation and trade route for the Algonquin Anishinabe peoples, and later for European explorers, fur traders beginning in the 17th century, and the military and timber trade settlements of the 19th century.



- Capital Plateau
1. Parliament Hill
 2. Supreme Court of Canada
 3. Library and Archives Canada (current building)



View of Ottawa River towards Parliament Hill

4. LOCATION

COMPETITION SITE

This prestigious site is set in a green enclave along the shores of the Ottawa River, providing views of both surrounding natural features and key federal institutions, including Parliament Hill and the roofline of the Supreme Court of Canada.

These qualities offer an appropriate balance of public visibility and accessibility, while also allowing for remembrance and quiet contemplation. The ample 6,300 square metre size will allow for future gatherings and events of up to 2,000 people.

Top: View of Monument site from Confederation Boulevard

Bottom: View from Monument site towards the Portage Bridge



5. BUDGET

The total all-inclusive budget for the design and construction of the Monument will be no less than **\$4,825,000** (excluding applicable taxes).

A total budgetary envelope of no less than **\$4,160,000** (excluding taxes) has been allocated for the construction of the Monument and its landscape integration, including remediation of the site.

As a result of Phase 2 of this competition, the design contract, to be awarded by the NCC, will be no less than **\$645,000** (excluding taxes). This will include all fees and costs associated with design development, preparation of 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.

Note that the design contract may require the creation and submission of construction drawings stamped by a structural engineer and a landscape architect certified in the province of Ontario.

Depending on the nature of the winning design, the NCC may, if needed, also award a separate contract from the total budgetary envelope for the construction of the Monument 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 Monument, landscaping, site integration and installation of artistic elements, within the project budget limits.

“The funds dedicated to the Monument are a gift from LGBT Purge victims. Indeed, the funds represent compensation for the suffering of victims of the LGBT Purge Fund who did not live long enough to be eligible to receive individual compensation under the LGBT Purge settlement.”

LGBTPurgeFund.com

6. DESIGN COMPETITION PROCESS

JURY COMPOSITION

A jury of arts and design professionals, subject-matter experts and stakeholders has been assembled for this competition and consists of the following:

- ◆ Aaron Betsky, architect
- ◆ Maya Desai, architect and urban designer
- ◆ Michelle Douglas, Executive Director, LGBT Purge Fund, and LGBT Purge Survivor
- ◆ Grant Fahlgren, landscape architect
- ◆ Reverend Dr. Brent Hawkes, C.M., O.N.B, subject-matter expert
- ◆ Bernard Lamarche, art historian and curator
- ◆ Ann-Marie Macdonald, O.C., author, actor, playwright, affected community member
- ◆ Courtnay McFarlane, visual artist, poet and curator
- ◆ Martine Roy, Chair of the Board of Directors, LGBT Purge Fund, and LGBT Purge Survivor
- ◆ Megan Torza, architect and urban designer

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 will 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 Monument. 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 hosted by PCH and the NCC during which they will have the opportunity to ask questions about the project and site. Finalist teams will be provided with design guidelines for the project.

Finalists will present their design proposals to the jury and the NCC's Advisory Committee on Planning, Design and Realty (ACPDR). The presentations will be followed in the evening by a public viewing event, including a special viewing opportunity for LGBT Purge survivors, LGBTQ2+ affected community members and other stakeholders. The finalists' design proposals will also be posted online for stakeholder and public comment for a limited period.

Before making its selection, the jury will consider comments from ACPDR, a technical review of the proposals by experts in conservation, landscape architecture, engineering and costing, and feedback from stakeholders and the public.

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

7. ELIGIBILITY

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

- ◆ The design team must include at least one Canadian citizen or permanent resident in a senior role. The following are considered to be senior roles: visual artist, landscape architect, architect and/or urban designer.
- ◆ The team must include, at minimum, a visual artist and a landscape architect. Additional members may include an architect and/or urban designer as well as other design practitioners, interpretation planners and subject matter experts.
- ◆ 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.

NOTE: PCH may disqualify design teams pursuant to the conflict of interest provisions set out in Annex B.

8. HONORARIUM AND TRAVEL REIMBURSEMENTS

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

Each finalist design team who is selected to participate in Phase 2 will be paid a fee of \$25,000 (excluding taxes) for their design work, the creation of a maquette and other presentation materials, and to present their concept. PCH, at its sole discretion, may elect to not pay the fee to a finalist design team who withdraws, is deemed to withdraw or does not submit a compliant proposal. Further details about payment will be provided to the finalists at the outset of Phase 2 of the competition.

Each finalist design team will also be reimbursed up to \$6,000 for authorized travel and living expenses reasonably and properly incurred for two separate trips to Ottawa by up to two team members to attend the site visit and jury presentation, at cost, without any allowance for profit and/or administrative overhead, in accordance with the National Joint Council Travel Directive.

9. PHASE 1 — SUBMISSION REQUIREMENTS

The jury will review and score the following required materials:

Letter of Interest (30% of total score)

A succinct letter of interest (approximately two to three pages) explaining why your design team is interested in this opportunity and how your team can rise to the challenge and create something meaningful and unique for this project.

In particular, the letter should also explain how your design team plans to address the guiding principles of inclusion and Indigeneity as outlined in Section 3 of this document through its approach to the design process and/or through its team composition. Accordingly, design teams are encouraged to be inclusive in their design process and team composition.

The letter should also include the following information:

1. name of the design team lead, who will be the sole recipient of any resulting contracts, along with their telephone number, email address, and citizenship or residency status
2. names of all other team members, with senior team members clearly identified
3. description of the role each team member will play in the design and execution of the project
4. whether the team (or parts of the team) has worked together before

Team Qualifications and Experience (20% of total score)

A professional résumé for each design team member (approximately two to three pages per team member).

For each senior team member, the résumé must indicate, at a minimum, their years of experience and where and when the experience was acquired, and mention any professional qualifications or certifications and awards.

The résumés of the design team collectively should demonstrate that the team possesses the necessary resources to meet all requirements associated with such a project.

Design teams may wish to include emerging and junior design professionals in their overall team composition, as experience will be evaluated only for senior members.

Previous Work (50% of total score)

For each senior team member, a succinct description, with images, of three relevant built projects in which the team member acted in a key role that is equivalent to the role for which that team member is being proposed in this submission.

Examples of previous works should be projects within an urban context, focused on public buildings, public spaces, public monuments and artworks or public structures. Previous work may also have thematic parallels and typological and/or functional similarities with the vision, goals and objectives of the current project.

9. PHASE 1 — SUBMISSION REQUIREMENTS

Previous Work (cont'd.)

For each built project, please provide the following information (approximately two pages per project):

1. project title and brief description, including key project requirements
2. design team members' roles in the project
3. initial overall project budget at contract award and completed overall project budget, along with an explanation of variances, if applicable
4. targeted project completion date at contract award and actual project completion date, along with explanation of variances, if applicable
5. photographs of the project
6. awards received, if applicable
7. name and contact information of at least one client reference for the project who can speak to whether the project met their organization's requirements for the project, whether the project was completed according to schedules, and whether the project was completed on budget. This individual may be contacted during the evaluation period.

NOTES: All examples of previous work must have been completed with at least one work completed within the last ten calendar years.

Where multiple team members working had key roles in the same projects, the same project may be submitted for more than one team member. The submission should clearly indicate which team members played a key role in each of the submitted projects, as well as the specific role for each team member.

10. PHASE 1 — CONDUCT OF EVALUATION

ASSESSMENT OF SUBMISSIONS

Each submission will first be verified to ensure that it meets the mandatory requirements for eligibility outlined under Section 7. PCH will have no obligation to evaluate any submissions not meeting these requirements.

The jury will then evaluate and rate all eligible submissions according to the Mandatory Requirements and Rated Criteria provided under Annex A.

NOTE: Team Qualifications and Experience will be evaluated collectively and Previous Work will be evaluated as a body of work. If more than the requested number of relevant built projects are included, then PCH will only evaluate three projects in the order in which they are presented.

The jury will select the top-ranked submissions, up to a maximum of five, 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.

DISCRETIONARY EVALUATION RIGHTS

PCH may conduct steps of the evaluation in parallel. Even though the evaluation and selection will be conducted in steps, the fact that PCH has proceeded to a later step does not mean that PCH has conclusively determined that a submission has successfully passed all the previous steps.

In conducting its evaluation of the submissions, PCH may, but will have no obligation to, do the following:

- ◆ seek clarification or verification from design teams regarding any or all information provided by them with respect to their submission;
- ◆ contact any or all references provided in the submission to verify information provided about previous work. Information provided by a reference that differs from the information provided in the submission may be considered by the jury. If the information submitted by design teams cannot be verified, the information may not be evaluated and may receive no credit for the criterion in question;
- ◆ request, before award of any contract, specific information with respect to any design team lead's legal status; and
- ◆ verify any information provided by design teams through independent research or government resources.

TIME TO RESPOND

Design teams will be given two (2) business days to comply with any request for clarification or verification related to any of the above items. Failure to comply with the request within the specified time limit may result in the submission being declared non-compliant.

If you require additional time, PCH may grant an extension at its sole discretion.

11. PHASE 1 — SUBMISSION GUIDELINES

Please ensure that you review the eligibility and submission requirements thoroughly and send a single PDF file titled with the design team lead's last name that should not exceed **14 MB**.

The file should combine all required submission materials:

- Letter of interest
- Résumés for each design team member
- Three relevant built projects completed by each senior design team member

IMPORTANT: Submission via e-mail

Please note that because of the present circumstances, PCH Contracting will exceptionally only accept submissions by e-mail. Submissions transmitted by facsimile or mail to PCH will not be accepted.

The PCH e-mail server cannot accept any e-mail transmission that is **14 MB** or more. It is the responsibility of the design team to ensure that their complete e-mail submission is delivered to PCH by the specified date and time. The design team must indicate the Request Number in the e-mail subject line. The e-mail address is the following:

PCH.contracts-contracting.PCH@canada.ca

Request Number: 10200856

Attention: Joëlle Thériault, Procurement and Contract Specialist

DEADLINE

The deadline for receipt of submission is **Tuesday, January 5, 2021, at 3 p.m. (EST)**.

Submissions that arrive after the specified date and time will not be accepted. Design teams are therefore encouraged to keep a confirmation that the e-mail was sent and delivered.

CHANGES TO SUBMISSION

Your submission may be amended by letter provided the amendment is received before the deadline. The letter must indicate "AMENDMENT" in the subject line and clearly identify the change(s) to be applied to the original submission.

The amendment must be on letterhead and/or bear a signature that identifies the design team lead. The letter should be scanned and sent via e-mail to the contact information provided above.

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;
 - ◆ all information provided is complete, true and accurate; and
 - ◆ they agree to be bound by the instructions, clauses and conditions of this Request for Qualifications.
-

12. PHASE 2 — OVERVIEW

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

Due to the COVID-19 pandemic, the dates and requirements listed below are subject to change.

The finalist design teams will be required to:

- ◆ Participate in a site visit and debriefing in Ottawa in February 2021 to explore the site and its context and attend 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 in July 2021. 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. All support team members or subcontractors and consultants must be identified at this point.
- ◆ Also, in July 2021, submit a brief video presenting the team's approach to the Monument design. The video will be posted on the Canadian Heritage website as part of the online viewing that will be used to gather input from LGBT Purge survivors, other stakeholders and the public on the finalists' designs.

- ◆ Prepare a physical maquette and presentation material for the design concept to present to the jury and ACPDR members in August 2021. Please note that all presentation materials must be received by PCH by no later than noon the day before jury presentation.
- ◆ Following the presentation to the jury, attend a special viewing opportunity for LGBT Purge survivors, LGBTQ2+ affected community members and other stakeholders, as well as a public viewing, in August 2021 where all of the finalist design concepts will be showcased. This event will be subject to City of Ottawa and Province of Ontario COVID-19 bylaws, directives and guidelines. The design concepts and videos will also be posted online for survivor, LGBTQ2+ community member, stakeholder and public comment for a limited period.

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

- ◆ comments from the ACPDR based on the finalist teams' presentation to the jury (for more information on the ACPDR, please visit www.ncc-ccn.gc.ca/committees;
- ◆ a technical review of the proposals by a committee of experts in conservation, landscape architecture, engineering and costing; and,
- ◆ feedback from LGBT Purge survivors, other stakeholders and the public via the viewing events and online posting.

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

13. KEY DATES

Phase 1 — Request for Qualifications (PCH)	Completion Date
Deadline for questions	December 16, 2020
Deadline for receipt of submissions	January 5, 2021
Jury review and evaluation period	January 2021
Notification of finalist teams	January 2021

Phase 2 — Request for Proposals (PCH)	Completion Date
Site meeting for design teams, Q&A session	February 2021
Submission of written design proposal and video	July 2021
Presentation of design concept to jury and the ACPDR	August 2021
Viewing opportunity for LGBT Purge survivors, LGBTQ2+ affected community members and other stakeholders	August 2021
Online survey	August 2021
Jury review and evaluation period	September 2021
Design teams notified of results	October 2021

Design Development and Implementation (NCC)	Completion Date
Contract award	December 2021
Detailed design development	Spring 2023
Fabrication, construction, completion of site work	Spring 2025
Inauguration of Monument	Summer 2025

Dates to be confirmed. 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.

Key dates may need to be adjusted given the COVID-19 pandemic. All decisions on these matters will be made in compliance with City of Ottawa and Province of Ontario COVID-19 bylaws, directives and guidelines.

14. INQUIRIES

All inquiries, requests for debriefings and other communications should be submitted by email to Joëlle Thériault, Procurement and Contract Specialist, at PCH.contrats-contracting.PCH@canada.ca.

Questions about this Request for Qualifications should be submitted via email as early as possible. The deadline to submit questions is December 16, 2020, at 3:00 p.m. (EST). Inquiries received after this deadline 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).

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 or by telephone. The confidentiality of information relating to other submissions will be protected.

"We must remember, and we will remember. We will honour and memorialize the legacy of those who fought before us in the face of unbearable hatred and danger."

2017 National Apology
Prime Minister Justin Trudeau

ANNEX A – MANDATORY REQUIREMENTS FOR PHASE 1

MANDATORY REQUIREMENTS	Requirement met (Y/N)
<ul style="list-style-type: none"> ◆ The design team must include at least one Canadian citizens or permanent residents in a senior role. The following are considered to be senior roles: visual artist, landscape architect, architect and/or urban designer. Upon request during evaluation, the design team may be required to submit proof of citizenship or permanent residency for at least one team member. 	
<ul style="list-style-type: none"> ◆ The design team must include, at a minimum, an artist and a landscape architect. 	
<ul style="list-style-type: none"> ◆ All design team members must be professionals and currently practising. 	
<ul style="list-style-type: none"> ◆ 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. 	

ANNEX A – RATED REQUIREMENTS FOR PHASE 1

RATED CRITERIA	MAX POINTS
<p>Letter of Interest (30 points – acceptable minimum total of 18 points)</p> <ul style="list-style-type: none"> ◆ The letter of interest demonstrates an understanding of the project's vision, goals and objectives, including the project's subject matter, scope, importance, and sensitivities. ◆ The letter of interest identifies the necessary resources and work relationships and demonstrates commitment and motivation in fulfilling this project's requirements. ◆ The letter of interest addresses how the design team intends to meet the guiding principles of inclusion and Indigeneity in its approach to the design process and/or team composition as outlined in Section 3 of this document. 	<p style="text-align: center;">10</p> <p style="text-align: center;">10</p> <p style="text-align: center;">10</p>
<p>Team Qualifications and Experience (20 points – acceptable minimum total of 12 points)</p> <ul style="list-style-type: none"> ◆ The résumés of the senior team members should demonstrate that they have significant professional experience relevant to this project. ◆ The résumés of all team members collectively should demonstrate that the team possesses the necessary resources to meet all requirements associated with such a project. 	<p style="text-align: center;">10</p> <p style="text-align: center;">10</p>
<p>Previous Work (50 points – acceptable minimum total of 30 points)</p> <ul style="list-style-type: none"> ◆ Examples of previous built work fulfilled project requirements. ◆ Examples of previous built work respected project deadlines and budgets, taking into account the provided explanations regarding variances. ◆ Examples of previous built work are relevant to the current project. ◆ Through examples of previous built work, design team members demonstrate excellence in design, including such factors as creativity, innovation, quality of thought, sustainability, and making a positive contribution to the setting. 	<p style="text-align: center;">10</p> <p style="text-align: center;">10</p> <p style="text-align: center;">10</p> <p style="text-align: center;">20</p>

ANNEX A – RATED REQUIREMENTS FOR PHASE 1

SCORING GUIDELINES
Outstanding. Exceeds all of the rated criteria. (100% of the allotted points)
A sound response. Fully meets the rated criteria. (80% of the allotted points)
Acceptable minimum level. Meets basic elements of the rated criteria, but with some weaknesses. (60% of the allotted points)
Falls short of meeting the rated criteria. (40% of the allotted points)
The response does not address the rated criteria. (20% of the allotted points)
Did not submit information that could be evaluated. (0% of the allotted points)

Design teams must achieve the acceptable minimum level of 60% of the allotted points for each of the three required submission materials in order to be further considered.

ANNEX B – ADDITIONAL INFORMATION

COMPENSATION

PCH will 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 submission materials 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 this Request for Qualifications or in any situation of conflict of interest or appearance of conflict of interest;
- ◆ if the design team, any of its sub-contractors, any of their respective employees or former employees had access to information related to this Request for Qualifications 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; or
- ◆ candidates and finalists may be deemed to be in conflict by reason of their direct or indirect relationship with PCH, VAC and/or the NCC, the staff or administrators of these organizations (including their ministers, ministerial staff, and members of the NCC Board of Directors and ACPDR), or with a member of the jury, through direct family links, dependants or active professional relationships, during the course of the competition.

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 require clarification in respect of a particular situation or are in doubt about a particular situation should contact PCH, as per Section 14 Inquiries, before the closing date and time.

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.

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 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.

ANNEX B – ADDITIONAL INFORMATION

RESULTING CONTRACT CLAUSES

PCH's terms and conditions shall form part of the contracts awarded to the finalist design teams at Phase 1 of this competition.

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

INTEGRITY PROVISIONS

Finalist design teams must comply with the Government of Canada's [Code of Conduct for Procurement](#).

Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all finalist teams must provide, **if applicable**, the declaration form available on the [Forms for the Integrity Regime](#) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

Required Documentation

In accordance with the section titled "Information to be provided when bidding," contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](#) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), finalist teams must provide the required documentation, as applicable, to be given further consideration in the procurement process.