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L^{NSDOWNE}
Park

Lansdowne 2.0 PROCUREMENT REPORT

FCSC April 2nd, 2024

Lansdowne 2.0 Background

Lansdowne Park Partnership (LLP) Annual Report and COVID-19 Impacts	Lansdowne Park Partnership: Path to Sustainability and Next Steps	Recommendation to replace aging infrastructure	Council-approved Guiding Principles	Council Approved Concept Plan and Funding Strategy
Directed staff to explore options that would enhance the sustainability of Lansdowne's operations and the Partnership	Approved the replacement option of the North Side Stands and the TD Arena and directed staff to work with OSEG for the development of a concept plan for the new Event Centre and North Side Stands development, including a funding strategy		Approved, in principle, the concept plan and funding strategy to set forth the road map for moving forward with the OSEG concept	Council approved a revised concept plan, financial funding strategy, and budget authority (\$419.1M) and directed Staff to analyze / report on the best procurement delivery model
November 2020	July 2021		June 2022	November 2023

Review of Recommendations

- **Receive** the KPMG Lansdowne Park Revitalization Delivery Model Options Analysis report
- **Approve** the recommended procurement delivery model of a Design-Bid Build
- **Receive** the progress report on a Social Procurement Framework for the Lansdowne 2.0 project
- **Approve** an additional \$4 million be advanced against the existing project budget authority
- **Approve** the approach for the Request for Offer for the air rights development
- **Approve** the \$20 million line of credit to be taken out and repaid by the Lansdowne Master Limited Partnership [OSEG] and guaranteed by the City

Procurement Model Options Analysis

Workplan

- Procurement analysis was a Council approved recommendation
- Workplan timeline from Nov. 2023 – Feb. 2024
- 5 workshops led by KPMG
- A City & OSEG collaboration

Workshop	Objective
#1 – Identifying Delivery Options	• Present the various delivery options available for major infrastructure projects.
#2 – Evaluating Delivery Options	• Define the evaluation criteria for these delivery options. • Weight evaluation criteria according to Project objectives. • Carry out a qualitative assessment of the delivery options
#3 – Checking the Results of the Assessment	• Verify results of the assessment conducted in workshop #2
#4 – Determining which Entity Should Lead Delivery	• Assess whether the City or OSEG would be best positioned to lead the delivery of the Project
#5 – Addendum: Reviewing the Assessment Following Zoning Appeal	• Review the impact of the zoning appeal on the outcomes of the previous workshops

Project Team Analysis

Evaluation Criteria

1. Meet cost objectives (price and budget)
2. Capacity to transfer risks
3. Meet schedule objectives
4. Generate market interest in the project
5. Project implementation capacity
6. Favour collaboration with stakeholders
7. Flexibility change infrastructure over life of project
8. Meet quality goals
9. Ensure public transparency

Top 4 Ranked Models

Delivery options

Progressive Design-Build (PDB)

Construction Management at Risk (CM@R) with current architects (BBB)

Construction Management at Risk (CM@R)

Design-Bid-Build (DBB) with current architects (BBB)

Staff Analysis

Recommendation:

Design-Bid Build - with current project architect

Project Management:

Joint Project Management Team led by City

	Criteria					
Delivery Model	Building Permit by March 2025	= or < 2 NSS Construction Seasons	Construction Buffer	EC & NSS Complete by 2030	City Familiarity / Knowledge	Final Price Established Before Construction
DBB (with BBB)	yes	yes	yes	yes	yes	yes
CM@R (with BBB)	yes	yes	yes	yes	yes	no
PDB	no	yes	yes	yes	no	yes
CM@R	no	yes	yes	yes	yes	no
DBB	no	yes	yes	no	yes	yes

Design-Bid Build: Tender Ready

Approved within the \$419M Budget

- 2022 authority to advance \$8M
(Financial, Planning, Real Estate due diligence, site plan for Event Centre)
- 2023 authority to advance \$10M
(Detailed Design of Event Centre & North Side Stands)



\$18M

Request for approval within the \$419M Budget

- Event Centre Tender Ready Documents
- North Side Stands Tender Ready Documents
- North Side Stands Site Plan
- Legal Agreement fees/amendments

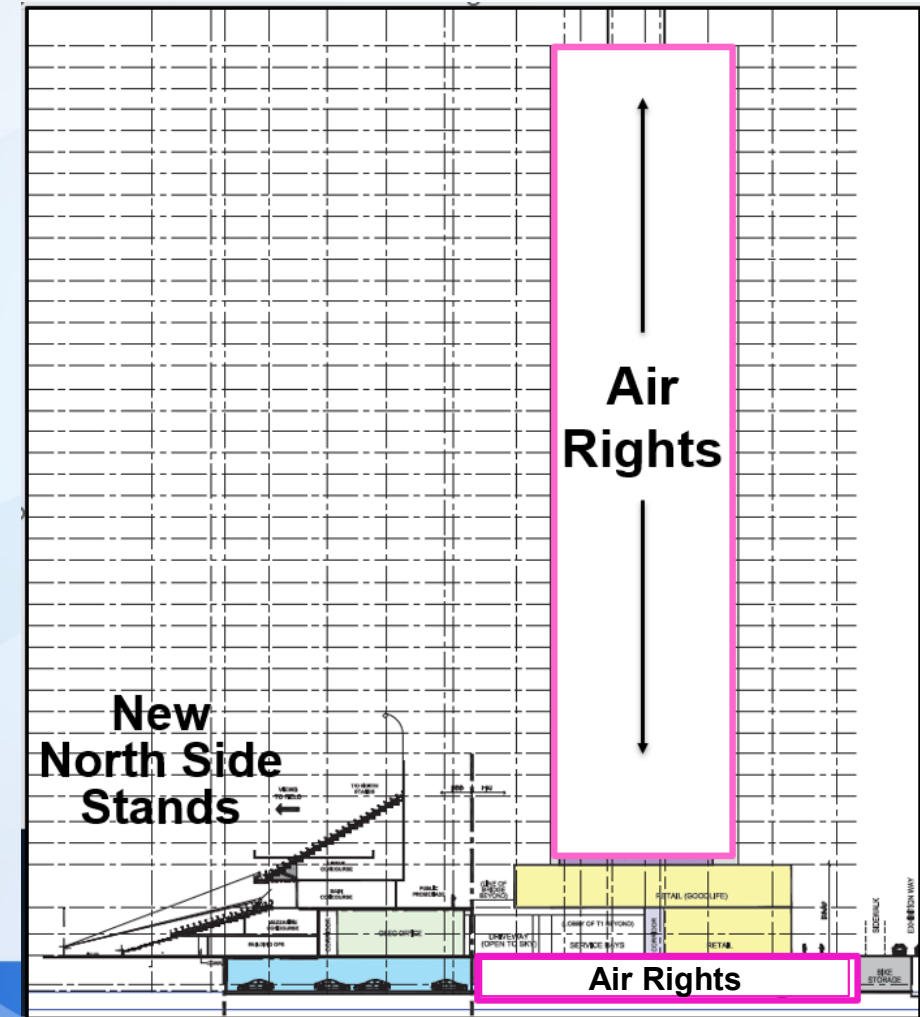


\$4M

RFO Property Rights Criteria

Criteria Themes:

- Financial Terms (including Affordable Housing contribution)
- Design
- Ensuring City Ownership of Grade Level Elements
- Operational Criteria
- Provision of Parking
- Transportation Demand Management



Line of Credit Guarantee

- In November 2023, Council was informed of the \$20 million Line of Credit for business continuity for the Partnership
- The intent was to manage continuing cash flow deficiencies until the end of construction
- In the event the project does not proceed, any debt incurred on the Line of Credit will be repaid by the Partnership
- If the project proceeds, the Partnership will repay the line of credit upon construction completion of the retail podium by refinancing the retail mortgage, at which time the City's line of credit guarantee will be eliminated

Social Procurement Framework

- Motion directed staff to develop a Social Procurement Framework with OSEG, including its contractors.
- The framework will consist of three initial phases:
 - Defining Outcomes,
 - Assessing Market Capacity, and
 - Establishing an implementation working group.

Additional phases will be defined as the project evolves and moves from construction to operations.

- Lansdowne 2.0 will be Ottawa's first large scale social procurement pilot and will build on the lessons learned by Vancouver and Toronto.
 - Experience in implementing a social procurement framework on a project of this scale is limited across all stakeholder groups (City Staff, the construction industry, community organizations, and social impact suppliers).
 - First project to incorporate Social Procurement objectives throughout the supply chain.

Event Centre Site Plan

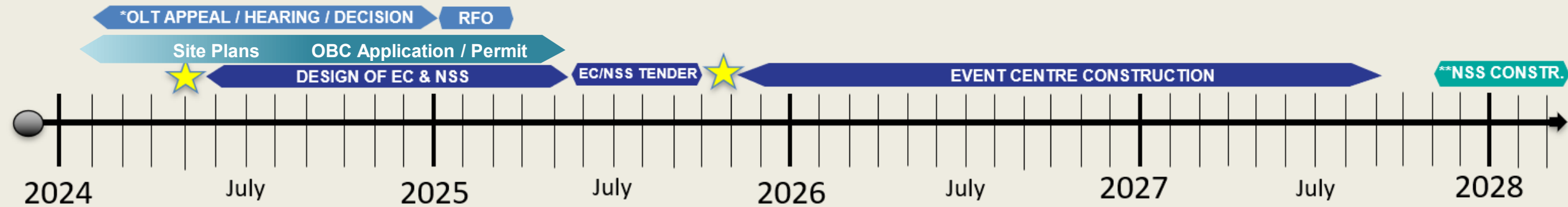
Workplan:

- 'Go Live' after OLT decision
- Multi-stage pre-consultation with Staff
 - Internal Circulation
 - Public Engagement during pre-consultation
 - Issue Resolution during pre-consultation
- Urban Design Review Panel
- Accessibility Advisory Committee



Ideal Alignment of Approvals

2024 to North Side Stands Construction



* OLT decision is an estimated timeframe

** NSS Construction 2028-2030

*** Schedule based on May 2024 Council approval

★ Council dates

*OLT decision is an estimated timeframe

Ideal Alignment of Construction



CONCEPTUAL TIMELINE

★ Final Council
Approval

