

DCA

Architects and  
City Building

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# Summary

- What is an architect?
- Procurement today
- What do we value as a citizenry?
- Example 1: Ottawa Central Library
- Example 2: Byward Market
- Opportunities on our horizon
- Conclusions

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## Toon Dreessen Architect, OAA, FRAIC, AIA, LEED <sup>AP</sup>

- President Dreessen Cardinal Architects Inc
- Member of Council, OAA – Currently Serving as President
- Member of Committees

## Dreessen Cardinal Architects

- More than 25 year history
- Design excellence
- ISO 9001 Certified

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# What is an Architect?

- Architects are trained professionals, trained, educated and examined to be knowledgeable about culture, design, building codes (and more)
- We are self regulated under the authority of the Architects Act



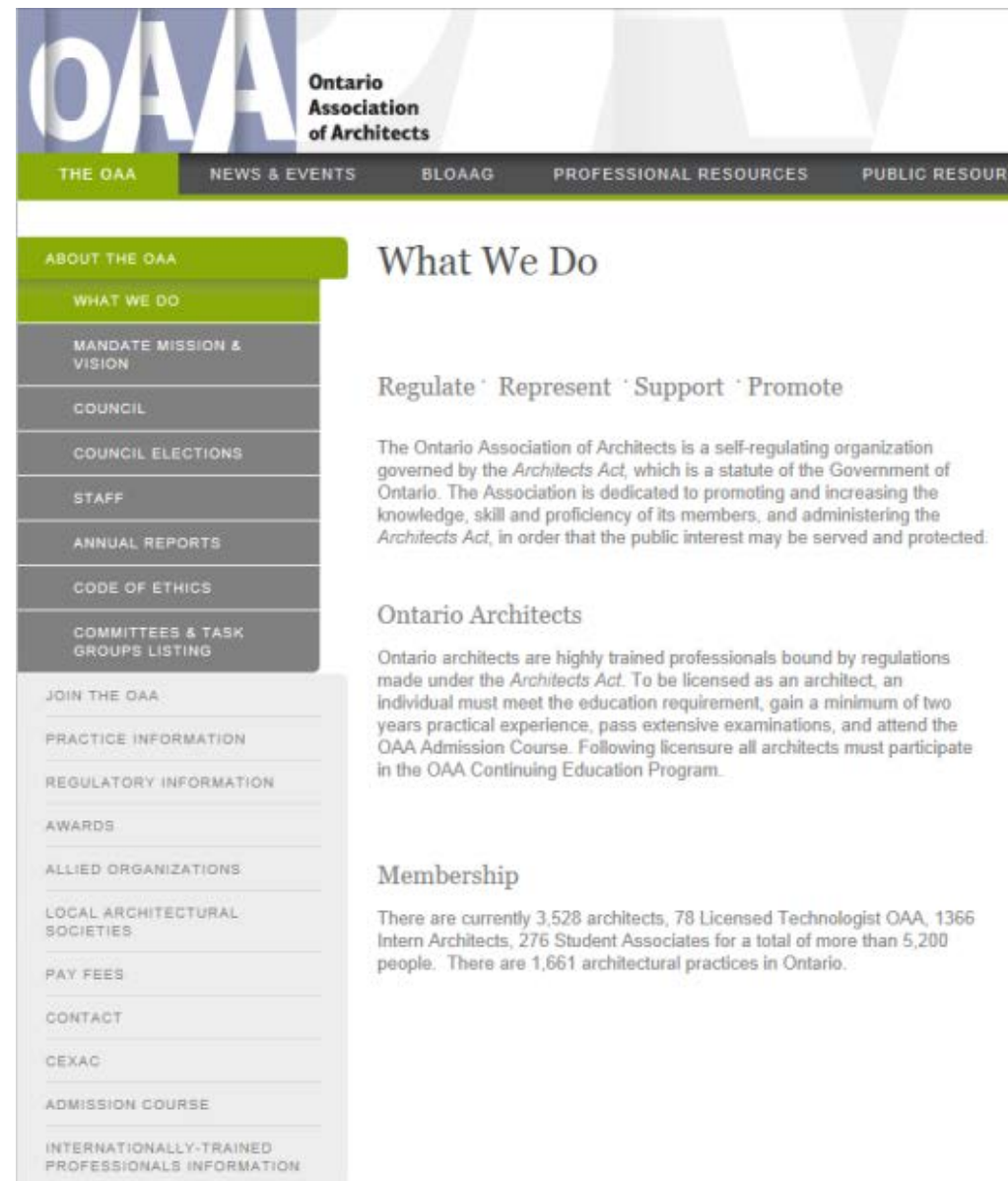


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- We are governed by the Architects Act. The OAA is the regulatory body, similar to the College of Physicians and Surgeons



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PRODEMUNITY  
INSURANCE COMPANY

- Required BY LAW to have professional liability insurance.
- This is a common requirement in Requests for Proposal but is often misunderstood
- All Architects have this insurance

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## What do we do?

- Design
- Building codes, zoning bylaws, planning act, heritage act, legal background, contract law
- Structural engineering
- Mechanical and electrical engineering
- Civil engineering and landscape architecture
- Urban planning, bike networks,
- Economic impact understanding
- Sustainability and environmental
- Interior design, acoustic design
- Heritage consulting
- Forensic architecture
- Environmental activism

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## What's the result?

- Buildings that work, that add value to the community and provide places for people to live, work and play



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- And sometimes its frustrating to try and do the right thing.....



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- Some designs don't stand the test of time....
- Remember, we design for clients, and sometimes clients aren't sure what they want
- And sometimes builders just build stuff anyway....





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# Procurement today

- What is procurement?
- Requests for Proposal can be (often are) hundreds of pages for the most basic projects
- Deep and complex documents that you sign your life away for – standard contracts amended at whim removing legal rights and changing definitions
- Insurance requirements out of pace with project scope





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Phase 1: services not limited to architectural, electrical, mechanical and structural design and general review services as required for two projects:

- Develop renderings to seek funding
- Four different rendering views of the proposed building or buildings – front view, back view, left side view, right side view and two three dimensional renderings
- Two typical plan view renderings per floor of each building
- Drawings to be provided electronically and hard copy
- Identify any critical issues to future construction requirements that (the college) needs to be aware of for potential additional cost – example, sewer drainage, storm sewer drainage, potable water, floor plain, electricity, computer data lines, any easement or right of way, building permit requirements, etc...
- Ensure designs are compliant with local codes and standards
- Ensure specified material & products are available locally
- Ensure construction methodologies are available and expertise is locally known
- Ensure the design meets Leeds Silver standard
- The design must have an Indigenous connection or association
- Provide estimated total cost for both projects that are in line with the estimates provided for each project

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The points allocated to each stage of the evaluation process are as follows:

Stage Description	Points
I Mandatory Requirement	Pass/Fail
II Technical Requirements	100
III Best and Final Offer	N/A
IV Reference Verification	Pass/Fail

The evaluation of the Proposals will be conducted by the Purchaser as follows:

(a) Stage I – Evaluation of Mandatory Requirements:

Proposals that do not exceed the budget of \$10,000 will move forward to Stage II.

- 18.4. INTELLECTUAL PROPERTY RIGHTS IN THE DELIVERABLES
- 18.4.1. All Deliverables created by Supplier pursuant to this Agreement shall belong exclusively to (client) including, without limitation, all patent, copyright, trademark, and trade secret rights therein, and Supplier retains no interest in, or right to use or re-use, any Deliverables. To the extent permitted under applicable law relating to the ownership of works made for hire, the Deliverables will constitute “works made for hire.” To the extent that any Deliverables may not lawfully constitute a work made for hire, Supplier shall assign and transfer all rights in and to such Deliverables, including without limitation all patent, trademark, copyright and trade secret rights, to (client) and shall cause its employees, contractors and agents to do likewise. Supplier shall execute and deliver to (client).

## Original Ottawa Library Request for Expressions of Interest

- 38 page document
- Aspirational goal of “design excellence” is noted once with reference to creating a “significant civic building” but relies extensively on REOI outcome, “commercially confidential meetings” that give opportunity to discuss the financial aspect of the proposal behind closed doors



# What's the challenge of low price bidding?

- RFP that puts emphasis on price, drives down service
- Recent example had 52% of score on price
- Moderately competent team (getting 36/48) with the lowest price (52/52) could only be beat by the most qualified (48/48) if the most qualified lowered their price by a third in order get a higher score. Lower price? Lower service, less design.
- On paper is where design impacts matter

# There has to be a better way...

- Quality Based Selection
- Stresses qualifications and skill
- Results in best value
- Tool kit is available, for free, on OAA website
- Since 1972, has been required, under federal law, plus 47 states, in the USA as the only model for architectural and engineering procurement



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*"It is unwise to pay too much, but it is worse to pay too little. When you pay too much, you lose a little – that is all. When you pay too little, you sometimes lose everything, because the thing you bought was incapable of doing the thing you bought it to do. The common law of business balance prohibits paying a little and getting a lot- it cannot be done! If you deal with the lowest bidder, it is well to add something for the risk you run; and if you do that, you will have enough to pay for something better."*

*John Ruskin (1819-1900)*

# Public Private Partnerships

- Public – Private Partnerships (P3s) are a long-term performance-based approach to procuring public infrastructure where the private sector assumes a major share of the risks in terms of financing and construction and ensuring effective performance of the infrastructure, from design and planning, to long-term maintenance.

In practical terms, this means that:

- Governments do not pay for the asset until it is built;
- A substantial portion of the cost is paid over the life of the asset and only if it is properly maintained and performs according to specifications; and
- The costs are known upfront and span the life-cycle of the asset, meaning that taxpayers are not on the financial hook for cost overruns, delays or any performance issues over the asset's life.

*(from PPP-Canada)*





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Based on feedback from the profession and our research, the current proponent selection process is focused on an objective set of criteria with low risk being paramount. This translates into a process that is rigid and the proponents have little ability to add program or functionality to the facilities. The winning design is based on technical compliance and cost and what inevitably happens is IO will guide the design options into uniformity, or risk losing out on innovations exclusive to one or another of the proponents. Additional design elements are not part of the equation from the very outset due to the focus on cost and trimming target budgets to meet the compliance criteria for the bid. Any innovation in design which is presented is not rewarded by offering advantage in the competition, nor is it monetarily compensated, and therefore innovation is not encouraged. The psychology is therefore to trim and not innovate. Once a design scheme has met the requirements of the base program, the low price becomes the focus.

**The issue of suitability for AFP is often discussed, both in our profession and within the respective professions and organizations represented by the CDAO. The current RFQ and RFP processes are suited to only very large projects, which can then be used to justify the cost of the process. These costs, from what we understand, can add approximately 15-20% to a \$200M project over conventional delivery.**

## Alberta government shelves public-private construction contracts

“I think there are real questions about the overall benefit that is received by P3s,” Mason said in an interview with local media. “Certainly, the design-build and operate model is not something I want to proceed with at the present time.”

Premier Rachel Notley called it “a reorganization,” and not the end of P3s.

“Often P3s are a process which reduce cost at the front end and increase costs down the road and are more expensive to taxpayers,” she told reporters. “But that being said, we have an obligation to review all types of alternative financing arrangements to ensure that we’re getting the best deal, both short-term and long-term, for tax payers.”

# Hamilton Ti-Cats

- Stadium was to be open in June 2014
- “Cost overruns were not the responsibility of the taxpayer”
- Occupancy delayed for more than a year
- City lost tax revenue
- Team lost game opportunities
- Contractors and suppliers lost money
- Lease agreement says city will help team recover \$1 million or more for every game missed due to stadium delays
- Lawsuit filed (April 29 2016 CBC news) for more than \$35 million

# Better way?

- Traditional **Design Bid Build** or **Construction Management** – reasonable risk transfer with transparent bidding for professional and construction services – and standard contracts
- Open dialogue on communication of risks, schedule, objectives and goals – hallmark of the QBS process
- Fair, quick and understood by everyone – proven track record
- Allows range of firms to be involved, and to innovate – small firms (most of us) can compete
- Keeps public assets owned by the public – long term ownership
- Keeps control of design goals in public hands, not at expense of private interest





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# What do we value?

- A well designed city?
- Functional, beautiful buildings?
- An urban space that we can be proud of, demonstrating Canadian values on an international stage?
- What else do we value in our built environment?

**Mandate**

*To regulate and govern the practice of architecture in Ontario in the service and protection of the public interest in accordance with the Architects Act, its' Regulations and By-laws; to develop and uphold standards of skill, knowledge, qualification, practice, and professional ethics among architects; and, to promote the appreciation of architecture within the broader society.*

**Mission**

*To serve the public interest through the regulation, support, and promotion of the profession of architecture in Ontario.*

**Vision**

*An Ontario in which architects are valued contributors to society, by creating a safe and healthy built environment that performs at the highest levels and elevates the human spirit.*

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**Centre for  
Green Cities  
Toronto, ON**

Diamond Schmitt Architects  
in joint venture with du  
Toit Allsopp Hillier I Du Toit  
Architects Limited  
Photo credit: Tom Arban

#ArchitectureMatters

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CULTURE**

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What about our  
socio-cultural  
history?

St. Mary's Ukrainian  
Catholic Church –  
OAA Landmark  
Award 2016

*John Stefura -  
Architect*

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- Do the City's Design Objectives reflect the City we want?

## Completed Guidelines

The Design and Planning Guidelines contained within this section have completed their public consultation phase and have been approved by City Council for implementation.

	<a href="#">Environmental Noise Control Guidelines</a> [ PDF 1.18 MB ] January 2016		<a href="#">Urban Design Guidelines for Development along Traditional Mainstreets</a> [ PDF 1.46 MB ] May 24, 2006
	<a href="#">Outdoor Patio Design Guideline</a> [ PDF 4.96 MB ]		<a href="#">Urban Design Guidelines for Drive-Through Facilities</a> [ PDF 1.89 MB ] May 24, 2006
	<a href="#">Regional Road Corridor Design Guidelines</a> [ PDF 7.39 MB ]		<a href="#">Urban Design Guidelines for Gas Stations</a> [ PDF 1.66 MB ] May 24, 2006
	<a href="#">Right-of-Way Lighting Policy</a> [ PDF 4.22 MB ]		<a href="#">Urban Design Guidelines for Greenfield Neighbourhoods</a> [ PDF 3.83 MB ]
	<a href="#">Transit-Oriented Development Guidelines</a> [ PDF 2.89 MB ] September 26, 2007		<a href="#">Urban Design Guidelines for Large-Format Retail</a> [ PDF 1.95 MB ] May 24, 2006



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- When we start with this...



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- And get to this...



CSV Architects

PHOTO: GORDON KING PHOTOGRAPHY (PHOTO COURTESY OF THE OAA)

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- That a building that drives thousands of people to our city for conferences, meetings and events, is something to encourage



bbb architects Ottawa inc.

PHOTO: William P. McElligott Photography

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- So if these are all things that we want, why do we accept a procurement process that drives this away?
- Why do we accept inadequate public consultations for the investment of millions, if not billions of dollars? *(thanks @dairpo)*

**CIVIC HOSPITAL TO BE REBUILT  
ON EXPERIMENTAL FARM PROPERTY**



SOURCE: GOOGLE MAPS

DENNIS LEUNG / OTTAWA CITIZEN

## Reevely: The Mooney's Bay playground can't be that great, but at least we're getting it cheap



DAVID REEVELY

[More from David Reevely](#)

Published on: May 24, 2016 | Last Updated: May 24, 2016 7:04 PM EDT

### Mooney's Bay cannot get a great playground for \$2 million.

The city, eager to get half the costs of a playground by the Rideau River covered by a production company that'll make a documentary series about it, glosses over that. A big playground, yes, which is what we're being promised. But not a great one.

Let's look this gift horse in the mouth, really get in there for a good study of the dentition. Because it's not a gift horse. Sinking Ship Entertainment, which makes the series *Giver* for TVO, is paying \$1 million, but in a deal that was nearly a fait accompli when the city announced it, we're also paying nearly \$1 million to install a big playground a couple of hundred feet from one of the bigger ones we already have, near Mooney's Bay Beach.

The figures are amazingly consistent and clear: You can't build something on the scale of Sinking Ship's plans, at the price they're talking about, and get quality or innovation much beyond what you'd find at a primary school.



# What does a P3 project mean today, for tomorrow?

- Higher effort, and more costs, more time, before the shovel hits the ground
- “The building specified” versus the building wanted; less innovation
- Minimum specified maintenance until the end of the term (25-30 years)
- Then we own the asset that needs reinvestment



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# Example 1: Ottawa Library

## History of the current Main Branch

- Built in 1973; designed by George Bemi, Architect and WWII veteran
- Best surviving example of Brutalist Architecture
- Lauded by Canadian Architect: “in the middle of this urban desert....sits as an unexpected and welcome relief”
- First building in NA to consider selling its air rights for development as part of the funding model – proposed by the Architect
- Incorporated public art into the design – medallions and ceiling

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*Men's Fortunes "by Victor Torgosy of Ottawa is the medallion over the Metcalfe Street entrance of the Library. In striking relief against the buff, flat concrete exterior, the orange, cast aluminum symbol is eight feet in diameter. Its dense motif, enclosing whirling projections, is symbolic of the wheel of fortune.*

*Ce médaillon surplombe l'entrée de la rue Metcalfe et s'intitule "l'homme et son héritage", de Victor Torgosy d'Ottawa. Contrastant par contraste avec l'extérieur un béton, couleur crème, ce symbole de couleur orange, en aluminium moulé a huit pieds de diamètre. Le motif circulaire, qui renferme des jets tourbillonnants, symbolise la roue de la fortune.*



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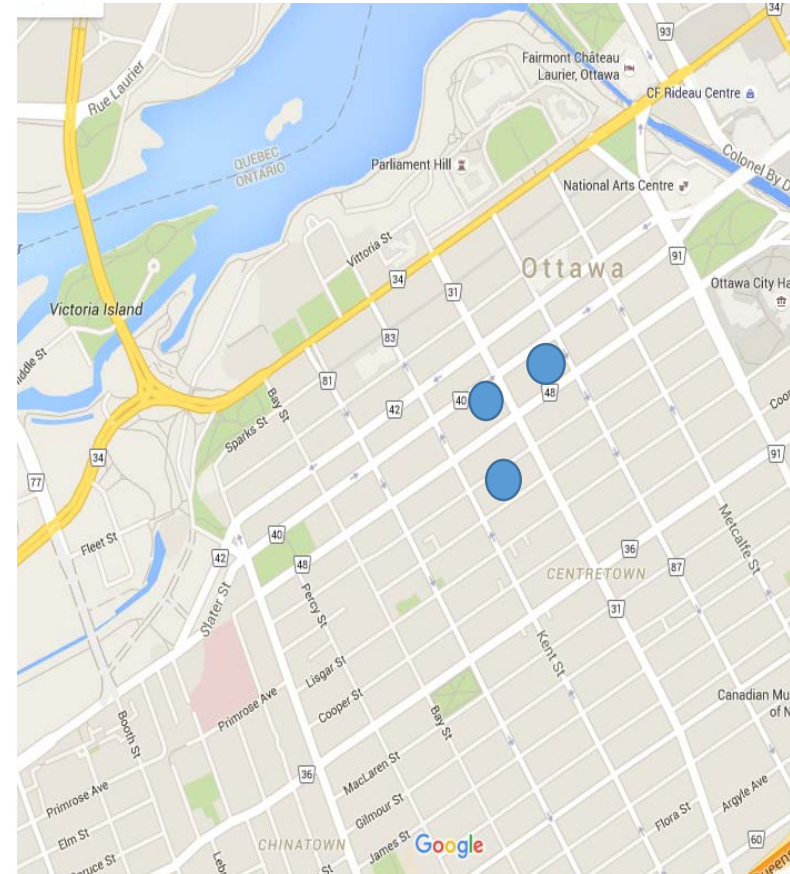
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# Today....

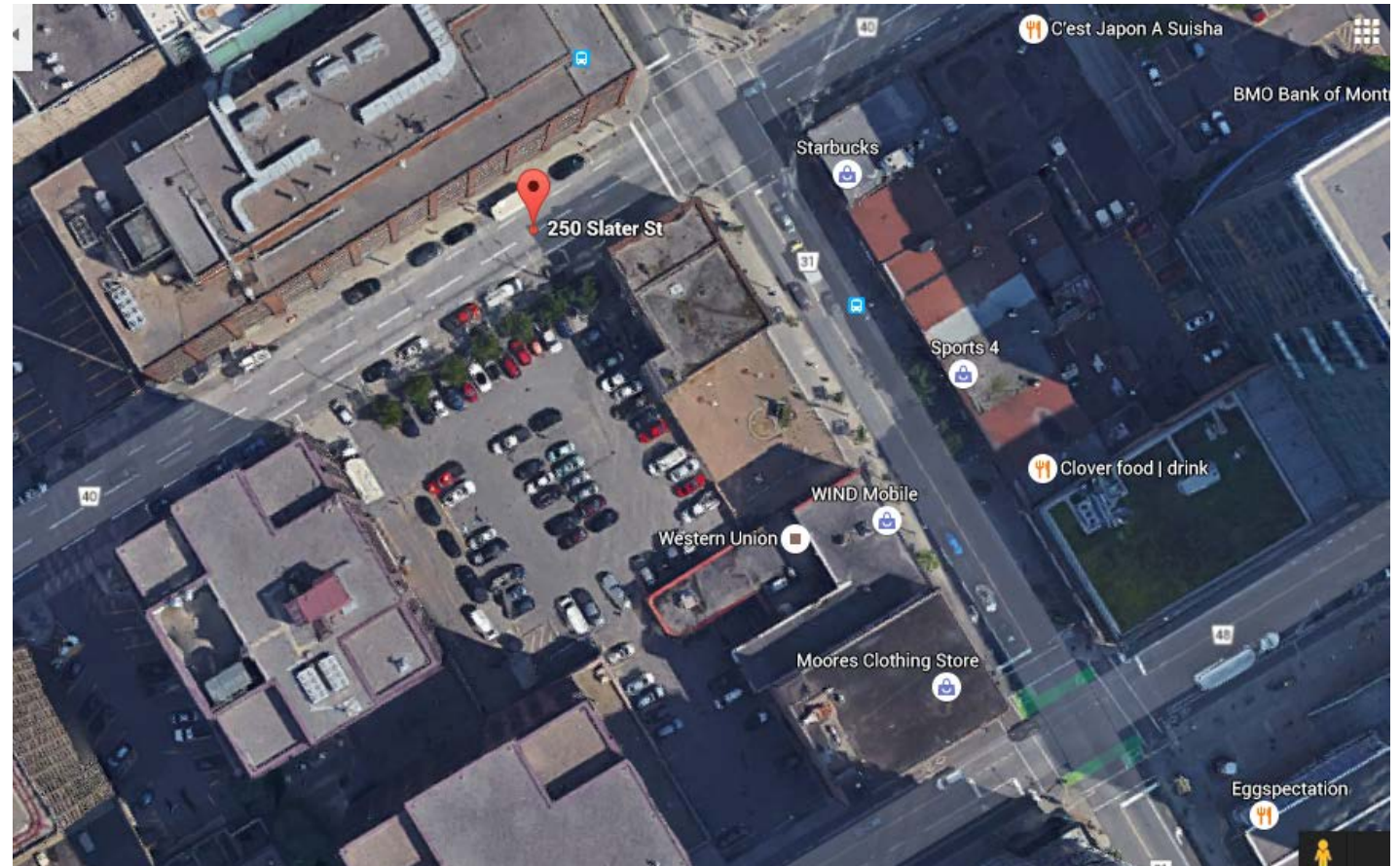
- REOI focussed on the financial model
- Site is up for any publicly owned or privately owned land
- Developer's interest will override the site selection and resultant design – developer's objective will be (hopefully) quality architecture, but will set as priority being financially viable. If not at first, then over time – maintenance/operations
- Site selection is not in public interest



- What about city owned resources?
- Parking lot on Slater near Bank
- Multi-storey parking garage between Laurier and Slater
- Gloucester St between Bank and Kent



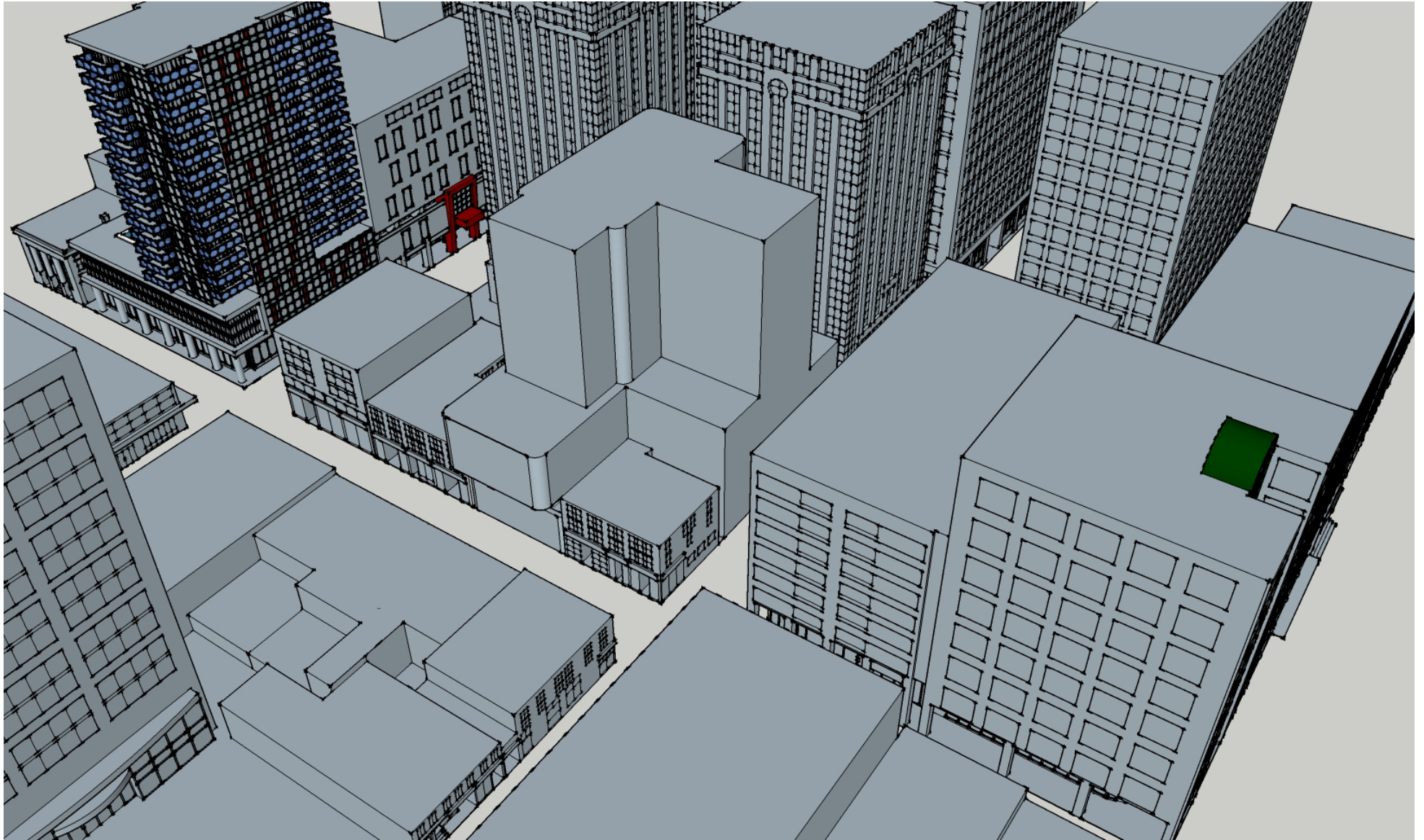
- Lets look at one of these sites: 250 Slater
- Surface area of 17,000 square ft; more if any of the adjacent buildings along Bank can be purchased.
- Would require an 8-9 storeys building to meet the program area of 132,000 sq ft





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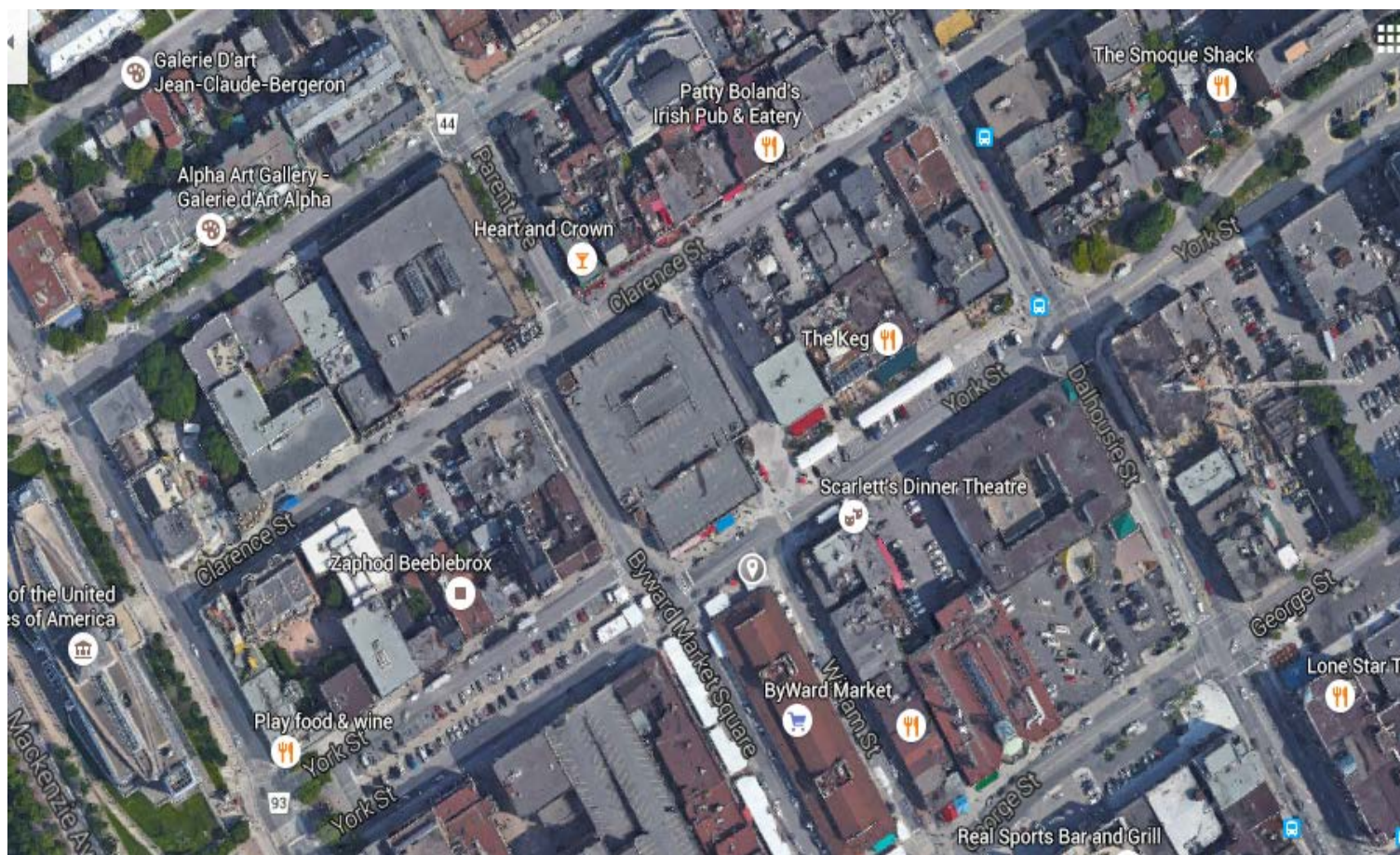
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- Replace the parking garage in the Byward Market?

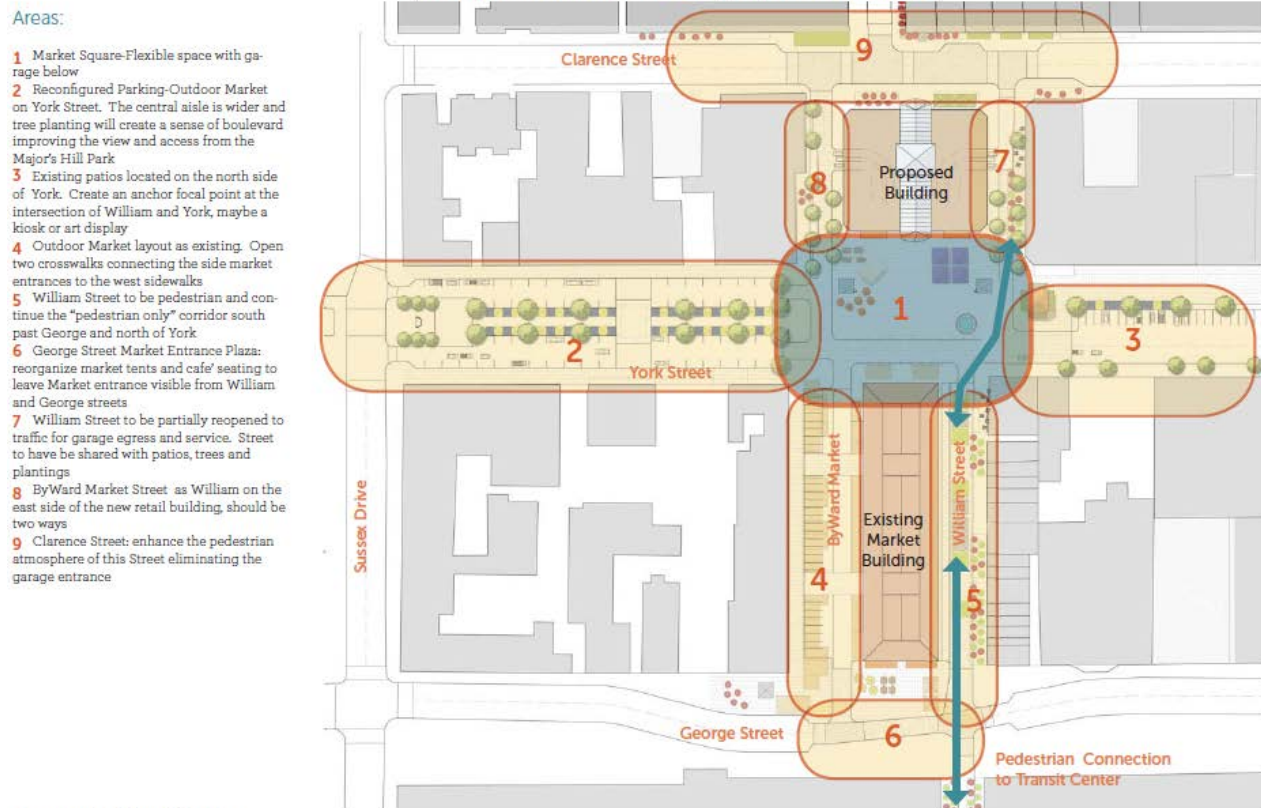


# Example 2: Byward Market

- Consultants produced a report that has been approved at council
- It addresses the core area of the market but excludes other areas

Proposed ByWard Market Site Plan, the Proposed Market Plaza Building, and ByWard Market Building Layout Alternatives

Document 3



Ottawa ByWard Market  
**PROPOSED SITE PLAN**

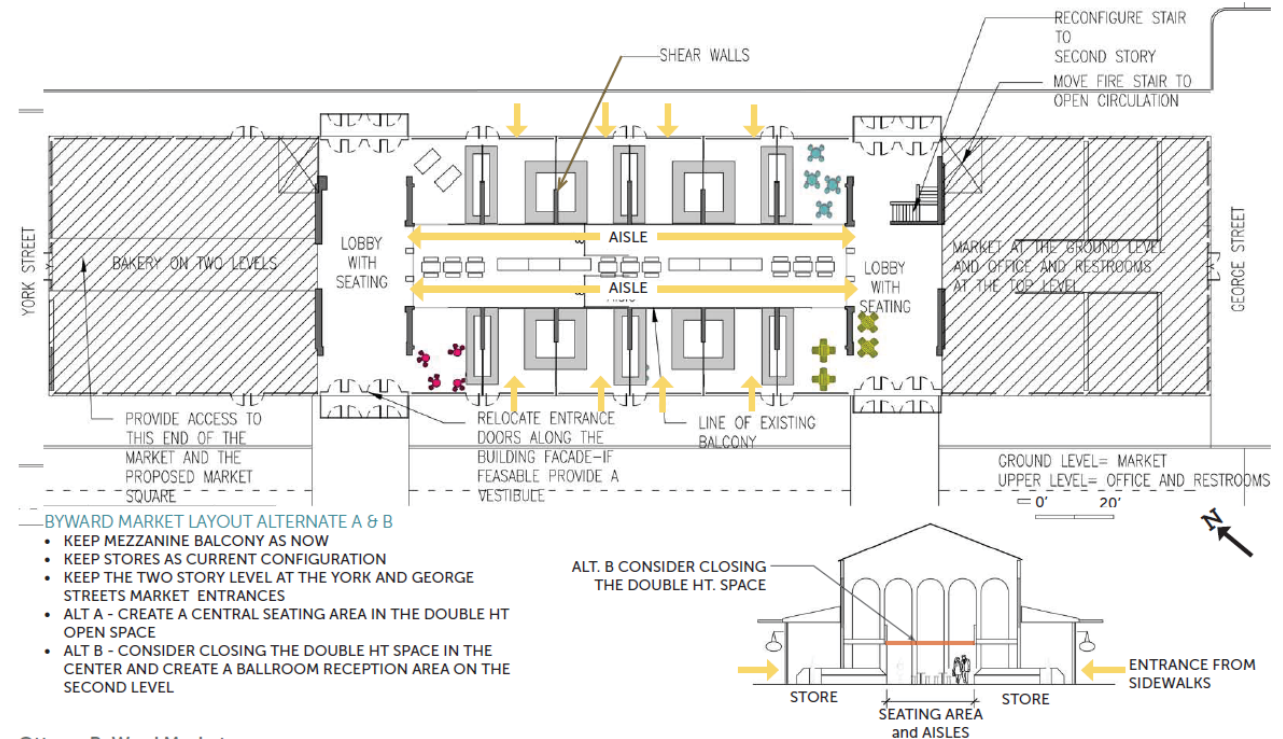




- Opportunity to address York Street as non-car space is missed
- The parking garage is replaced
- “shared space” at the focal point is anticipated
- Landscaping is provided



- Market building renovations proposed
- Not an architect!
- Reduces the majesty of the double ht space in the middle of the building



Ottawa ByWard Market

MARKET BUILDING LAYOUT-ALT A &amp; B

- Laudable goal for better public space, but how has this been considered?



# Is it better?

- Yes, a new library will be better than no library
- Yes, reduced parking and better landscaping will improve the Byward Market
- But?

# Opportunities

- Should the library site selection be reset?
  - Should we be asking that the current RFP process that values financial performance be reset in favour of one that values design and consultation?
  - Should we be asking that the site selection be more open to innovation and meet the objectives of being central, support social and economic growth and represent design excellence?
  - Should we be questioning the net, lifecycle value of major capital investment projects and determine reasonable risks and how to best finance these projects?

# Opportunities

- Should the Byward Market be designed?
  - Should there be a cohesive effort to design the Byward Market as the historic and central home of Ottawa's public space?
  - Should the Market be a car-free zone?
  - How we best meet the needs of citizens, tourists and businesses?
  - Who should design our buildings?



# Sustainability

- Climate change!
- Buildings consume nearly half of all energy produced
- Transportation consumes nearly a third
- Combined, buildings and transportation are responsible for nearly 80% of the CO<sup>2</sup> emissions
- 2030 Challenge is to reduce fossil fuel demand by 80% by 2020 and 90% by 2025 to be carbon neutral by 2030

- Sustainability is more than LEED
- Its a cohesive, holistic and coordinated approach to being sustainable in all aspects
- Leaving a (good) legacy



OAA headquarters – Christmas card painting by Andrew King

## 2017 and 2067

- We are coming to a key celebration in 2017
- What legacy were we left with, as built form, in 1967?
  - Growth of cities – centred around cars and suburban development
  - Key infrastructure projects: libraries, transit systems, expo 67



Rendering of NAC renovations Diamond Schmitt Architects



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- 21 Centennial projects
  - 12 community projects such as theatres, galleries, museums and science centres
  - 2 libraries and community centres/swimming pools
  - 1 UFO landing pad



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“I ask that you, the members of this profession, should play a most important part, and I ask you to do that and to present to the Centennial Committee as soon as possible your views and suggestions for this celebration; something to touch the hearts of Canadians, something to represent the unity of our country....”

*Prime Minister John Diefenbaker  
- addressing the RAIC June 1960*





- Today we have a PM raised with a sensibility of architecture (and some talent in sketching)
- But where is that same challenge for architecture?



Sketch of CMHR by Prime Minister Justin Trudeau

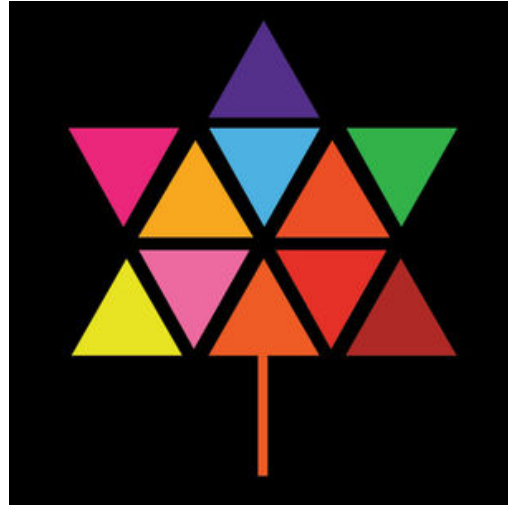


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- Climate change responsive buildings that contribute to our communities
- Buildings that provide social and economic growth in our cities
- Built form that adds to our cultural net worth; that improve our quality of life
- Preservation of our built heritage for future generations



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- More than the glow of the fireworks
- More than just a logo
- Something that lasts
- Something that endures
- Something that shapes our city; defines who we are and who we want to be



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Thank you

Questions?