

NEW CENTRAL LIBRARY PROGRESS UPDATE

EXECUTIVE SUMMARY

Planning for a new library in Calgary's downtown began in 2004. In 2013 February, Council approved a site, a \$245 million budget, and assigned Calgary Municipal Land Corporation (CMLC) as the developer. Construction of the LRT encapsulation started 2014 September, was completed in 2015 September, immediately followed by construction on the main building.

Construction on the main building is progressing on schedule. The City Auditor completed an audit on quality, schedule and budget and reported to Council in 2017 January. The Auditor noted that the appropriate quality tests are being performed during the construction stage, and that the project remains on budget. The Audit Report included two observations regarding the reporting of schedule information to the Steering Committee and made two recommendations to improve communication and consequent management action that were immediately implemented. The Audit Report also confirmed that the quality assurance process on the project is working as intended. The building is being built to the highest quality standards.

While remaining assiduous in ensuring all construction-related systems continue to perform well, the focus of the remaining time will concurrently be turned toward the library's operational readiness. It is the goal of the project team (the Calgary Public Library, CMLC, and City Administration) to deliver not only an attractive and well-built facility, but a facility that performs well and is ready in all respects when it opens to the public in 2018.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council receive this report for information.

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2017 JUNE 07:

That the Administration Recommendation contained in Report CPS2017-0391 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2015 December 02 Council received CPS2015-0901 for information and directed Administration to report back on progress in 2017 June.

Attachment 1 provides a detailed listing of Previous Council Direction since 2004.

BACKGROUND

In 2004, Council recognized the need for a new central library and approved \$40 million towards its development. Despite best efforts, the project did not progress because of complexities around the initial site and insufficient funding. A number of options were explored over the ensuing years with the Calgary Public Library (CPL) Board, City Administration and Calgary Municipal Land Corporation jointly identifying a suitable site in East Village in 2011. This breakthrough resulted in the ability to keep the library downtown, uplift the site for better public use, and at the same time contribute to the redevelopment of East Village.

In 2011 July Council approved the site, and approved an additional \$135 million towards the project, bringing City funding to \$175 million. In 2012 December, Calgary Municipal Land

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Corporation approved \$70 million from Community Revitalization Levy (CRL) funds towards the project. In 2013 February Council directed City Administration to proceed with the project.

In 2014 August, and following extensive planning with Calgary Transit, construction of the LRT encapsulation began. The work was accomplished with minimal disruption to transit service. The encapsulation was completed to Calgary Transit's operational and safety requirements and within the budget category (\$23 million).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

This report provides an update on the construction of the main building and confirms that the project is delivering the right building, it is being built to City standards, it is on budget, and it is on schedule. Beyond an attractive and well-built facility, preparing for the programs and services that will serve patron expectations is paramount. Accordingly, this report will emphasise the effort being taken towards opening day.

The project is governed through a Steering Committee co-chaired by the President and Chief Executive Officer of CMLC, and the General Manager, Community Services (delegated to the Manager, Partnership Development). Under agreement with The City, CMLC is responsible to deliver the entire project with The City providing assistance and oversight. CMLC leads a strong team of architects, engineers, project managers, and construction managers to execute the project.

The Calgary Public Library (CPL) is the key stakeholder on the project, forms an integral part of the design team, and attends all Steering Committee meetings. The CPL is engaged in the design at all stages to ensure that future operational and user needs will be met.

During the course of construction the Construction Manager (Stuart Olson) and the Project Manager (Colliers) employ an effective quality assurance program. CMLC has direct oversight on the project, reviews the work at a detailed level, updates the risk register and coordinates any activity arising. CMLC reports to the Steering Committee monthly to review progress and the Steering Committee makes decisions on any significant matters affecting quality, cost or schedule. Attachment 2 outlines the construction milestones and projected completion dates.

As construction progresses, the Calgary Public Library team is focused on preparing the library for opening day. In 2016 October the Calgary Public Library completed a plan of service for the first six months of operations for the New Central Library. The new services identified represent four main themes: Learning and Education, Delight and Play, Social Connection, and Personalized Empowerment. Each service theme also includes a clear statement about the specific benefits to be realized, highlighting the direct impact for individuals and the community. Attachment 3 highlights the programs and services being planned for the Central Library, and Attachment 4 provides a floor by floor layout map.

With the completion of the Service Plan, the Library has turned attention to operational readiness for the building. In March 2017, staff was rededicated from existing resources to ensure the necessary expertise to this important phase of the project. To facilitate the preparation of staff and materials for the move, the Library has hired a professional move consultant. A joint CPL-CMLC-City Administration team meets monthly to coordinate overall preparations.

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Key to the opening of the New Central Library is the development of a marketing plan that bridges the evolution between the construction and the transition-to-turnover phases of the project, and CMLC and the Library's teams are currently at work on developing this plan.

The public art for the site comprises both interior and exterior work. The artist selection process and artist announcement will be shared with the public in the fall of 2017, and the art will be unveiled in 2018.

Before occupancy, the Calgary Public Library and Administration will develop the areas of responsibility respecting maintenance for the building, the site, and the public art, as well as safety and security, including specific provisions for safe window cleaning above the open LRT, and any other LRT-related safety requirements.

The City Auditor has identified an operational readiness audit during 2017. This audit will commence in Q3 with an expected report back to Audit Committee in 2018 Q1.

Stakeholder Engagement, Research and Communication

Throughout 2012, more than 16,000 Calgarians participated in an extensive public engagement program, conducted by the Calgary Public Library and The City, to provide input into the New Central Library and the role of the library within the community. CMLC & CPL continue to strategically engage and inform Calgarians, including through a strong web presence, on the development of the New Central Library throughout the remaining one and a half years of construction.

Strategic Alignment

The New Central Library Project aligns with Action Plan 2015-2018 Council Priorities as follows:

- **A prosperous city** – Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

Strategic Actions:

10. Expand our library system and enhance access to technology and information.

- **A city of inspiring neighbourhoods** – Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

Strategic Actions:

9. Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

The New Central Library project aligns with the Rivers District Revitalization Plan, the East Village Area Redevelopment Plan and the East Village Masterplan; the Centre City Plan; imagineCalgary's objectives; Calgary's Economic Development Strategy; the Cultural Spaces for the Arts Strategy and Capital Plan; and with the Cultural Plan for Calgary.

Social, Environmental, Economic (External)

Social

In addition to serving as the community library for residents of nearby neighbourhoods, the New Central Library will serve a market of over 100,000 people who work in the downtown core; newcomers to Calgary; people seeking career and employment support; aging and vulnerable people; students; and children, teens and families from across the city. The Library anticipates a significant increase over the 3,500 – 4,500 daily visits at the current library.

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Environmental

The new facility is targeting LEED Gold, conforming to Council's Sustainable Building Policy.

Economic (External)

The New Central Library Project contributed directly to the local economy during design and construction (see Attachment 5), and the new library will provide slightly higher employment than the current library. The new library will be a significant part of the learning and skills development infrastructure that contributes to Calgary's economy. The New Central Library's presence will enhance the desirability of future development in East Village.

Financial Capacity

Current and Future Operating Budget

There is no impact to the operating budget from this report. Operating cost adjustments for the new facility were brought forward and approved by Council under Action Plan 2015-2018.

Current and Future Capital Budget

Project costs are forecasted to be within the approved capital budget of \$245 million.

Risk Assessment

The Risk Register on this project is updated monthly. There remains ongoing moderate risk associated with: personnel safety during construction; weather conditions that could affect the critical path; and any significant functional design change. Responsibility for risk management is assigned to the appropriate organization, and the comprehensive risk register is reviewed monthly by the Steering Committee who directs any action arising. Administration considers the overall risk on the project to be appropriately managed.

The construction budget contains a construction contingency that is commensurate with construction risk for the remaining duration of the project.

REASON FOR RECOMMENDATION:

This report is for information to update Council on the progress made on the development of the New Central Library since Council received the last progress report in 2015 December.

ATTACHMENT(S)

1. Previous Council Direction
2. Project Milestones
3. Programs and Services
4. Floor by Floor Map
5. Employment Data