

## **NEW CENTRAL LIBRARY PROGRESS UPDATE**

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### **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. In 2014 September the final design for the library was revealed to the public and construction of the LRT encapsulation began. The LRT encapsulation was completed in 2015 September. Construction on the main building started in 2015 September and is currently underway.

The project scope and budget are on target, project risks are being managed appropriately, and all of The City's technical standards and regulatory requirements have been met. The Calgary Public Library, CMLC and its associated teams, and City Administration continue to work closely together to open the library on schedule, no later than 2018 December.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommend that Council:

1. Receive this report for information; and
2. Direct Administration to report back through the Standing Policy Committee on Community and Protective Services, either upon completion of the library in 2018, or earlier, in case of any material change to scope, budget or schedule.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2013 February 25 Council approved PFC2013-0223 Progress Update on the New Central Library Project, finalizing financing and giving the go-ahead to implement the project.

On 2014 July 28 Council received PFC2014-0557 New Central Library Progress Report for information and directed Administration to report back on construction progress in 2015 Q4. 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 but two key ingredients, land and money, remained elusive.

During 2011, the Calgary Public Library (CPL) Board, City Administration and Calgary Municipal Land Corporation explored the viability of a site in East Village. This initiative resulted in a suitable site that would keep the library downtown, would contribute to the redevelopment of East Village, and would also uplift the chosen site for better public use.

In 2011 July Council approved the site, and also approved an additional \$135 million towards the project, bringing City funding to \$175 million. In 2012 December, Calgary Municipal Land Corporation, at its Shareholder Meeting, approved \$70 million from Community Revitalization Levy (CRL) funds towards the project, and CMLC undertook to be the developer. In 2013 February Council directed City Administration to proceed with the project.

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In 2014 August, and following extensive planning with Calgary Transit, construction of the LRT encapsulation began. The work was accomplished with minimal disruption to service. The encapsulation was completed to Calgary Transit's operational and safety requirements, is within budget (\$23M), and on schedule. Ventilation system upgrades are to be completed in Q2 2016. A temporary encapsulation structure will be put in place at the new tunnel portal to protect the LRT system during the construction of the main building directly above the tracks. This temporary structure will be removed at completion of the main building.

### **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. 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 & Protective Services. Under agreement with The City, CMLC is responsible to deliver the entire project, with The City providing assistance and oversight. CMLC has procured the services of 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's design review team has reviewed the design at all stages to ensure that the library's functional needs and its user needs will be met. The CPL's Facility Operations has indicated that all its requirements have been incorporated into the design and they look forward to the operation of this "wonderful building".

To inform contemporary design and functionality, the Library continuously sounds its users, and keeps abreast of the best practice from other North American libraries. Thinking ahead, the CPL is also actively marketing its future product line-up, and widening the appeal and range of patrons for its new downtown library. At its current location and at several community libraries, new services, spaces, and work methods are being piloted; lessons learned from the recent refurbishment of several community libraries will be applied to the New Central Library; and the establishment of a Library Experience Centre in East Village will show both East Village residents and citizens from all parts of Calgary what they can expect from the new building, and provide one more opportunity for public engagement around this important civic project.

Beyond getting the 'right building', regulatory and technical reviews by City Administration ensure the building is being 'built right'. The site and the building designs have been reviewed through the Development Permit process, by the Urban Development Review Panel, and have been approved at the Calgary Planning Commission. The design was also subjected to a rigorous technical review process by City experts at successive design stages to ensure construction of a durable and sustainable building (LEED Gold); a building that meets The City's design guidelines and accessibility standards; and a building that will be safe and secure.

The site posed unique challenges in building over a live train line that rises to full height at the north end of the block. The design has taken advantage of this slope both within the building itself, with a mezzanine floor that transitions patrons from the main entrance upwards to the

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second floor, and from the outside, where the main entrance's exterior plaza channels pedestrians across from 3<sup>rd</sup> Street to and from East Village.

Arising from comments at Calgary Planning Commission, the South Park has been re-designed in close collaboration with the Salvation Army to respect its residents' access to their main entrance, allow public movement through the site, and animate the area with future amenities. As an outcome of the re-design, the Salvation Army's exterior space will be entirely renovated to complement the library site, resulting in better functionality and aesthetics for this area.

The public art for the site comprises both interior and exterior artwork. The art was selected from over 100 responses to an open competition by a jury of five voting members with representation from the Glenbow Museum, a resident from Inglewood, a local artist, a member of the Calgary Public Library Board, and the President of Calgary Arts Development (CADA). The art pieces will be installed in 2018, concurrently with the landscaping.

District Energy will supply heat to the building, providing long-term efficiencies; ENMAX installed the on-site portion of the supply lines in 2015 October.

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

Key events and timelines from the entire project's start to its completion are summarized in Attachment 2. – Key Milestones.

### **City Audit Report:**

In 2015 March The City Auditor's Office conducted an audit of the project management framework and the governance structure of the Project, and found that a "robust project management framework has been established to oversee and direct the NCL project, approve key milestones, provide strategic guidance, quality assurance and support to the Project." The audit also observed that although a Project Management Body of Knowledge-based project management framework has been adopted, it "is not fully utilized at this stage of the project", and made five recommendations for reaching full effect. Administration is working with CMLC and the Library to implement the five City Auditor's recommendations by 2016 February.

The City Auditor reported to Audit Committee on 2015 October 15, under AC2015-0761. Council received the report for information on 2015 November 09.

### **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 years of construction.

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### 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 Centre City Plan; with imagineCalgary's objectives; with Calgary's Economic Development Strategy; and with the Cultural Spaces for the Arts Strategy and Capital Plan.

### Social, Environmental, Economic (External)

#### **Social**

In addition to serving as the community library for residents of nearby neighbourhoods, including a growing East Village, the New Central Library will serve a market of approximately 120,000 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. It is anticipated that the New Central Library will see up to 5,000 to 6,000 visitors a day, representing a 100% increase from current use.

#### **Environmental**

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

#### **Economic (External)**

The New Central Library Project contributes directly to the local economy during design and construction, as well as its future operations. 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 developments 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

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A Risk Register was jointly developed by The City and CMLC as part of the Project Charter, and has been updated in response to the City Audit. CMLC provides a monthly risk management update to the Steering Committee who directs any action arising.

The construction budget contains contingencies and cost escalation provisions which Administration deems in line with similar projects at this stage of development. Administration considers the overall risk on the project to be appropriately managed.

### **REASON(S) FOR RECOMMENDATION(S):**

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 2014 July. A final report will be brought to Council upon completion of construction. In the event of a material change to scope, budget, or schedule during the course of construction, Administration will bring an earlier report to Council.

### **ATTACHMENT(S)**

1. Previous Council Direction
2. Key Milestones