

## Ottawa Public Library Board Meeting

### Minutes 14

Tuesday, 12 April 2016

5:00 p.m.

Champlain Room, Ottawa City Hall, 110 Laurier Avenue West

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Notes: 1. *Please note that these Minutes are to be considered DRAFT until confirmed by the Board.*

Notes: 2. *Underlining indicates a new or amended recommendation approved by the Board.*

**Present:** Chair: Tim Tierney  
Vice-Chair: André Bergeron  
Trustees: Steven Begg, Kathy Fisher, Allan Higdon,  
Catherine McKenney, Scott Moffatt, Pamela Sweet,  
Marianne Wilkinson

#### DECLARATIONS OF CONFLICT OF INTEREST

No Declarations of Interest were filed.

#### CONFIRMATION OF MINUTES

Minutes 13 - Tuesday, 8 March 2016

Note: Minor amendments were made to the summary of public delegation, Mr. Bruce Morgan's verbal statements referring to being a Rosemount and Main branch customer, that READ and Councillor Jeff Leiper are holding open houses in the next couple of months on the Rosemount branch and that the Central Library Development project should be able to do the same to get customers views from local community.

CONFIRMED, as amended

Confidential Minutes 4 – Tuesday, 12 January 2016

CONFIRMED

## **CHAIR'S VERBAL UPDATE**

### **Awesome Authors Awards Ceremony**

The ceremony was held Tuesday, March 29 at the CentrepoinTE Theatre. The annual contest received an impressive 392 entries and is sponsored by the Friends of the Ottawa Public Library Association (FOPLA). The contest provides children and teens an opportunity to express and showcase their creativity. A list of winners, organized by writing category, can be found on the OPL website.

### **Teen Tech Video Awards**

The Chair encouraged everyone to attend the Teen Tech Video Awards on April 28 at Ben Franklin Place. The winners will be announced for this incredibly fun and forward-thinking "competition" where teens are invited to submit a 1-minute video of a story, poem, etc.

### **July Board Meeting**

A meeting will be held on Tuesday, July 12, 2016 at 5:00 p.m. in the Champlain Room to accommodate timelines related to the Central Library Development Project.

## **MOTION OPL 20160412/1**

**That the Ottawa Public Library Board receive the Chair's verbal update for information.**

RECEIVED

## **CHIEF EXECUTIVE OFFICER'S VERBAL REPORT**

### **Volunteer Recognition**

This week is National Volunteer Week. Volunteers are part of why our library system has seen so much success. From those who help with community

programming, to those who tidy the branches, to the Friends; we would not be where we are without our volunteers! OPL staff are hosting volunteer appreciation events: Volunteer Teas are being held for the adult and Friends volunteers, and Pizza parties are being held for the teen volunteers. As CEO, I have the privilege of thanking our Board Trustees for setting the stage for our library system.

*Action: Trustees are invited to begin thinking about nominations for the OPL Board's Order of Friendship. The policy recognizes exceptional volunteer contributions made to the OPL by individuals, groups, and / or institutions. Staff will follow up by an email to remind trustees of the process and procedures.*

#### **MOTION OPL 20160412/2**

**That the Ottawa Public Library Board receive the CEO's report for information.**

RECEIVED

#### **REPORTS**

##### **1. CENTRAL LIBRARY DEVELOPMENT PROJECT**

OPLB-2016-0141

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Danielle McDonald, CEO provided a presentation on the planning process that is underway for the Central Library and how the public will be engaged. *(Held on file with the Chief Executive Officer)*. The CEO is asking the Board to approve the initiation of the site selection process to continue to move forward on this important project.

The following staff were in attendance to respond to questions: Ms. Elaine Condos, Division Manager, Central Library Development Project; Anna Basile, Manager, Planning and Board Support; Gordon MacNair, Director, Real Estate Partnership and Development Office; and, Robin Souchen, Manager, Realty Initiatives and Development.

The Board heard from the following delegations:

**Mike Pyndus\*** provided a presentation with examples of buildings and business cases that he has worked on and offered a project management methodology process for the Ottawa Central Library. He stated that the Board is rushing, that the project is too convoluted, and not ready for site selection. Mr. Pyndus identified process deficiencies and said that OPL should consider partnering with Provincial or Federal Departments; repurpose other city buildings or space, such as having the Rosemount branch as a joint branch and move Central to the west. Trustee Higdon reminded the delegation that OPL has not actually ignored partnering with Provincial or Federal Department, as OPL is looking at partnership opportunity with Library and Archives Canada (LAC).

**Mary Cavanagh, Bookmark the Core** is engaged and excited about a new Central library but has concerns about the process. Bookmark the Core fully supports the priority placed by Mayor Watson on transparency and accountability, and his commitment to public consultations for the new Central Library, including location. Ms. Cavanagh spoke to the quality of the process for public input and participation and highlighted three key observations of the process outlined in the report:

- 1) Report appears very rushed and lacks detail on outreach to hear from different stakeholders and segments of Ottawa's population, the public engagement plan sounds like one-way input;
- 2) She asked when the minimum footprint was increased and what was the rationale behind the change, as a larger footprint could reduce the number of prospective sites in the downtown core;
- 3) Providing public input at the same time as the Library and City staff are selecting sites seems contradictory or very bad planning. The tight project timelines are less important than making the best decisions for this once in a lifetime, city-building project.

**Bruce Morgan** reiterated that his home branch is Rosemount, while his work branch is the Central Library. He spoke to the interest in a robust and inclusive approach to public engagement leading to a great new Central Library. Mr. Morgan noted the site selection process sets out an ambitious approach to the concurrent management of a number of deliverables required to inform a complex undertaking, particularly as a

result of the parallel planning processes for the stand-alone and the LAC options. He pointed out the importance of the observation Trustee Wilkinson made in March about the benefits of having a plan so those keen to participate understand the opportunities that will be provided throughout the process, not just one step at a time. Public engagement requires a dialogue, not just an opportunity to provide input. He commented that the report does not speak to objectives, particularly on direction on what design criteria must be included in order for a robust and comprehensive public engagement. Mr. Morgan said if the library user-focused process can be used to inform decision-making on improving Rosemount, it can certainly be used for the new Central Library.

**Yves Potvin\*** said the location of the Central Library will be a crucial determinant of whether or not it will be a success in meeting the needs of its catchment area and of the entire City of Ottawa. The library should be located where it will serve the largest number of library customers possible, specifically in the downtown core, close to the largest concentration of office space in the region and where customers have the closest walking distance to reach the library. He mentioned that if the Central Library is built at the 557 Wellington street location, the walking distance increases significantly for the office, restaurant, and retail workers as well as thousands of local residents. Mr. Potvin said statements from others that the downtown core was moving west were exaggerated. In fact, the weighted center point of the downtown core will move only marginally and is moving east in recent years. A copy of Mr. Potvin's speaking notes were distributed to the Board. *(Held on file with the Chief Executive Officer).*

**Toby Sanger\*** is a resident in Old Ottawa South, works as an economist and spoke to the four year process of building his house. In looking at the OPL schedule for the Central Library, he said it is ambitious and unrealistic, especially if public input is being sought. Mr. Sanger has seen main libraries across Canada that are in the central core of its cities, where the public has better access and where the buildings have inspiring architecture. It is his hope that the Ottawa Central Library can be in the downtown core because the 557 Wellington Street/Lebreton Flats location is a wasteland, not accessible, and needs independent architectural

design and competition. Mr. Sanger cautioned the Board to stay away from Public-Private Partnerships (P3s), largely because they are financial scams and cost more, and the buildings are poorly designed. He noted that the schedule is backwards, the design takes a back step to the process, and urged the Board not to rush but take the time and do it right, otherwise the Central Library will end up with a mediocre product. *The Auditor General's report entitled "Infrastructure Ontario-Alternative Financing and Procurement" and the University of Calgary report entitled "The theory and evidence concerning Public-Private Partnerships in Canada and elsewhere", brought by the delegation, are held on file with the Chief Executive Officer.*

**Catherine Dubois** a mother who formerly resided in the Chair's ward and now resides in Trustee McKenney's ward, spoke on behalf of her grown 39 year old son with mental illness. She said her son keeps connected with the world via the Main branch, which is a daily destination that eases his isolation and makes him feel part of the community. Ms. Dubois asked that the library be a central site as the library location is important to her family. She was concerned that people with mental illness can't compete in the process with the architects, the developers, and the planners. She urged the Board to remember who they see when visiting the Main library and be advocates for people with mental illness.

**Tong Zhao-Ansari, Board member, Centretown Community Health Centre (CTCHC), resident of Centretown and mother of two school aged children** provided background on the CTCHC and the community it serves, specifically that works with local partners including OPL. CTCHC participated in the 2015 spring consultation process and would like to be included again on an ongoing basis. Ms. Zhao-Ansari spoke to low school readiness skills for children in the area and asked that the Board ensure a consultative process is in place so everyone can participate and get it right.

*[\*Individuals / groups marked with an asterisk above either provided comments in writing or by email; all submissions are held on file with the CEO.]*

In addition to comments provided by the individuals marked with an

asterisk above, written correspondence was also submitted by the following, as noted:

- Amber McCoy\* email dated April 13, 2016 expressed feedback on the current Main branch being too hard to get to and the building being very uninspiring. She urged the Board to focus on sites that are accessible via the new LRT line that will be running through the City when it looks for a new site and construction of a new building.
- Andrew Babawy\* email dated April 8, 2016 was really supportive of the initiative to build a world-class library in downtown Ottawa. He hasn't seen an article with the nine potential sites listed, however, the waterfront location appearing to be a parking lot for Library and Archives Canada seems to be a nice place, especially given the desired partnership with LAC.
- Caroline Herbert\* email dated April 8, 2016 was seeking information on location of OPL Board meeting.
- Jason Jacques\* email dated April 7, 2016 asking to obtain a copy of the REOI for the Central Library project.

Chair Tierney asked why PACE Consulting was brought in for the public consultation. Ms. McDonald pointed out that they came highly recommended. Ms. Basile said that when the two paths became a reality, the complexity of the project increased, PACE was brought on to assist with public engagement and public input. With the REOI, some changes to the process were made based on feedback received to date. In response to the new website allowing for input, Ms. Basile mentioned that the website launch will outline how the public can get involved, will provide information on the project, and keep people up to date. It will also offer the public a glimpse of what inspires OPL and what inspires the public; the website will have ongoing updates.

Trustee McKenney said public input is a lot of things for the public and asked when the Board could expect a detailed plan as to what the input will look like. Ms. Basile noted there are still many unknowns but specifics on site criteria consultations will be identified in two weeks. Once the details of the overarching framework are finalized, information will be

posted on the website. Further to a question on when the criteria will be developed, and how the input will be weighted, Mr. Souchen said weighting will be based on public input (what people think is important), cross-referencing best practices and technical expertise.

Trustee McKenney asked why the report had a different size footprint of the June 2015 Business Case. Ms. Condos, Division Manager, Central Library Development Project explained that the 30K square foot floor plate represented a minimum size of floor for a Central Library, anything smaller would lead to increased operating costs. The refined process looks at adding 10% to the floor plate for external space which responds to feedback heard last year. In addition to exterior program space, site area for busses is needed, pick up and drop off, sidewalks for pedestrians; parking spots, and greenspace, etc. Ms. Condos said that the Central Library is to be a destination building, similar to City Hall versus current facility with only sidewalks. Ms. McKenney asked whether the 40K square foot number is set in stone and Ms. Condos replied that there may be flexibility based on a geography of the future site.

In response to whether the financial envelope is a criteria or an overlay, and whether it is like the City's procurement process. Ms. Condos said the site evaluation process is to qualify the sites, and affordability of the site is part of implementing due diligence. Trustee McKenney asked for more detail with what the ranking means and how the various processes with affordability lens looks like. Mr. Souchen pointed out that as sites filter through, an architect will be engaged to block sites to see what makes sense and whether it one will be more expensive to build than another. Further, Trustee McKenney asked if project delivery is something the public can comment on. Ms. McDonald said that project delivery will be built into the decision package, looking to find the best and most affordable site.

Trustee Wilkinson asked staff to give examples of what PACE has done in the past. Ms. Basile mentioned that PACE worked on Hydro Ottawa and more recently with the Ottawa Hospital Civic Campus. In response to what types of things were included in the statement of work, Ms. Basile said that



the framework will be developed to assist in implementing and execute public engagement.

Trustee Wilkinson asked more specifically what PACE will be doing, will the engagement be broad and thorough enough to include all view points city-wide, as the timetable of the schedule is very tight? Ms. Basile reminded Trustee Wilkinson that OPL hired PACE a month ago based on the March decision of the two paths. She said they will be developing an overall framework and what will be going on with the subsequent stages. Trustee Wilkinson did not see a lot of difference in the two paths and said it being mid-April, the need for a public engagement plan for the next few months is warranted. Ms. McDonald said there is a standing offer in place, and it is her hope to have the strategy/framework to the Board in May. Trustee McKenney said the Board needs it sooner than May/June to have a continuous consultation process. As a point of clarification, Ms. McDonald said that specifics regarding the upcoming consultations will be developed first, and the overall framework would follow.

*Action: Staff to provide the Board with the complete public engagement framework.*

Trustee Wilkinson said city-wide input is needed. In looking at sites, there were good points raised in the Nanos report that staff should review. She pointed out that most downtown vacant buildings are Class C or lower; will staff look at repurposing buildings that can be taken down and rebuilt. Mr. MacNair said that the intent of the process is to explore all possible sites including those that are ready for redevelopment. In response to the Arts Court redevelopment partner example, Mr. MacNair mentioned that it is premature to comment on this type of scenario.

Trustee Wilkinson said the project cannot stay in a two stage process forever as the costs to do two streams is significant and makes it all the more difficult. She asked whether the LAC partnership was a go or not and whether a deadline can be established. Ms. McDonald mentioned that a letter of intent is in place, that staff is working with verTerra, and looking at developing term sheets. More details will be fleshed out, including what

the partnership will look like, in the business case and reported to the Board by year end. Trustee Wilkinson concluded by saying that site criteria should be done by July but has an issue with evaluation. She asked staff to keep in mind that the right site is needed even if it is more expensive. Chair Tierney said staff will take that into consideration.

Trustee Higdon asked who is on the City of Ottawa REPDO team for the site selection. Ms. McDonald re-introduced Mr. MacNair and Mr. Souchen. In response as to whom is on the selection team, whether LAC will be involved, Ms. McDonald said that the internal/external team will be independent, that the CEO will not be at the table, and more information will follow in July.

In response to a question posed by Trustee Sweet on where shovels in ground in 2018 and the new library being open in 2020 timelines came from, Ms. McDonald pointed out that the timelines came as Term of Council Priority and is a timeline target. She said if a change is warranted, it will come back to the Board for approval. Trustee Sweet said staff need to have a good handle on how the city will change over time and continue to look at Official Plan policies. Mr. MacNair noted that planning staff are indeed aware and looking at all of those components.

Chair Tierney thanked staff and the Ad Hoc Committee. The project has many timelines with tremendous pressures. He heard people saying let's speed up the project, let's slow it down. Although the LAC announcement for a possible partnership has rejigged the schedule, the project is exciting and we will have a robust consultation process. Chair Tierney said more details will be available in the next four weeks.

There being no further discussion, the report was carried as presented.

**MOTION OPL 20160412/3**

**That the Ottawa Public Library Board approve the initiation of the site selection process for the Central Library Development Project, including a call-out for potential sites, as further described in this**

**report.**

CARRIED

2. ALTERNATIVE SERVICES BOOKMOBILE STOPS

OPLB-2016-0142

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Trustee Begg thanked staff as many meetings were conducted and said it wasn't always easy keeping track of all the stops. He noted that with so many stops, there was an error in the recommendation and moved the following motion:

**MOTION OPL 20160412/4**

**That the Ottawa Public Library Board amend recommendation 1b to read the discontinuation of the Bateman bookmobile stop location as indicated in the report.**

CARRIED

In response to Trustee Sweet's question on feedback received from 289 individuals being positive or negative on the Bookmobile stops, Monique Brûlé, Division Manager, Programs and Services noted that 2.8% of feedback was from customers who are being served or will be served. Alexandra Yarrow, Manager, Alternative Services said that 60-70% was overwhelmingly good feedback to the proposed Bookmobiles stop changes. Negative feedback was regarding stop times, day of week, or location.

Trustee Sweet asked what does a suitable partnership for a Bookmobile entail, Ms. Yarrow advised that a suitable partnership looks at location being safe for customers and employees, having suitable parking, being accessible, and central in the area to serve the public. In response to a query about what the differences are in the report regarding the Sarsfield stop and the Richcraft Recreation Complex stop, Ms. Yarrow noted that Sarsfield is a new address location and Richcraft in Kanata North is a completely new stop.

Trustee Fisher asked to what extent the Greenboro branch had on the discontinuation of the Bathgate stop, Ms. Yarrow said that the stop predates the establishment of the Greenboro branch, not a lot of usage of the Bookmobile, and the residents are content with the branch.

Vice-Chair Bergeron asked a question about staff appreciation of the metrics, and how or if the metrics were applied to the framework approved in September 2015. Ms. Yarrow responded that the OPL is one of the few libraries that have done this kind of framework and that we are breaking new ground.

Vice-Chair Bergeron asked if the framework timeline still makes sense specifically because there are areas in the city that are growing, such as Kanata North. Ms. Brûlé mentioned that the framework commitments to 2020 are good, and that staff will come back to the Board at that time if modifications are necessary. Vice-Chair Bergeron asked if there was a decision in the framework needed prior to 2020 to come back to the Board. Ms. McDonald said as part of the Board's Delegation of Authority (DOA), the Board must approve when a location change occurs or is warranted. In response to Vice-Chair Bergeron making sure the current framework is working, Ms. Brûlé confirmed that it is.

Trustee Wilkinson thanked staff, and said there is a lot of information that was provided, and staff had to contact many customers who use the service.

Trustee Begg graded the framework favourably, and said this wasn't just a numbers exercises: staff, drivers, and the public were involved. He was happy with the qualitative metrics in the framework.

There being no further discussion, the report was carried as amended.

#### **MOTION OPL 20160412/5**

**That the Ottawa Public Library Board:**

- 1. Approve the Bookmobile stops 2016-2020, including:**
  - a. the addition of two bookmobile stop locations at the Richcraft**

**Recreation Complex and the Minto Recreation Complex; and**

**b. the discontinuation of the Bateman bookmobile stop location; and,**

- 2. Approve modifications to three stop locations: namely Bathgate, Sarsfield and Youville stops; and,**
- 3. Approve that the adjustments to the bookmobile stop locations be effective July 4, 2016.**

CARRIED, as amended

- 3. KEY PERFORMANCE INDICATORS REVIEW - PERFORMANCE MEASUREMENT FRAMEWORK**

OPLB-2016-0143

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**MOTION OPL 20160412/6**

**That the Ottawa Public Library Board approve the following:**

- 1. The use of 10 revised Key Performance Indicators (KPIs) and their respective implementation timelines based on the Board's Strategic Directions and a balanced scorecard approach; and,**
- 2. The review of Key Performance Indicators commensurate with any change to the Board's Strategic Directions.**

CARRIED

- 4. CREATION OF A FACILITIES / GROWTH INVESTMENT PLANNING AD-HOC COMMITTEE**
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**MOTION OPL 20160412/7**

**That the Ottawa Public Library Board approve the creation of an Ad-Hoc Committee composed of Trustee Sweet and Trustee Wilkinson to**

**work with staff on the Facilities / Growth Investment Planning.**

CARRIED

5. 2015 POLICY COMPLIANCE REPORT AND DELEGATION OF AUTHORITY  
ANNUAL REPORTING

OPLB-2016-0145

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**MOTION OPL 20160412/8**

**That the Ottawa Public Library Board receive this report for information.**

RECEIVED

6. SEMI-ANNUAL PERFORMANCE MEASUREMENT -  
JULY – DECEMBER 2015

OPLB-2016-0146

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**MOTION OPL 20160412/9**

**That the Ottawa Public Library Board receive this report for information.**

RECEIVED

7. FEDERATION OF ONTARIO PUBLIC LIBRARIES (FOPL) ANNUAL  
GENERAL MEETING - TRUSTEE VERBAL REPORT
- 

**MOTION OPL 20160412/10**

**That the Ottawa Public Library Board receive this verbal report for  
information.**

RECEIVED

8. ONTARIO LIBRARY BOARDS' ASSOCIATION (OLBA) ANNUAL  
GENERAL MEETING – TRUSTEE VERBAL REPORT
- 

**MOTION OPL 20160412/11**

**That the Ottawa Public Library Board receive this verbal report for  
information.**

RECEIVED

**ADJOURNMENT**

**MOTION OPL 20160412/12**

**Be It Resolved that the Ottawa Public Library Board meeting be adjourned  
at 6:48 p.m.**

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**Chair**

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**Recording Secretary**