

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

June 4, 2018 / 4 juin 2018

**Submitted by / Soumis par:
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SUBJECT: Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility

OBJET: Plan de mise en œuvre du projet de l'installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque et Archives Canada

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Receive the Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility, attached as Document 1.**
- 2. Approve the Ottawa Public Library's participation in the partnership for the Ottawa Public Library and Library and Archives Canada Joint Facility, as outlined in Document 1 and summarized in Document 2, and,**
 - a) Delegate the authority to the Chief Executive Officer of the Ottawa Public Library to negotiate, finalize and execute the Governance Agreement: Ottawa Public Library and Library and Archives Canada**

Joint Facility (“Governance Agreement”) on behalf of the Ottawa Public Library Board;

- b) Delegate the authority to the City Manager of the City of Ottawa to amend the Governance Agreement, as well as all related agreements, such as the Reciprocal and Co-Owners Agreement, on behalf of both the City and the Ottawa Public Library Board, based on the recommendations of the Executive Steering Committee, as outlined in this report and in Document 1;**
 - c) Direct the Project Management Office to provide updates to the Ottawa Public Library Board as each major project milestone is met, as described in Document 1.**
- 3. Receive the Funding Strategy for Ottawa Public Library and Library and Archives Canada Joint Facility project, as outlined in this report and Document 1 and approve the following:**
 - a) The contribution of \$1 million to the City’s share of the project from the Library Reserve Fund; and,**
 - b) That Part of Property (A) being legally described as Lot 49, Registered Plan 3922, north Laurier Avenue being all of Pin 04115-0102 containing an area of 920 m² (9,903 square feet) shown as Parcel 1, on Document 3 attached and known as 191 Laurier Avenue West, be declared as surplus to Ottawa Public Library requirements and that the rights for the disposal of the property be assigned to the City of Ottawa, in accordance with the contractual and financial parameters outlined in Document 1;**
- 4. Delegate the authority to the General Manager of Recreation, Cultural and Facility Services Department of the City of Ottawa to negotiate, finalize and execute an agreement with Public Service and Procurement Canada (PSPC) to provide district energy services to the Ottawa Public Library and Library and Archives Joint Facility, only on recommendation from the Executive**

Steering Committee and based on a positive business case, as described in this report and outlined in Document 1.

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa :

- 1. reçoive le plan de mise en œuvre du projet de l'installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque et Archives Canada, ci-joint à titre de document 1;**
- 2. approuve la participation de la Bibliothèque publique d'Ottawa au partenariat de l'installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque et Archives Canada, tel que décrit dans le document 1 et résumé dans le document 2; et**
 - a. délègue à la directrice générale de la Bibliothèque publique d'Ottawa le pouvoir de négocier, de finaliser et d'exécuter l'entente de gouvernance « Installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque Archives Canada (« entente de gouvernance ») au nom du conseil d'administration de la Bibliothèque publique d'Ottawa;**
 - b. délègue au directeur municipal de la Ville d'Ottawa le pouvoir de modifier l'entente de gouvernance et les ententes connexes, telle l'entente de réciprocité et de copropriété, aux noms de la Ville et du conseil d'administration de la Bibliothèque publique d'Ottawa, suivant les recommandations du comité directeur exécutif, comme le précisent le présent rapport et le document 1;**
 - c. demande au Bureau de gestion de projets de produire des mises à jour à l'intention du conseil d'administration de la Bibliothèque publique d'Ottawa à chaque étape importante du projet, tel qu'énoncé dans le document 1;**
- 3. reçoive la stratégie de financement du projet d'installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque et Archives Canada,**

comme le précisent le présent rapport et le document 1, et approuve ce qui suit :

- a) la contribution de 1 million de dollars à la part de la Ville au projet du fonds de réserve de la Bibliothèque; et**
 - b) que partie de la propriété (A) dont la description officielle est le lot 49 du plan enregistré 3922, avenue Laurier nord sous le NIP 04115-0102 d'une superficie de 920 m² (9903 pieds carrés), constituant la parcelle 1 du document 3 ci-joint et correspondant au 191, avenue Laurier Ouest, soit déclarée excédentaire par rapport aux besoins de la Bibliothèque publique d'Ottawa et que les droits d'aliénation de la propriété appartiennent à la Ville d'Ottawa, conformément aux paramètres contractuels et financiers énoncés dans le document 1;**
- 4. délègue au directeur général du Service des loisirs, de la culture et des installations de la Ville d'Ottawa le pouvoir de négocier, de finaliser et d'exécuter une entente avec Services publics et Approvisionnement Canada (SPAC) portant sur la fourniture de services énergétiques de quartier à l'installation commune de la Bibliothèque publique d'Ottawa et de Bibliothèque et Archives Canada, sur la seule recommandation du comité directeur exécutif et moyennant un dossier de décision favorable, comme le précisent le présent rapport et le document 1.**

BACKGROUND

On January 31 and February 8, 2017 respectively, the Ottawa Public Library Board (the "Board") and City Council approved the Central Library Development: Ottawa Public Library-Library and Archives Canada Joint Project report (OPLB-2017-0101/ACS2017-OCC-OPL-0001), which established that the City of Ottawa's new, modern Central Library will be located at 557 Wellington Street, and built in partnership with Library and Archives Canada (LAC), subject to City Council and Government of Canada approvals and funding.

The City of Ottawa (City), Ottawa Public Library (OPL), and Library and Archives Canada partnership, once finalized, will allow Ottawa Public Library and Library and Archives Canada to design and build a unique facility that meets the vision established

by the Board as part of that report. OPL and LAC will each provide their individual services while taking advantage of shared spaces in a way that will enhance the experience for residents and visitors. Common areas will include outdoor spaces for programs and activities, shared meeting spaces, a café and a Friends shop, several large multi-purpose spaces for programming and OPL, LAC, and community events, museum-quality spaces featuring exhibitions of rare and unique LAC collections, traveling exhibits and OPL and Ottawa community exhibitions, and a Genealogy Centre, which will have a one-of-a-kind research space offering both OPL and LAC services and collections.

The approved site for the Ottawa Public Library-Library and Archives Canada Joint Facility (the “Joint Facility”) provides a natural ravine setting with landmark visibility for the new building and scenic vistas when viewed from inside. Views to the north will overlook the ravine, parkland, and the historic aqueduct, including the heritage Fleet Street Pumping Station. It will have unobstructed views of the Ottawa River, be visible from Sir John A. Macdonald Parkway and be in the direct line of sight as one arrives into the city along the Portage Bridge. It will be the western-view terminus of Albert Street, just as the National Arts Centre acts as the eastern-view terminus.

The report also established that the Joint Facility will be delivered through a Design-Bid-Build procurement model, with the City acting as the project lead for the procurement and construction process, and as the primary funder of the City/OPL costs related to the project. It authorized staff to initiate the design process, on the understanding that a contract would not be awarded until the Board and City Council approve the Relationship Agreement (now called the Governance Agreement) and the Funding Strategy.

In addition, City staff were given specific direction to bring forward a disposal strategy for the current Main Library branch building, take the necessary steps to assign the land at 557 Wellington Street, develop a funding strategy for the project, proceed with a parking study for the Joint Facility site, and return to the Board and City Council with a recommended implementation plan.

DISCUSSION

Following Board and City Council approval of the January 2017 report, a core Project Management Office was put in place to begin the procurement process, and to develop

an implementation plan that would allow recommendations to be brought forward as soon as possible following the Government of Canada's confirmation of the collaboration with the City and OPL for the Joint Facility.

A Project Co-ordinating Team was established that includes representatives from OPL, LAC, and from all of the City departments providing input and support for the Joint Facility Project (including Infrastructure Services, Real Estate Services, Finance, Planning, Parking, Transportation Planning, Survey/Mapping, etc.), as well as representatives from City projects that are being undertaken in the same area over the course of the next several years (including the Confederation Line, the Combined Sewage Storage Tunnel, and the Albert/Slater Functional Design). The Project Co-ordinating Team meets monthly, to ensure that the work on the Joint Facility proceeds with a thorough understanding of timing, timelines, and costs, and that both the risks and opportunities that may exist between the Joint Facility and the other City projects are incorporated into the implementation plan.

On February 28, 2018, the Government of Canada released its 2018 Federal Budget, which included proposed funding to support LAC's share of the Joint Facility. This announcement allowed the City, OPL, and LAC to begin finalizing the "Governance Agreement: Ottawa Public Library and Library and Archives Canada Joint Facility", (as summarized in Document 2) as well as the recommended Implementation Plan for the project (Document 1), for the respective approval processes for each party.

Governance for the Joint Facility project is somewhat complex, as there are three specific parties: the City of Ottawa, the Ottawa Public Library Board, and Library and Archives Canada, each with their own governance considerations. As well, from the Board/City Council governance perspective, the City is both the project manager for the project as a whole, and the primary funder for the City/OPL portion (61%) of the Joint Facility. As such, the approvals for the Implementation Plan (Document 1) and in this report are reflective of both the governance roles and responsibilities of each body as well as the cost-sensitivity of construction delays.

The Implementation Plan

The full recommended Implementation Plan and go-forward strategy is attached as Document 1. As the vision for the Joint Facility, the location, and the partnership have already been approved by the Board, the majority of the approvals for the Implementation Plan reside within the governance of Ottawa City Council in its role as

primary funder and project manager, with the Board having the specific approvals as outlined in this report.

That said, the Ottawa Public Library Board is a full partner in the management and oversight of the Joint Facility Project, as outlined in the Governance Agreement.

A full update on the procurement has been included in Document 1.

The Governance Agreement

As described in Document 1 and summarized in Document 2, a Governance Agreement has been drafted that provides a framework to guide how the project will proceed, and how the approximately 40 secondary agreements related to construction and future operations will be developed. At the highest level, the Governance Agreement provides that the City owns the site and will continue to do so until the facility is constructed, at which point, a share of ownership will be transferred to LAC based on an approximate 61% City and 39% LAC split of ownership. LAC will provide its share of the cost of the facility, based on its percentage of ownership, as the project and construction progresses. All project costs will be shared on this basis, with the exception of the parking garage which if approved, will be solely the responsibility of the City.

The City will provide all project management services to the project, and a Joint Project Team ("JPT") will be established with representatives of all three parties to address day-to-day operational decision making. Strategic oversight and major decision making, such as the content and award of the Design Services Contract and the Construction Contract, as well as changes in the scope of those contracts, will be made by an Executive Steering Committee ("ESC"). The initial appointees to the Executive Steering Committee will be the General Manager, Planning, Infrastructure and Economic Development of the City of Ottawa, the Chief Executive Officer of the Ottawa Public Library, and the Librarian and Archivist of Canada on behalf of Library and Archives Canada. Delegates may be appointed by JPT or ESC members in order to ensure that necessary decisions can be made at all times in accordance with the efficient timelines prescribed by the agreement.

The decision-making process for both the ESC and the JPT requires consensus. As a result, any two of the three parties cannot approve a change without the third party agreeing. As with all projects, a change cannot proceed or be approved unless there is sufficient budget available to pay for it. Dispute resolution provisions provide for relatively swift settlement of any disputed matters through a tiered approach and do not

allow for disputes between the City and the Board. The first stage is negotiations at the JPT, followed by negotiations at ESC. If those two steps fail to resolve the dispute within 20 business days, the final steps are optional mediation and binding arbitration.

There are also provisions that set guidelines and timelines for concluding the reciprocal arrangements and agreements that will govern the operations of the Joint Facility after it is completed, with the same ratio of ownership applied, with the allocation of operational, lifecycle, and maintenance costs based on the actual usage of the facility by the Board and LAC.

Both Default and Non-Default Termination provisions are included, and each of these reflects the long term commitment that the project represents by requiring the payment of compensation to either the non-defaulting or non-terminating parties for the funds expended on the project to the date of termination, as well as the reasonable costs incurred to restructure the project after the termination.

Staff is recommending that the Board delegate the authority to the Chief Executive Officer of Ottawa Public Library to negotiate, finalize, and execute the Governance Agreement: Ottawa Public Library and Library and Archives Canada Joint Facility ("Governance Agreement") on behalf of the Ottawa Public Library Board.

As well, while the February 2017 report anticipated approvals from the OPL Board and Council at both design award and construction contract award, staff is now recommending a different approach.

Among the lessons learned with respect to the potential impact of the different decision-making and approval processes between the municipality and our federal partners is that those differences impact timelines in a material way, which can add months to each decision point. While the Board/City decision-making processes are comparatively simple (Board/Committee and Council reports with public delegations), the federal government's approval processes are multi-layered, occurring in multiple stages, and on different timelines than the municipality. The federal government's fiscal year is from April 1 – March 31, while the municipal government's fiscal year (noting that OPL is funded through the annual municipal budget process) is January 1 – December 31.

Although federal funding for the partnership for the Joint Facility has been announced, formal Government of Canada Project and Expenditure Approvals for the planning and design phases are not expected until the fall of 2018, with the finalization of the

Governance Agreement following shortly thereafter. Subsequent approvals will follow at different stages thereafter.

Given the sensitivity of the costs of construction related to delays, this report recommends that staff be given the delegated authority and budget authority to proceed with both design and construction of the Joint Facility, as was provided for Arts Court. It is also recommended that delegated authority be given to the City Manager to amend the Governance Agreement, and sign any related agreements such as the Reciprocal and Co-Owners Agreement and the dispositions of property on behalf of both the City and the Board, based on the recommendation from the Executive Steering Committee. Assigning the delegated authority in this manner is expected to reduce the risks of cost increases being caused by a delay in City/OPL approvals.

The Board will be provided with updates as each major milestone for the Joint Facility project is reached. As well, Members of Council and Board Trustees are identified as key groups in the stakeholder engagement plan to be developed and delivered by the Design Team. Regular updates and highlighted elements will be provided throughout the construction phase.

The Funding Strategy, Library Board Contribution, and Disposal of 191 Laurier Avenue West

As noted earlier, the February 2017 report identified the City as the primary funder of the City/OPL costs related to the project, given its status as a landmark, legacy building with city-wide appeal. With 133,000 square feet (61%) allocated to OPL and 83,000 square feet allocated to LAC (39%), the City/OPL costs were estimated to be \$99 million, with the LAC portion estimated at \$69 million. The report anticipated that, based on the Project cost estimate, the “worst case” scenario with respect to the City’s contribution would be \$94.8 million in tax-supported debt financing. The increased operating cost for OPL was estimated at \$1.8 million annually. Staff were directed to develop a funding strategy for the City/OPL portion of the Joint Facility and report back with the intention of seeking project authority to proceed to the design stage of the project.

Since the February 2017 report, project costs have been reviewed and refined enough to allow City Council to establish budget authority for the design and construction of the Joint Facility with this report. Specifically, the construction costs have been refined to Class C estimates, with the result that the total project cost for the OPL-LAC Joint

Facility is \$174.8 million, an increase of 4% over the Class D estimates, or \$6.8 million (the City/OPL portion is \$5.2 million). The refined estimates account for construction inflation of 3.5% (2.9% construction price index times a 1.25 year delay in the project), representing a \$3.4 million increase, with the size of the facility and project contingencies protected. Facility operations requirements have been refined as well, and the need to relocate the cellular infrastructure for the LRT tunnel to protect the design integrity of the Joint Facility has been identified, accounting for the remainder of the increased cost estimates.

Based on the City/OPL (61%) and LAC (39%) proportional share of square footage, the City-funded portion of the total construction costs (based on the revised Class C estimates) is \$104.2M compared to the \$99M Class D estimates approved in principle in February 2017.

Staff is recommending that the budget for this project be established at this stage of the procurement, prior to final contract award in order for the project to proceed on time, reducing the risk of escalating construction costs due to delays. Budget authority is therefore required for the total estimated construction cost of \$174.8 million. As City Council approved the first \$26 million of budget authority for the new library in 2009 (to be funded from debt), and most of that authority remains unspent, the City report (Document 1) is requesting only the additional budget authority of \$148.8 million. The cost-sharing arrangement for the project provides for a \$70.6 million contribution from Library and Archives Canada, subject to Government of Canada approval, reflecting their 39% share, with the remaining \$104.2 million to be funded by the City and OPL.

The recommended funding strategy was developed by first determining all known and confirmed funding sources, and then identifying the portion of the City/OPL share that will need to be debt financed once those sources have been deducted. That requirement was assessed against the affordability of that additional debt in consideration of the City's overall capital plan. This is a conservative approach in that staff is basing the estimates on the maximum amount of debt that could potentially be required to fund this project.

There are sources of revenue that require the Board's approval, as follows:

The known funding sources that are available and recommended to be applied to the Joint Facility are:

Library Reserves – As of December 31, 2017, the uncommitted balance in the Library Reserves was \$4.5 million. Staff recommends that \$1 million of those reserve funds be contributed towards the City/OPL portion of the Joint Facility project costs. This contribution was identified in the January 2017 report as a potential funding source.

Sale of Land – As considered in the February 2017 report and described in Document 1, the City's Corporate Real Estate Office (CREO) is recommending that the City and OPL declare surplus their property interests in 120 Metcalfe Street / 191 Laurier Avenue West, which includes interests in the Air Rights and Parking Garage Leases. The recommendation is to direct all revenues generated from the disposal of 120 Metcalfe Street and 191 Laurier Avenue West to the project funding for the Joint Facility. The agreed-to purchase price is \$20 million, with the City receiving \$10 million upon closing (anticipated to be this year) and \$10 million at the end of the library's occupancy, which is estimated to be at the end of 2024.

The current Main Library branch site at 120 Metcalfe Street / 191 Laurier Avenue West is jointly owned by the Ottawa Public Library Board and the City of Ottawa. Documents 1 and 4 include a full description of the recommended disposal of the current Main Library site to Slate Properties Inc. (Slate). The highlights of the agreement are as follows:

Purchase Price: The parties have agreed upon a purchase price of \$20,000,000. The City shall receive a \$500,000 deposit upon execution of the Purchase and Sale Agreement. A second payment to the City of \$9,500,000 is due upon closing of the transaction. The remaining balance of \$10,000,000 shall be credited at closing as a vendor takeback loan that shall be due to the City at the end of library's occupancy at the subject properties.

Closing Date: The closing date for this transaction shall be no later than June 29, 2018.

OPL Occupancy at the Subject Properties: OPL may continue to occupy the Main Library branch space as well as the 4th and 5th floors until December 31, 2024. Since the Letter of Interest (Document 4) has been executed, the proposed construction schedule has shifted and Slate has acknowledged, and

will accommodate that shift in the final documents. Slate has agreed to rent those spaces to OPL for a nominal charge. OPL shall continue to be responsible for ongoing operational costs for the Main Library branch space but will not be responsible for any rent and operating costs for the 4th or 5th floors. Slate has retained the right to terminate the 5th floor occupancy upon providing the City with sixty (60) days' notice. The City has the ability to extend occupancies up to December 31, 2026 should the new library project be delayed; however, any extensions beyond 2026 will not be at a nominal rental rate.

Lifecycle Costs: During the OPL's occupancy at the subject properties, the City and Slate shall be responsible for their proportional share of the costs of any lifecycle components that must be addressed. A schedule of anticipated lifecycle improvements will be finalized as part of the Purchase and Sales Agreement.

As part of the overall agreement, the existing air rights and parking garage leases between the City and Slate will be terminated. This will result in a loss of revenue to the OPL in the amount of \$486,000 annually. At the same time, the lease for the 4th and 5th floors will be terminated by Slate, and the OPL will sign a new lease to be able to remain on those floors at no charge. This action will result in annual savings for the OPL of \$399,600. Therefore, if the sale is approved, the short term net impact (2018-2024) will be an operating budget pressure of approximately \$86,400, which the OPL will manage within its budget.

Despite the minor budget pressure noted for the OPL, the overall agreement between the City and Slate allows the City to realize market value for the property, which will assist in funding construction of the City's share of the Joint Facility. The agreed purchase price reflects the market value appraisals. Additionally, this agreement enables the OPL to remain in its current spaces until December 2024 and the only costs to the OPL during this time frame will be the continued operation of the Main Library branch space as well as the operating pressure. No rent payments will be required for either the Branch space or the administrative space on the 4th and 5th floors. The obligation to pay rent on the administrative space until 2034 is removed, representing a significant cost avoidance saving to the OPL.

With respect to the disposal of 191 Laurier Avenue West, staff is recommending that the Board declare its property surplus, and assign the disposal rights for the property to the City in accordance with Document 4. This will reduce the risk for delays in finalizing the

agreements necessary to effect the sale, and is consistent with the *Public Libraries Act* statutory requirements related to municipal consent regarding land acquisition and disposal.

Specifically, the *Public Libraries Act* states, “A board may, **with the consent of the appointing council** [emphasis added]... (a) acquire land required for its purposes by purchase, lease, expropriation or otherwise; (b) erect, add or alter buildings; (c) acquire or erect a building larger than required for library purposes, and lease any surplus part of the building; and (d) sell, lease or otherwise dispose of any land or building that is no longer required for the board’s purposes.”

District Energy Program

As described fully in Document 1, the timing for the construction of the Joint Facility makes it a potential candidate for participation in the federal government’s new district energy plan, the Energy Services Acquisition Project (ESAP). ESAP is designed to transform how the Federal government delivers heating and cooling services in the National Capital Area so that it is cost competitive, and enhances the safety and reliability of operations while improving the environmental performance of its infrastructure. Given that the City of Ottawa owns and operates buildings within the National Capital Area that could potentially connect to the ESAP, and the City is examining its own actions and plans to heat and cool eligible buildings and comparing it to the ESAP option, including environmental benefits, and a risk analysis of the options. If validated to be cost equal or cost advantageous to the City and provide an environmental benefit, the ESAP could provide district energy services to selected City of Ottawa facilities, while ESAP would be responsible for the construction, operation and maintenance of the district energy facilities, including the energy transfer station constructed for that purpose, for lifecycle replacement of the generation and distribution infrastructure and all related costs.

The Joint Facility is one of the buildings being considered for potential participation. Because the Joint Facility’s participation would have an impact on the design, construction, and operations, staff are seeking the delegated authority to do a business case on the cost-benefits of the Joint Facility participating in the ESAP. Given the cost sensitivity of construction delays, staff is also seeking the delegated authority to proceed with an agreement with PSPC to provide district energy services at the Joint Facility if, and only if, the business case works to the City’s and OPL’s advantage, and it is supported by the Executive Steering Committee.

CONSULTATION

Public consultation has been a priority of the OPL-LAC Joint Facility Project since the beginning of the project. The public has had the opportunity to be involved in each step of its development. Specifically, since 2015, more than 5,000 members of the public provided feedback on the project through four formal consultation opportunities, using a variety of methods, including public meetings and electronic information gathering. This included:

- 2015 Public Surveying: 1,500 opinions were collected through in-person and online surveying on what is important in the development of a Central Library;
- 2016 Site Evaluation Criteria: 176 in-person and 2,401 online participants shared what is important to them about where the Ottawa Central Library should be located;
- 2016 Functional Building Program: 121 people participated in two in-person public meetings on the spaces and services in the new facility; and
- 2017 Public Surveying: 1,000 opinions were collected through telephone and online surveying on the partnership with Library and Archives Canada, and the proposed location.

Recent consultation has also occurred on related works, such as the Albert and Slater Streets Post-LRT Repurposing Functional Design Study, and the Official Plan and Zoning By-law Amendment application for 557 Wellington Street. In addition, Councillor McKenney hosted a public open house on April 26, 2018 (with about 140 attendees) focused on building complete communities, and how the LeBreton Flats area is to evolve over time. This included the opportunity to comment on the active development application for 557 Wellington Street.

As outlined in Document 1, an overall communications and public engagement plan will be developed. The intent of this plan is to keep the public as informed and engaged as possible throughout the life of the project, beginning in 2018 and ending when the facility officially opens.

Consultation on the next phases of the Joint Facility project will include a robust public engagement and consultation process during the design development phase, to be led by the design team. This is expected to begin in 2019. The focus of the public

engagement at this stage will be on the look and feel of the building, and the public realm components.

When the design phase is completed, the focus will transition to public information, awareness, and momentum through the construction period, using best practices from other large-scale City projects.

City Council and the Board will be provided updates as each major milestone is achieved and where there are any major changes or delays in the project timelines. Further updates to all stakeholders and the public will be provided regularly throughout the construction phase. There will also be events scheduled where appropriate (e.g. ground-breaking, official opening).

There may also be federal consultation requirements that are specific to the Library and Archives Canada portion of the Joint Facility, which will be included in the communications and engagement plan.

LEGAL IMPLICATIONS

The legal implications have been identified and addressed in the Governance Agreement that is discussed and summarized in Document 2. Any future legal implications will be addressed in the various secondary agreements that flow from the Governance Agreement and that will be prepared as the project progresses.

RISK MANAGEMENT IMPLICATIONS

There are risk implications. These risks have been identified and explained in the report and are being managed by the appropriate staff

FINANCIAL IMPLICATIONS

With respect to the Ottawa Public Library's direct contribution to the project of \$1M, there are sufficient funds in the Library reserve fund. Operating costs of \$1.865M will be brought forward for approval through the annual budget process.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD PRIORITIES

Central Library Development is a 2015-2018 approved strategic priority for both the Board and Council.

SUPPORTING DOCUMENTATION

Supporting Documentation immediately follows the report.

Document 1 ACS2018-PIE-IS-0007, Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility, May 24, 2018 (*French report immediately follows*)

Document 2 Summary of the Governance Agreement: Ottawa Public Library and Library and Archives Canada Joint Facility

Document 3 Registered Plan for 120 Metcalfe St and 191 Laurier Avenue

Document 4 Letter of Interest for 120 Metcalfe St and 191 Laurier Avenue West

DISPOSITION

It is recommended that, upon the Ottawa Public Library Board's approval of the recommendations in this report, the Board direct staff to advise the Finance and Development Committee and Ottawa City Council.

Subject to Council approval, staff will implement the recommendations as outlined in the report.