

Report to / Rapport au:

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

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File Number: OPLB-2021-1002

SUBJECT: Facilities Framework and Facilities Master Plan – Status update

OBJET: Cadre et plan directeur pour les installations – Rapports d'étape

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Receive the Facilities Framework and Facilities Master Plan status updates;
and,**
- 2. Approve the Facilities Guiding Principles, as detailed in Document 2.**

RECOMMANDATIONS DU RAPPORT

**Que le conseil d'administration (C.A.) de la Bibliothèque publique d'Ottawa
(BPO):**

- 1. prenne acte des rapports d'étape sur le cadre et le plan directeur pour les
installations;**

2. approuve les principes directeurs pour les installations décrits dans le document 2.

BACKGROUND

In keeping with the Public Libraries Act, RSO 1990, c.P.44 (*the Act*), other relevant statutes, laws, and good governance practices, the Ottawa Public Library (OPL) Board holds accountability for the full range of decisions affecting the organization.

Furthermore, as per *the Act* Section 19 (1)(a), a Board may “...with the consent of the appointing council ... (a) acquire land required for its purposes by purchase, lease, expropriation or otherwise; (b) erect, add to or alter buildings; (c) acquire or erect a building larger than is 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.”

As per Ottawa Public Library (OPL) Board policy #002 – Delegation of Authority, the Board is responsible for approving key strategic frameworks, and the CEO holds authority for the implementation. In addition, the Board is responsible for approving the allocation of capital resources, with the CEO’s financial authority limited to the amounts approved, with a 10 percent variance. As stewards of the public good, it is staff’s responsibility to work with the OPL Board in planning for, and securing capital funds to, maintain existing facilities, renew/retrofit existing facilities, and build new facilities.

The OPL network of facilities consists of 33 physical branches and a materials distribution centre. The total space allocation represents more than 450,000 square feet. Library facilities are owned or leased by the Board or owned by the City. In total, 19 facilities are stand-alone, 10 are co-located with City facilities, and four are leased.

OPL’s facilities-related activities are carried out by two full-time internal resources (one manager, one staff). OPL staff are responsible for the full range of facilities activities: strategy and planning (frameworks, standards, requirements, analysis), facility creation / acquisition (buy, build, lease), operation (management, maintenance, repair / lifecycle, monitor and evaluation), and disposal (sell, demolish, terminate lease). To achieve this, the management of the facilities is held jointly between OPL and City partners.

The following activities are OPL’s responsibility with City supports:

- Planning, Infrastructure, and Economic Development (PIED)
 - Asset Management: infrastructure planning, asset assessments such as building condition reports, lifecycle programs.
 - Design and Construction: project management services on renovations and new builds.
 - Corporate Real Estate Organization (CREO): real estate services such as leasing and land sale/acquisition, and support for space allocation to ensure AODA and Building Code requirements are met.
- Recreation, Culture, and Facility Services (RCFS)
 - Facility Operations Services (FOS): facility maintenance, repair, cleaning, security, and access, including 24/7 emergency coverage.
 - Parks and Recreation: joint facility planning and development.

The following activities are within the sole responsibility of OPL staff:

- Internal project coordination of all tasks supported by the City, including management of customer-related impacts and communications;
- Furniture, Fixtures, and Equipment: procurement of furniture including library shelving, service hubs, staff workstations, etc.;
- Accommodation management: furniture moves, reconfiguring spaces, redesigning spaces to meet program requirements, monitoring occupancy load, and all associated planning aspects including planning, coordination of contractors, etc.;
- OPL Art Program: management of OPL-owned artwork (separate from the City's art program);
- Infrastructure-related requirements for OPL services at other facilities (e.g. Bookmobile shoreline connections, Kiosk and Lockers);
- OPL's signage program (interior and exterior signage standards, design, procurement, and installation);
- Facility-related public engagement planning and coordination; and,
- Review of planning applications that may impact library facilities or services.

Lifecycle and accessibility retrofits are City funded, in consultation with OPL. However, full replacement, significant renovation, or expansion of library facilities is the financial responsibility of OPL. Facility-related decisions must consider the long-term operations and maintenance (O&M) financial impacts on capital assets and total cost of

ownership. To achieve this, OPL consults with PIED and RCFS departments to maximize funding for any collaborative opportunities that meet OPL requirements.

OPL's efforts in facility planning over the last decade and a half have been focused on renovation, renewal, and growth (in keeping with new development). The most significant source of funding for these projects has been infrastructure grants. OPL has been fortunate to receive this funding over the years as it has helped to both renovate and expand several facilities. While OPL appreciates receiving infrastructure funding, it does present challenges in that it does not represent solid fiscal planning, is reactive, and is dependent upon the receipt of external funds for the management and maintenance of the Board's single largest capital asset.

Not only does that approach not align with the Board-approved Financial Framework, it places a disproportionate value on facility infrastructure for service delivery, which is not consistent with the service model of 21st century public libraries. Finally, the approach places more emphasis on the need to secure capital funding, as opposed to balancing both capital and operating requirements (such as compensation / new staff requirements, and ongoing maintenance).

In September 2016, the OPL Board received and approved report OPLB-2016-0181 Facilities Framework and Investment and Growth Planning. The document set out to provide a Facilities Framework; confirm OPL's Branch Renewal Priorities (2016-2021); and identify OPL's New Library Building Priorities. Furthermore, in April 2019, the OPL Board approved the updated Development Charge Listing, including City-wide and Area-specific projects for funding as per report OPLB-2019-0402.

As part of the 2020 operating and capital budget process (report OPLB-2019-1102), the OPL Board approved funding for the development of a Facilities Master Plan (FMP) to ensure OPL can address both public and staff facility needs and adapt to challenges introduced primarily by growth (both historical and future).

The purpose of this report is to provide the Board with an update on the status of projects listed on the 2016 facilities priority list and the 2019 updated Development Charges listing, an update on the development of the Facilities Master Plan, and to seek approval of the principles that will guide the continued development of a more comprehensive Facilities Framework.

DISCUSSION

Renewal Priorities – Update

Significant progress has been made on the Board-approved branch renewal priorities since the 2016 Board report. Of the four branch renewal priorities, one has been completed, one is nearing completion, one has completed Phase I, and one is in the planning stage.

1) **Rosemount** - 2012 Renewal Requirement: Renovation – **STATUS: Near Completion**

Rosemount (6,089 sq. ft.) is a Carnegie library first built in 1918, expanded in 1932, and renovated in 1982. After much analysis and a business case, in 2017 the Board approved proceeding with a branch revitalization in its current location. On December 3, 2020, the first floor reopened to the public, with access to entire branch available as of July 5, 2021. A large component of the revitalization involved ensuring the facility meets current accessibility and building code standards, and the addition of 272 sq. ft. (new total size is 6,367 sq. ft.). However, many enhancements were made, the most prominent and visible being the expanded vestibule topped by a glass reading room. The ground floor was redeveloped to provide two public meeting rooms and more efficient supporting spaces such as modernized washrooms and a materials processing room. Upstairs, the space was rejuvenated while respecting and enhancing the heritage character of the original building. Most notably, the return of the original windows adding much-needed natural light to the space. OPL and City staff are working with the contractor to complete outstanding deficiencies, and expect the project to be closed by year-end.

2) **Centennial** - 2012 Renewal Requirement: Renovation - **STATUS: Pre-Planning**

Centennial (9,744 sq. ft.) first opened in 1967 with a unique octagon-shaped design, and has received minor improvements (most recently, a roof replacement, vestibule updated, etc.). In late 2020, staff commissioned a renewal study to explore a variety of options (e.g. renovate, demolish and rebuild). Preliminary cost estimates for these options are between \$2.3M and \$3.6M, excluding pandemic- and inflation-related cost escalations. Staff will use this

information, coupled with the results of the gap and growth analysis to be conducted as part of the FMP, to bring forward a recommendation regarding this branch to the Board in the next term.

3) North Gower - 2012 Renewal Requirement: Renovation with 20% expansion - STATUS: Phase I Completed (no change from previous)

North Gower (2,364 sq. ft.) is a small branch in an older building dating back to 1872. Staff have explored alternative locations, but no firm plan has yet been confirmed to expand this branch. A business case will be developed to evaluate options as these become available to either expand, relocate or to build new. Should an option be viable, it will be brought forward to the Board.

4) Orléans - 2012 Renewal Requirement: Renovation – STATUS: Complete

Orléans (17,183 sq. ft.) underwent an RFID retrofit in 2015 in which it received new carpeting in the entranceway and around the new single point of service. In 2016, further work was identified (recarpeting, repainting, renew furniture and shelving). In 2019 and 2020 the shelving was updated to OPL's standards by reducing the height and adding new wood tops to further improve the visibility and esthetic of the branch. In addition, the roof was replaced in 2019. Following the "loaning" of this facility to Ottawa Public Health for use during the COVID-19 pandemic, OPL was able to complete a significant portion of the renovation, specifically the recarpeting and repainting, and the City undertook the lifecycle replacement of the fire alarm system. Most of the furniture was updated with financial contribution from the Friends of the Ottawa Public Library Association (FOPLA). The facility does require some lifecycle upgrades to the exterior, scheduled to be completed in 2022 and funded by the City's Lifecycle capital program.

New Library Buildings

In 2016, the Board received an external business case which resulted in a decision to change the status of the Main branch library from a renovation to a new build. At that time, the "New Central Library" became the Board's number one new-build priority. Subsequently in 2018, the OPL Board and Ottawa City Council (City) approved a project to build a new Central Library in collaboration with Library and Archives Canada (LAC). At that time, City staff were delegated authority to lead the project with

representatives from OPL and LAC participating on the Project Management team. As a unique city- and nation-building project, regular updates regarding Ādisōke are provided to the Board by the City's Project Manager and by OPL's representative on the project.

The Board also approved a program of new branches in Riverside South, Orléans, and Barrhaven (south), with the building of this new infrastructure contingent on population growth, and the receipt of necessary capital and operating funds, including funding through Development Charges (DCs). These branches were approved in principle at the time of the Development Charge listing update in 2019, (OPL Board report #OPLB-2019-0402).

While these projects are intended to be funded primarily through DCs, the funding available does not necessarily align with the actual cost of the capital project. In addition to any capital monies that may be required to fund these projects beyond the DC allocation, under the City's current DC By-Law, OPL is required to match 10 percent of the DC funding. Staff anticipate this will change with the new DC By-Law in 2024, however that is not yet confirmed. Progress has been made on these projects, as noted below, with official project approval to be secured by the Board as details are refined.

1) Riverside South – Status: Pre-Planning

The proposed 15,000 sq. ft. branch will be co-located with a community centre on a district park site in the city's Riverside South community. The preliminary concept plan for the branch includes spaces dedicated to adults, children, teens and for creation to inspire learning, spark curiosity, and create a new gathering place for the community. In October 2021, Ottawa City Council approved an amendment to the Riverside South Community Design Plan (CDP) to relocate these community facilities to the north of "Transit Street." Once all required planning approvals are received, the project will be able to proceed. OPL has approximately \$11.5M allocated for this new branch, primarily funded by Development Charges, with less than \$4M remaining to be drawn. As part of the 2022 budget processes, staff will request authority for the remainder of this funding, including \$840K capital allocation. This project is in pre-planning stage and is intended be completed by 2027; a detailed project report will be provided to the Board in Q2 2022, including information regarding milestones and updated capital and operating impacts.

2) East Urban (Orléans) – Status: Pre-Planning

In 2016, the need for a 7,500 square foot branch in the east urban area of the city was identified to serve the growing communities of Orléans, Cumberland, and Surrounding areas. OPL's Development Charge listing has \$5M allocated for this new branch, with approximately \$4M remaining to be drawn. Most recently, staff initiated pre-planning public engagement to confirm the service needs of the community, and to assess traffic patterns to inform location considerations.

3) Barrhaven South – Status: Not Started

The LFIGPS identified future growth in the Barrhaven South community. In the 2019 Development Charges update to the Board, staff identified a new "Barrhaven South" branch planned in the six-to-10-year window of the By-Law review, at a projected size of 7,500 sq. ft. OPL's Development Charge listing identifies approximately \$6.5M allocated for this new branch. No funding has been drawn to-date.

Other Facility Priorities:

1) Metcalfe – Status: In Progress

In 2019, major structural issues were identified at the Metcalfe (Village) branch, a facility of 1,468 sq. ft., that make it unusable for library purposes. The former Metcalfe Town Hall has been secured as an alternative location to ensure continued library services (1,487 sq.ft.). Renovation work, originally slated for spring 2021, was delayed due to provincial shutdowns, and is now scheduled to begin this fall. The Metcalfe Town Hall will be renovated to meet building code, life safety, and accessibility requirements, a long-term investment in the building well beyond use by the library. Library furniture will be as mobile as possible so it can be moved to accommodate periodic community events that may take place at the Town Hall. The target opening date is spring 2022. OPL has committed \$250K to the interim solution (approximately 33%), with the remainder of the cost funded by the City. Once in the Town Hall, staff will study the optimal long-term solution for the Metcalfe branch, which will require Board approval.

2) Carlington – Status: On Hold

In 2020, the Board approved report OPLB-2020-1104 Library Services in the Carlington Community, which directed staff to explore library services within the Alexander Community Centre. City staff in Recreation, Culture, and Facilities Services (RCFS) have offered OPL the lease of space (approximately 2,000 sq. ft.) as part of a proposed retrofit of a community facility. The provision of library services to this community is intended to be driven by new technologies (for example: self-check collections such as RFID-enabled smart shelves). Staff committed to exploring both service needs and facility feasibility in 2021. Preliminary design work was completed on the facility, with three options presented where a library space was included. The project and associated funding (\$200K) are exploratory and requires Board approval to proceed; a business case will be provided to the Board, pending the outcome of the FMP. City partners have not yet secured funding.

Historical Facilities Approach, and New Facilities Master Plan (FMP)

The 2016 Facilities Framework (Document 1) was intended to provide staff with an approach to ensure that existing library facilities are properly maintained, renewed and/or retrofitted in order to deliver modern day library services that meet customer needs, and describe and define when and where new library facilities are built.

In reviewing the 2016 Board-approved Facilities Framework, staff determined that while the document provides for drivers of change in general terms there was no established criteria for effective decision-making and priority setting. As such, in 2020 staff committed to developing a complete FMP to support asset management, address current demands and future growth needs, and enable long-term sustainability and fiscal ability to manage requirements and close gaps.

A Facilities Master Plan is a comprehensive document that prioritizes all investments to support the maintenance, renewal, and building of library facilities (both growth and non-growth). It is a blueprint for the future expansion of any organization / service to accommodate population growth. However, future growth cannot be considered without first confirming if the existing infrastructure meets the current population and community needs. OPL's FMP is intended to combine results and outcomes from the Facilities Framework analysis and the Asset Management analysis, as described below.

The FMP is intended to provide a long-range facility planning perspective, projecting activities in a 20 – 25-year cycle. The FMP will be supported by a Strategic Facility Plan (SFP) spanning a two-to-five-year cycle (in general alignment with the term of a Board), and an Annual Facility Plan (AFP) that is used to operationalize the activities. The FMP works in tandem with the Board-approved Financial Framework, which identifies parameters and guidelines for prudent financial management and planning for all OPL aspects, including facilities development.

On a broader level, the FMP is unique and specific to OPL. It must be developed within the Ottawa context with consideration of the wide geographic boundaries, the City's New Official Plan intentions and principles, and library-specific industry trends including the role of libraries as public spaces.

The FMP is comprised of several elements. In some cases, elements must be completed sequentially, and others simultaneously. In addition, each element has various approval authorities. The following provides a high-level description of each component, along with the authority levels.

1. Facilities Framework:

- Facility Guiding Principles – identification of corporate position / philosophy regarding facility needs. The Facilities Guiding Principles must be completed before any other component can be finalized and must be approved by the OPL Board.
- Facility Model including branch classifications – The development of a facility model is driven by the organization's Service Delivery Framework. The Facility Model defines the facility classifications in the hierarchy aligned with service delivery requirements), addressing both public and staff facility needs. Classifications are a feature of the FMP and will require Board approval; these will follow either as part of the Facilities Framework, or as part of the SDF.
- Facility Decision Matrix – neighbourhood, site, and facility criteria for decision-making; includes weightings, and evaluation sources.
- Floor Plans – In order to undertake a comprehensive assessment of current and future needs, detailed floor plans are required to make sound recommendations regarding square foot allocations, to inform the development of standards, and as

base documents for future building renovations, etc. There is no requirement for Board approval of the plans.

- Facility Standards – detailed specifics for facilities (e.g. types of flooring), aligned with the principles will be developed for various spaces and services (public computers, makerspaces, programs, collections, etc.). Detailed standards will also be identified for OPL staff space allocations (by position classification). The development of standards is key to informing financial recommendations, however the standards are operationally focused and within the CEO's authority.

Using the Facilities Framework, specifically the Branch Decision Matrix, staff will conduct the following analysis:

- Gap Analysis – The gap analysis is intended to confirm if existing Library infrastructure meets the current population and community needs. The analysis will include existing user patterns, service needs, and assess how OPL's current branch facilities meet the guiding principles. The outcome is the identification of gaps and under/over-served areas. The Board will receive the results of the analysis; staff will use the results to put forward recommendations for Board approval.
- Growth Analysis – The City of Ottawa's growth management plans and related studies will be used to identify opportunities and needs based on projected population growth. Agreement on the Facility Guiding Principles is required before the analysis can be completed. The growth study itself is received by the Board, however the results are used to inform recommendation for Board decision-making.

2. Asset Management:

- Comprehensive Asset Management (CAM) – As noted above, Asset Management is led by the City of Ottawa's PIED department. The CAM is comprised of a Comprehensive Asset Management Policy and Asset Management Plan Framework, important policy documents as they ensure that our infrastructure assets are safe, in good working order, and at an approved level of service. The AMP incorporates principles for infrastructure planning, urban planning, equity, accessibility, safety, etc.

- Library Asset Management Plan – The development of a comprehensive AMP, in conjunction with the City's PIED team, as per legislative requirement. The AMP describes the inventory of library buildings, and how these will be managed in a way that addresses service drivers and pressures and ensures long term stability. Staff continue to work with City partners to confirm the legislative path for the Library's AMP, in particular the Board's role in approval.

The information gleaned from above two components will ultimately provide the Board with recommendations on facilities priorities that balance legacy, current, and future gaps for addressing both maintenance and growth.

Facilities Master Plan Status Update

The following provides an update on the status of the overall Facilities Master Plan.

1. Facilities Framework:

- Facility Guiding Principles – **In Progress:** for approval as part of this report, as further described below.
- Facility Model, including branch classifications – **In Progress:** The Facility Model is being developed simultaneously with the organization's updated Service Delivery Framework. It is expected to be delivered in Q1 2022.
- Facility Decision Matrix – **In Progress:** Criteria for the facility decision matrix is in development and will require public input. It is anticipated that public engagement will commence in Q2 2022.
- Facility Floor Plans – **In Progress:** Staff are in the process of engaging a consultant firm to complete the facility floor plans. The anticipated completion date is Q2 2022.
- Facility Standards – **In Progress:** OPL's current facility standards were last reviewed more than 10 years ago. Staff are currently updating those that can be completed at this time (e.g. signage) and undertake the others once the remaining components are completed (e.g. staff space accommodation).

Growth and Gap Analysis – **In Progress:** The City of Ottawa's New Official Plan (OP) is set to be put before Council on October 27, 2021. The New OP provides a strategy and

policy framework to guide development and growth over a 28-year period from July 2018 to July 2046. Over this period Ottawa is projected to grow by approximately 402,000 persons, reaching a city-wide population of more than 1.4 million people. OPL staff have been working with City colleagues to better understand the current population data as well as population growth projections. Once the New OP is approved, City colleagues will be refining the data; and once completed OPL staff will use the information to conduct the growth and gap analysis.

2. Asset Management Framework:

- CAM – **Complete**: In May 2021, Ottawa City Council approved the City's Comprehensive Asset Management Policy, which applies to OPL facilities.
- Library Asset Management Plan – **Not Started**: The approved Comprehensive AMP establishes the foundation for the Library's Asset Management (AMP) to be completed alongside the AMPs for City service areas. To meet provincial legislative requirements, the Library's AMP will require Council approval prior to July 1, 2024. In the meantime, staff are working on the State of the Asset Report (SOAR), set to go to Council before the end of the term. The SOAR will be shared with the Board for information purposes.

Facility Guiding Principles

The proposed Facility Guiding Principles outline the strategic intent of facilities development, setting the direction for decisions and framing the goals for ongoing facility planning. These principles were shaped by OPL's Vision, Mission, and Values, and are intended to recognize the role that public libraries play as one element of a City's community infrastructure. Staff recommend that the Board approve the Facility Guiding Principles as presented in Document 2.

CONSULTATION

Consultations included members of the OPL Board Ad-Hoc Committee on Finance and Facilities (Trustees Begg and Higdon), as well as Chair Luloff and Vice-Chair Fisher. In addition, employees from various City of Ottawa departments in Recreation, Culture, and Facilities Services (RCFS); and Planning, Infrastructure, and Economic Development (PIED).

ACCESSIBILITY IMPACTS

Ottawa Public Library supports and considers the *Accessibility for Ontarians with Disabilities Act, (2005)* in its operations. There are no immediate accessibility impacts associated with this report.

BOARD PRIORITIES

The recommendations in this report align with the Board's strategic directions and priorities #1 – Redesign the Library Experience, specifically to develop the physical space experiences.

BUSINESS ANALYSIS IMPLICATIONS

There are no direct business analysis implications of this report. Future implications will be driven by the Branch Decision Matrix, the required data analysis from a variety of internal and external sources.

FINANCIAL IMPLICATIONS

There are no immediate financial impacts associated with this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are several risks associated with the facilities projects included herein.

- Human Resources: As mentioned through the report, the OPL facilities department is comprised of two (2) Full-Time Equivalent (FTE) positions. The scope of work to be undertaken far exceeds the capacity of two individuals. Management has explored options to add more resources to this team through internal efficiencies, however the labour market availability is likely to impact recruitment. To mitigate this risk, management often looks to secure the services of external consultants. During this time of high-market demand for infrastructure services, this presents additional financial challenges.

- Financial: The above-noted projects make use of OPL capital funds, either through Development Charges or OPL's annual capital allocation. The projects reflect OPL's new / growth and renewal priorities, and does not represent the full-scale of facilities-related activities undertaken by OPL's facilities team. In addition to the projects above there are annual projects related to efficient space planning / allocation, upgraded shelving and service hubs, staff accommodation costs, minor capital projects, security enhancements, etc. These additional projects are funded through OPL's operating and capital budgets, depending on the value of the work to be completed. The estimated costs associated with the new / growth projects and the renewal priorities have historically exceeded OPL's capital funding envelope. To mitigate this risk, staff have been focused on urgent facilities matters (e.g. Metcalfe) and the development of the Facilities Master Plan to allow for integrated facility planning.

TECHNOLOGY IMPLICATIONS

There are no immediate technology implications associated with this report.

SUPPORTING DOCUMENTATION

Document 1 2016 Facilities Framework

Document 2 Facility Guiding Principles

DISPOSITION

If approved, staff will use the principles to guide the development of Branch Decision Matrix, including seeking public input, and return to the Board for approval of the Matrix prior to undertaking the gap and growth analysis.

2016 Facilities Framework

DOCUMENT 1

Facility Category	Drivers	Source Documentation / Information	Funding Approach
Existing Building (Lifecycle)	<ul style="list-style-type: none"> Ongoing replacement requirements to maintain facilities (e.g. carpeting, roofing, HVAC) 	<ul style="list-style-type: none"> Building condition assessment inventories (City) Annual list approved by Board and Council as part of budget exercise 	<ul style="list-style-type: none"> City capital budget funds
Existing Building (Retrofit)	<ul style="list-style-type: none"> Sections of buildings needing to be retrofitted for specific programs (e.g. RFID, Makerspace) 	<ul style="list-style-type: none"> Identified need Business case as required 	<ul style="list-style-type: none"> OPL capital budget funds Other (e.g. external infrastructure funding programs)
Existing Building (Renewal)	<ul style="list-style-type: none"> Aging buildings Inability to deliver modern day library services Inadequately sized or poorly designed libraries 	<ul style="list-style-type: none"> System-wide facility assessment Board approved priority list Project management principles 	<ul style="list-style-type: none"> OPL capital budget funds Other (grants, external infrastructure funding programs)
New Build	<ul style="list-style-type: none"> Population growth Underserved service areas Availability of DC funds and operating budgets 	<ul style="list-style-type: none"> DC Bylaw Board approved list of projects Library Facilities Investment and Growth Planning Study Business case as required 	<ul style="list-style-type: none"> Development Charge funds (90%) OPL Capital budget funds (10%) Other (e.g. grants, external infrastructure funding programs)

Facility Guiding Principles

DOCUMENT 2

These principles outline the strategic intent of facilities development, setting the direction for decisions and framing ongoing facility planning.

Decisions regarding the facility need are driven by OPL's Service Model.

The need for a facility is based on OPL's Service Model that identifies the range of services offered, and the various modes and channels of service distribution. OPL will use a community development approach, rather than "one size fits all," to ensure that the facility requirements meet the requirements of the population intended to be served, recognizing there are varied needs for library services and spaces.

Facility development will support the City of Ottawa's planning goals.

OPL has a role to play in supporting the City of Ottawa's Official Plan. Facility development will consider population size, expected population growth, equity between neighbourhoods, socioeconomic demographic considerations, and access through sustainable modes of transportation.

OPL will aim to keep pace with population growth.

OPL's total space should increase proportionally to population growth to continually meet the needs of the growing city. OPL will continue to seek opportunities to enhance the benefits per square foot to a growing population. OPL's new facilities will be built to house the range of library services required by current and future populations who will live, work, and use the services.

Facility design will embody architectural excellence.

Facility designs will reflect the best in contemporary library architecture while respecting the unique nature of the local community. Facilities will be attractive, welcoming, and accessible. OPL will design facilities with flexible spaces and technology to allow for easy adaptation, with consideration for future potential. Facility designs will adhere to a set of standards to ensure buildings support current and future operational requirements, safety and security, environmental sustainability, and durability.

OPL will strive for sustainability in its facility portfolio.

The facility's function must be able to support OPL's service model considering financial and operational sustainability. This includes commitment to environmental, climate, and energy stewardship. The sustainability of OPL is dependent on balancing the resources that are spent on services, collections, staff, and infrastructure.