



## A Tale of Two Towers



# Ryerson University Student Learning Centre Lessons Learned

Madeleine Lefebvre, Chief Librarian  
Bob Jackson, Librarian  
Ryerson University Library and Archives

OLA Super Conference 2016  
January 27 – 30, 2016  
Metro Toronto Convention Centre

# A Tale of Two Towers

[Insert Dickens Cartoon](#)

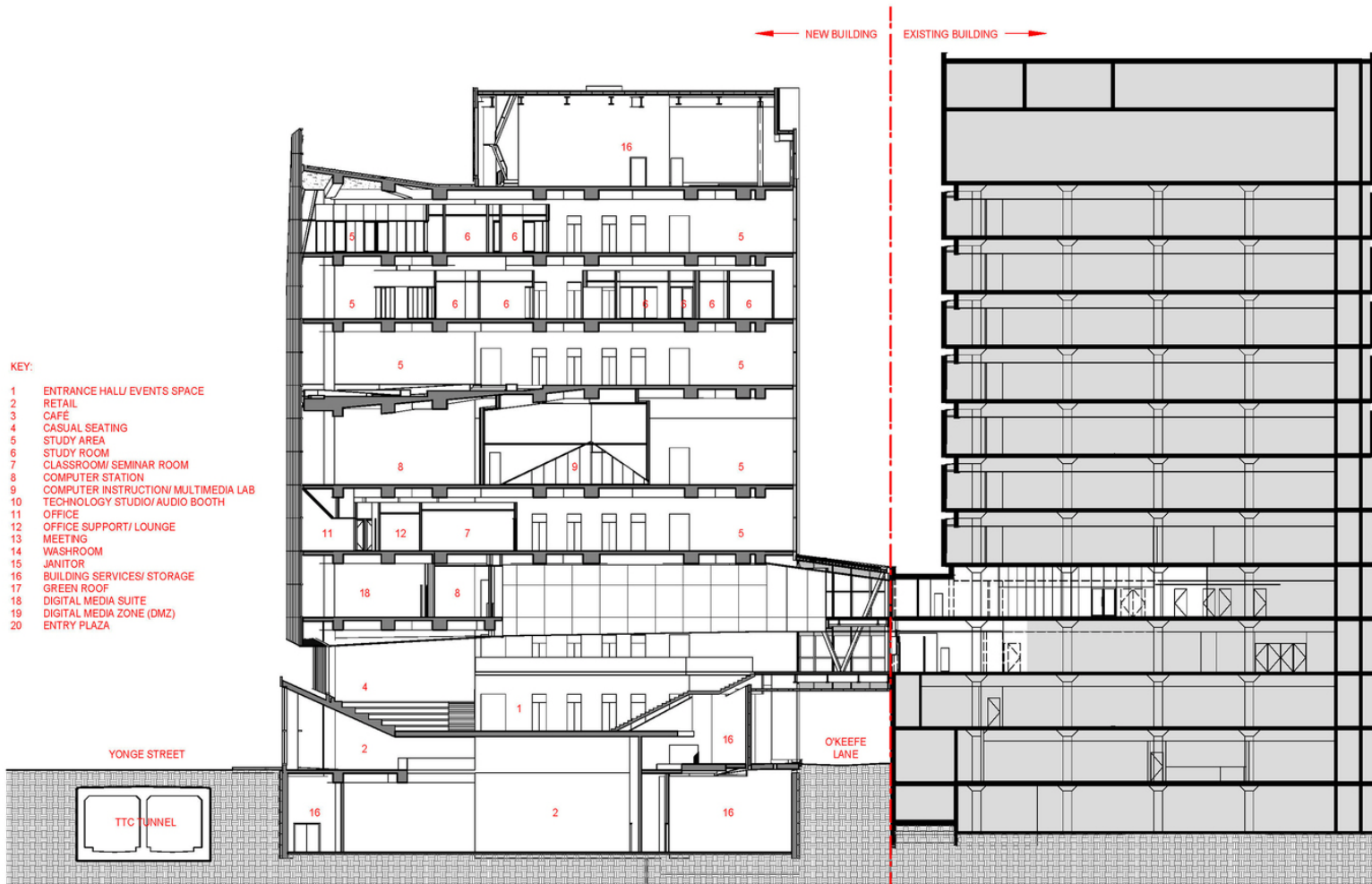
It was the best of times and the worst of times.....

# The Two Towers

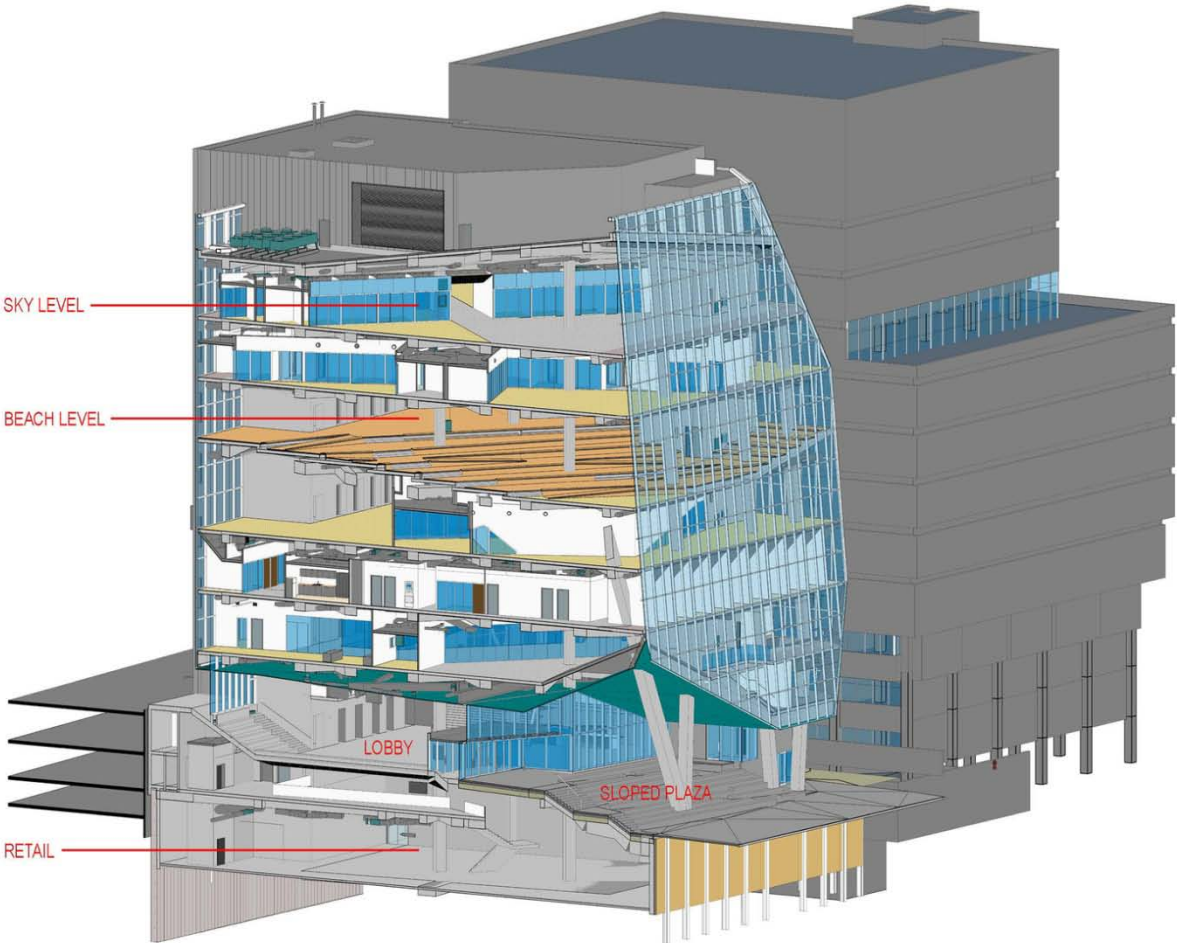


The SLC and the Library Building viewed from Yonge Street

# The Two Towers



# The Two Towers



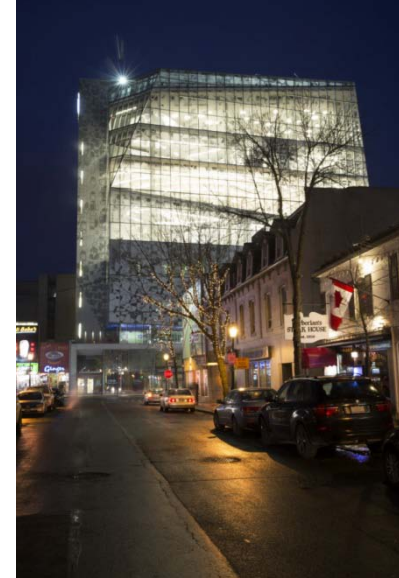
Schematic of the SLC with the adjoining Library Building

# Points of Connection

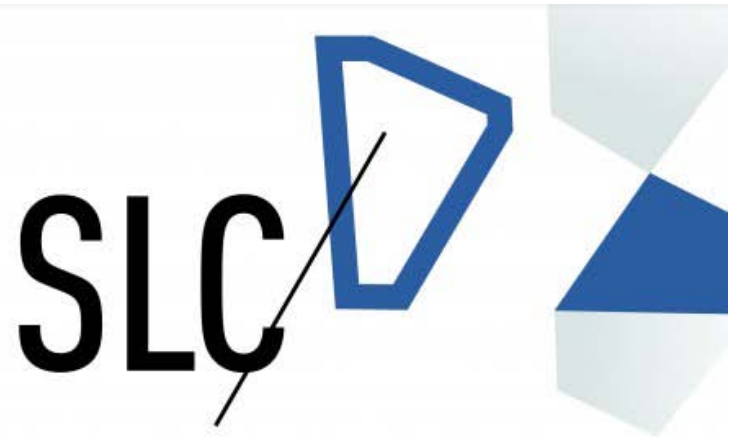


A bridge across O'keefe Lane joins the SLC to the Library Building on two levels

# The Library of the 21<sup>st</sup> Century



Welcome to the Library of the 21st Century.



# SLC By The Numbers

- Location: 341-355 Yonge Street @ Gould
- Gross Floor Area: 14,443 SM (155,464 SF)
- Seating Capacity: Approximately 2,300 study spaces, including 61 collaborative & group work rooms, study carrels & casual seating
- Budget: \$112million (\$45m from the Province of Ontario, \$22m fundraising, \$45m internal sources )
- Planning Phase: 2009 - 2012 (including functional space plan)
- Construction Phase: 2012 - 2015
- Opening Date: February 23, 2015
- LEED Designation: LEED Silver



# The Library of the 21<sup>st</sup> Century



# Lessons Learned

[Insert Edith Piaf picture](#)

The following slides illustrate a selection of the lessons learned during the SLC project. Though some lessons may be unique to the SLC project and to Ryerson, there are several that can be applied to any building project.

# Who's on First?

Insert Abbott & Costello picture

A project charter wasn't developed and as a result processes, roles and responsibilities and other key project elements were left undefined.

A project charter that defines key project elements, priorities, roles and responsibilities should be developed for every project.

# The Past is Prologue



Insert history cartoon



A meeting to review lessons learned from previous Ryerson building projects wasn't convened at the outset of the SLC project.

A lessons learned workshop should be convened at the outset of a building project and the lessons learned throughout the life cycle of a project should be tracked.

# Develop a Clearly Articulated Vision



The functional space plan (FSP) for the project was developed by a consultant hired by the University in advance of the architects being engaged. This disconnect resulted in a degree of confusion regarding the Library's objectives for the project. There was often "blur" between program elements proposed for the SLC and those in the existing Library Building.

Stakeholders should be provided with the opportunity, when feasible, to participate in the selection of consultants being considered to undertake functional space planning. Functional space planning should be embedded in the design process if possible.

# Be Careful What You Wish For...



[Insert Bruegel painting Children's Games](#)

*Children's Games Pieter Bruegel, 1560*

Play as the social basis for learning

# Be Careful What You Wish For...



[Insert Beach Blanket Bingo poster](#)

We got a beach to play on..... And soon we had a beach party - with bikinis

It's sometimes difficult to anticipate how users will adapt to their space – or modify it to suit their needs

# Be Careful What You Wish For...



Creating a playful environment may result in unanticipated forms of play....

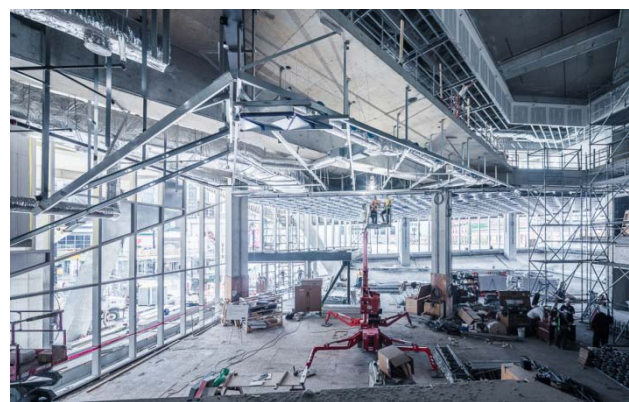
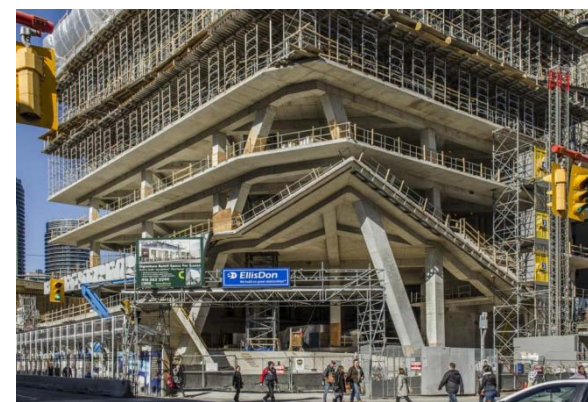
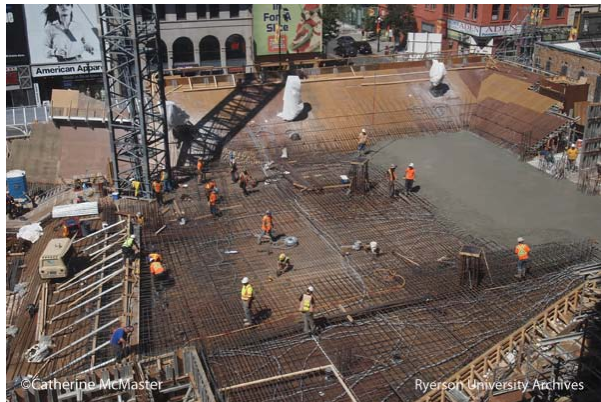


# Delays Are Seemingly Inevitable

Insert picture of skeleton at desk

The project encountered several delays. A protracted permitting process and the coldest Toronto winter in the past twenty years - 2013-2014 - resulted in significant delays - “lost days” in the case of the latter.

# Delays Are Seemingly Inevitable



Though demolition and construction proceeded largely without a hitch, full-scale mock-ups were required to ensure the structural stability of the angled reinforced concrete columns.

# Temper Your Expectations

Insert Rolling Stone's album cover

You can't always get what you want..... including satisfaction

# Temper Your Expectations: What We Wanted

Insert Saltire alcove seating 1

Insert Saltire alcove seating 2

Alcove seating at the Saltire Centre in Glasgow

# Temper Your Expectations: What We Got



DNA seating on the 5<sup>th</sup> floor of the SLC

# Be Prepared for VE Day....

Insert VE Day in Toronto picture

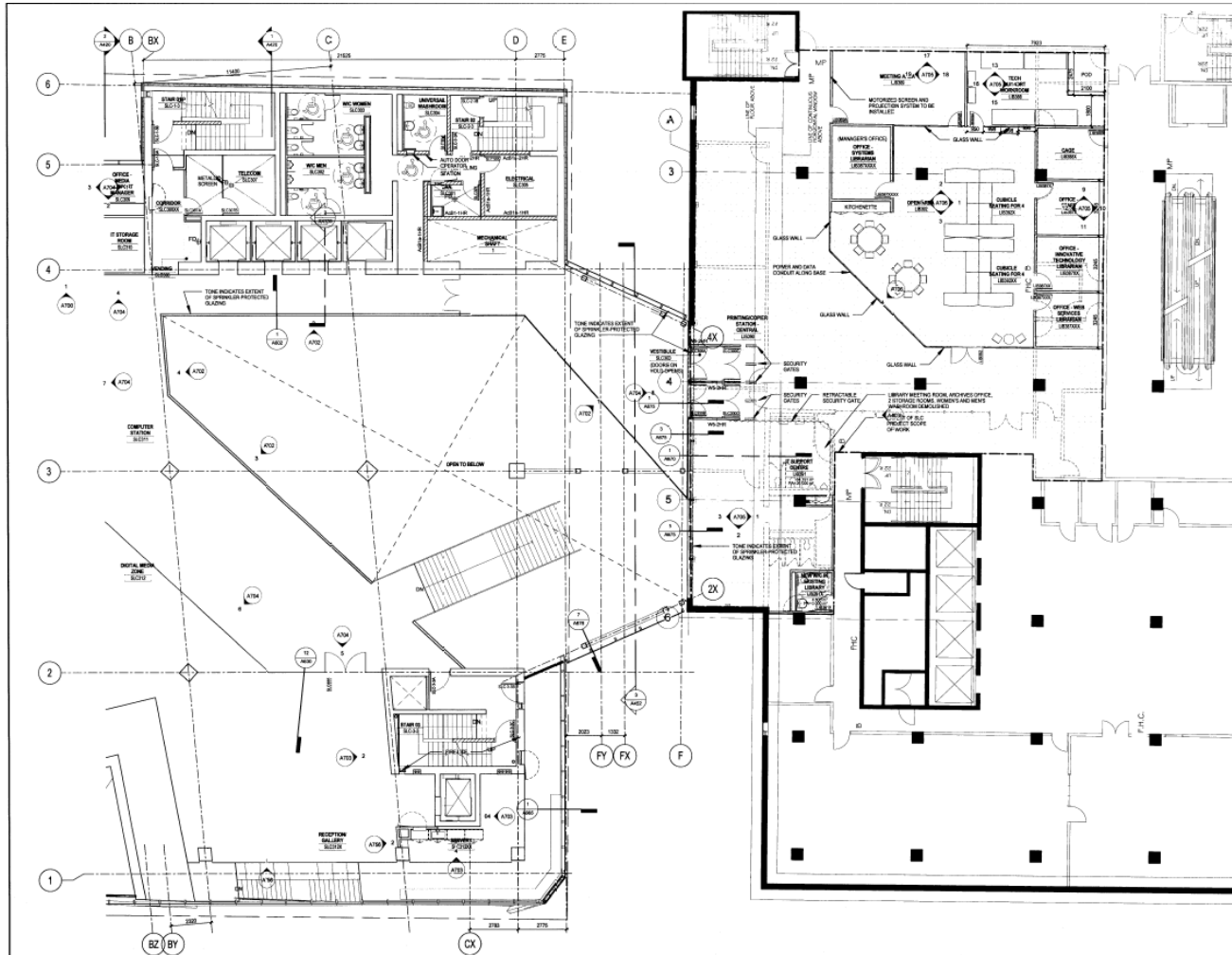
Value Engineering may mark the beginning of the war, not the end.....

# Value Engineering

**On Time, On Budget, On Value**



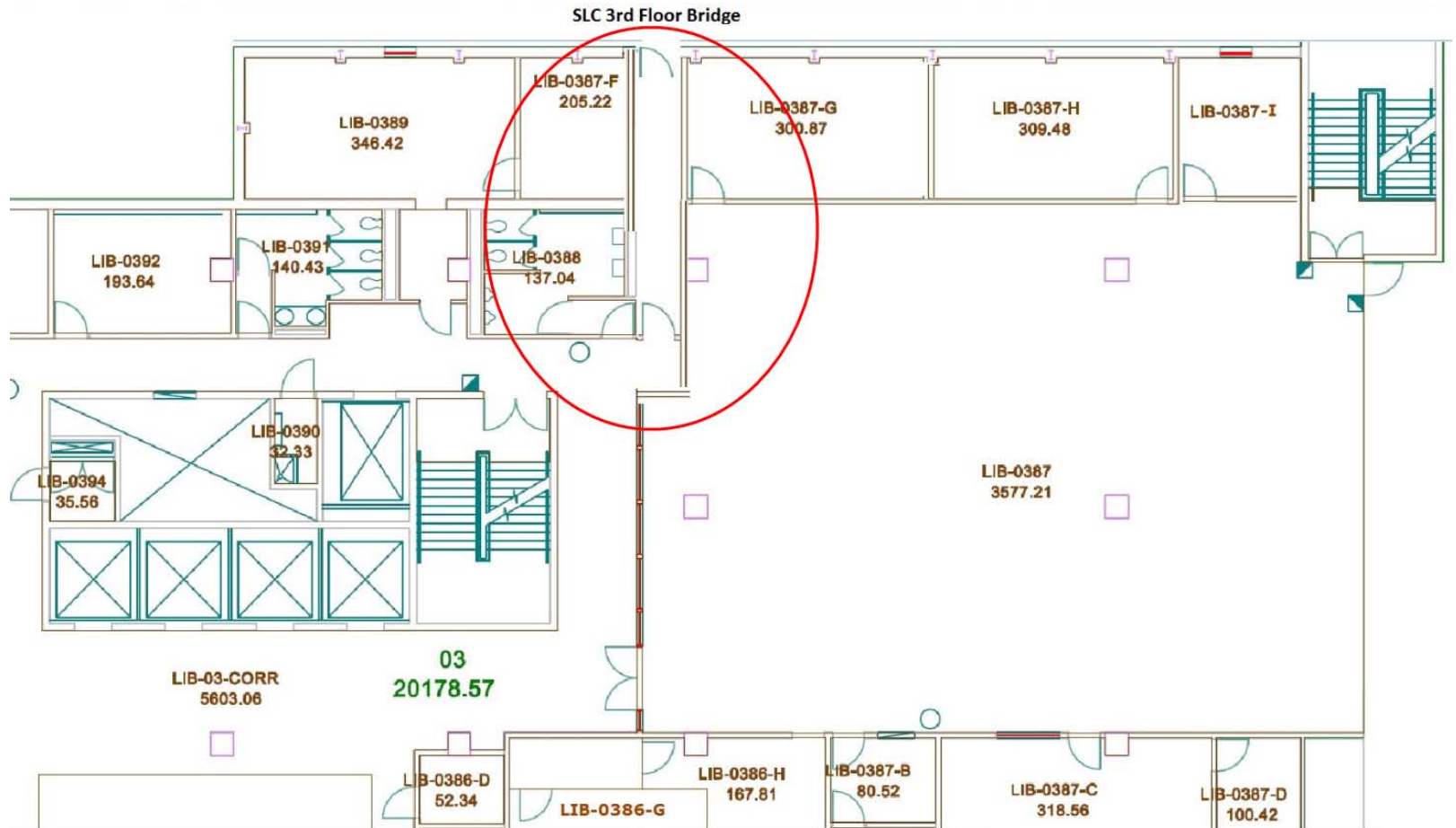
# Value Engineering



Planned renovations on the 3<sup>rd</sup> floor of the Library Building to accommodate LITS



# Value Engineering



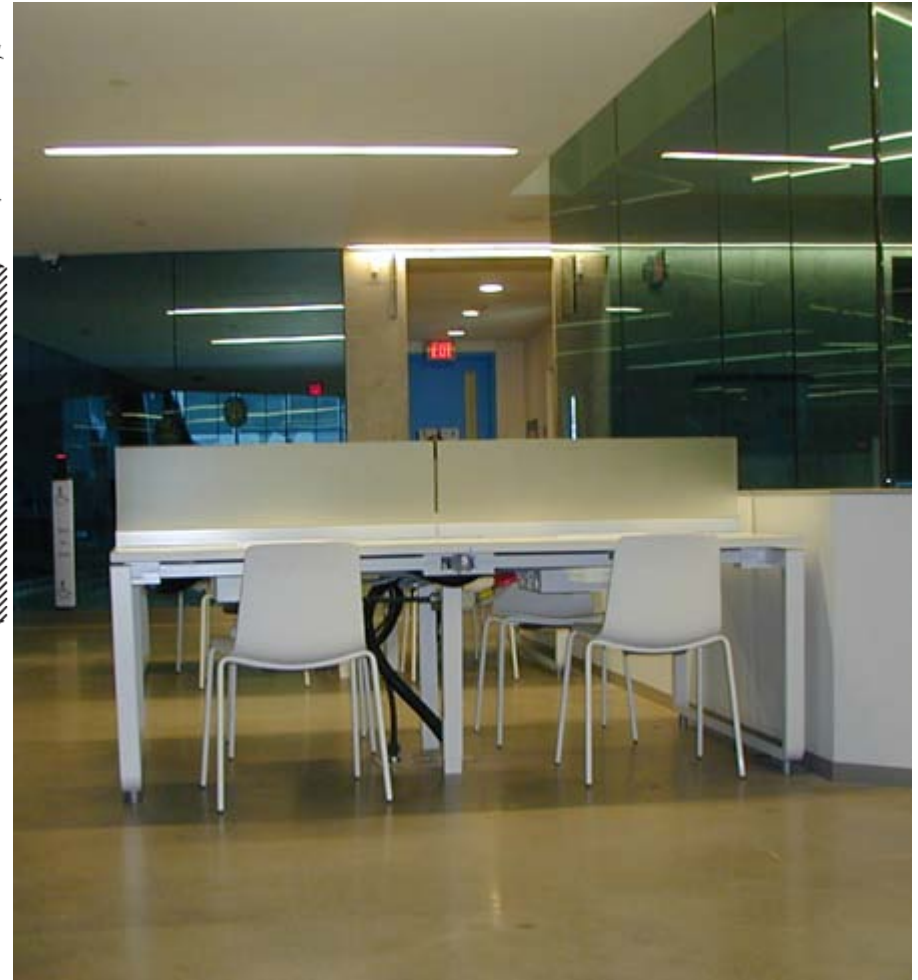
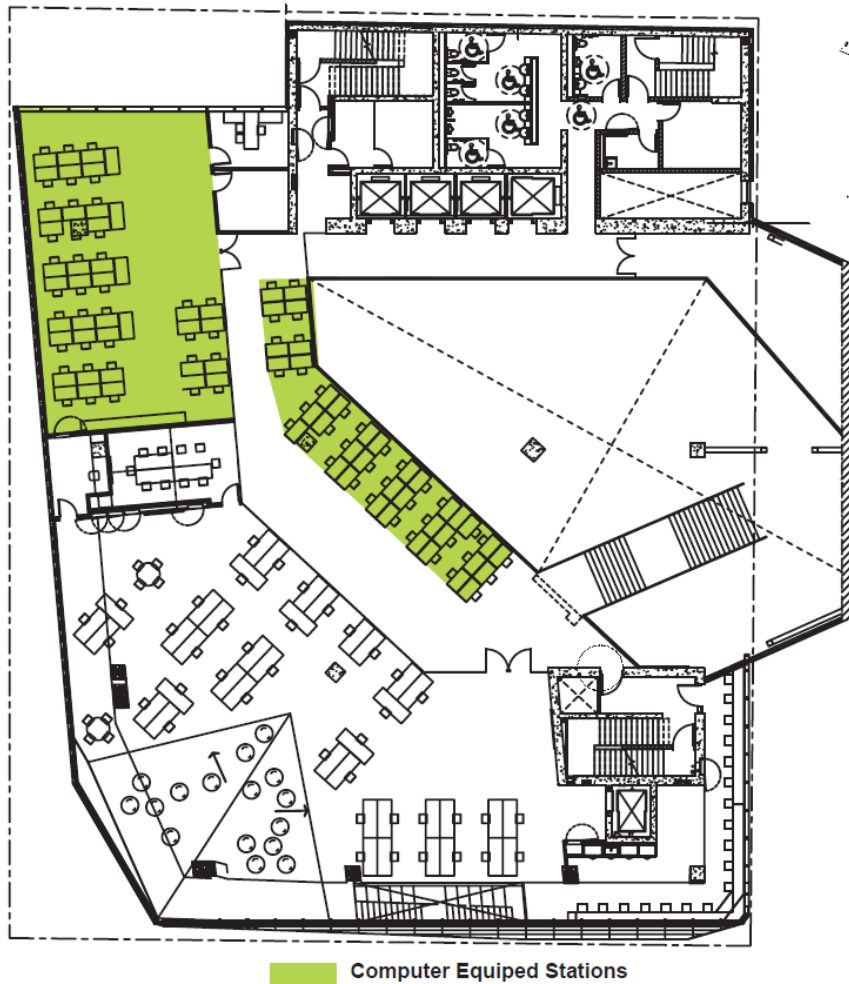
Circled area highlights area ultimately renovated on the 3<sup>rd</sup> floor of the Library Building

# Value Engineering



Areas that were slated for renovation on the 3<sup>rd</sup> floor of the Library Building

# Value Engineering



The number of computers in was reduced in several areas of the building

# It Doesn't Always Pay to Compromise

Insert still from Oreo commercial fight in library

We were perhaps too willing to accommodate the modifications and reductions that resulted from the value engineering process

# The Building Inspector Calls the Shots

Insert Real Inspector Hound

Insert home inspection cartoon

You may develop a very special relationship with the local building inspector...

# The Building Inspector: Don't Fence Me In



# The Building Inspector: A Tale of Two Doors



Better Lock Up the Gutenberg Bible.....

# Gesamtkunstwerk is Nothing to Sneeze At

[Insert picture of Admont Library](#)

Though the architects didn't oversee all aspects of the SLC project, their ideas and approaches to design shaped several aspects of the built environment and the buildings furnishings.



# Aesthetics vs Functionality

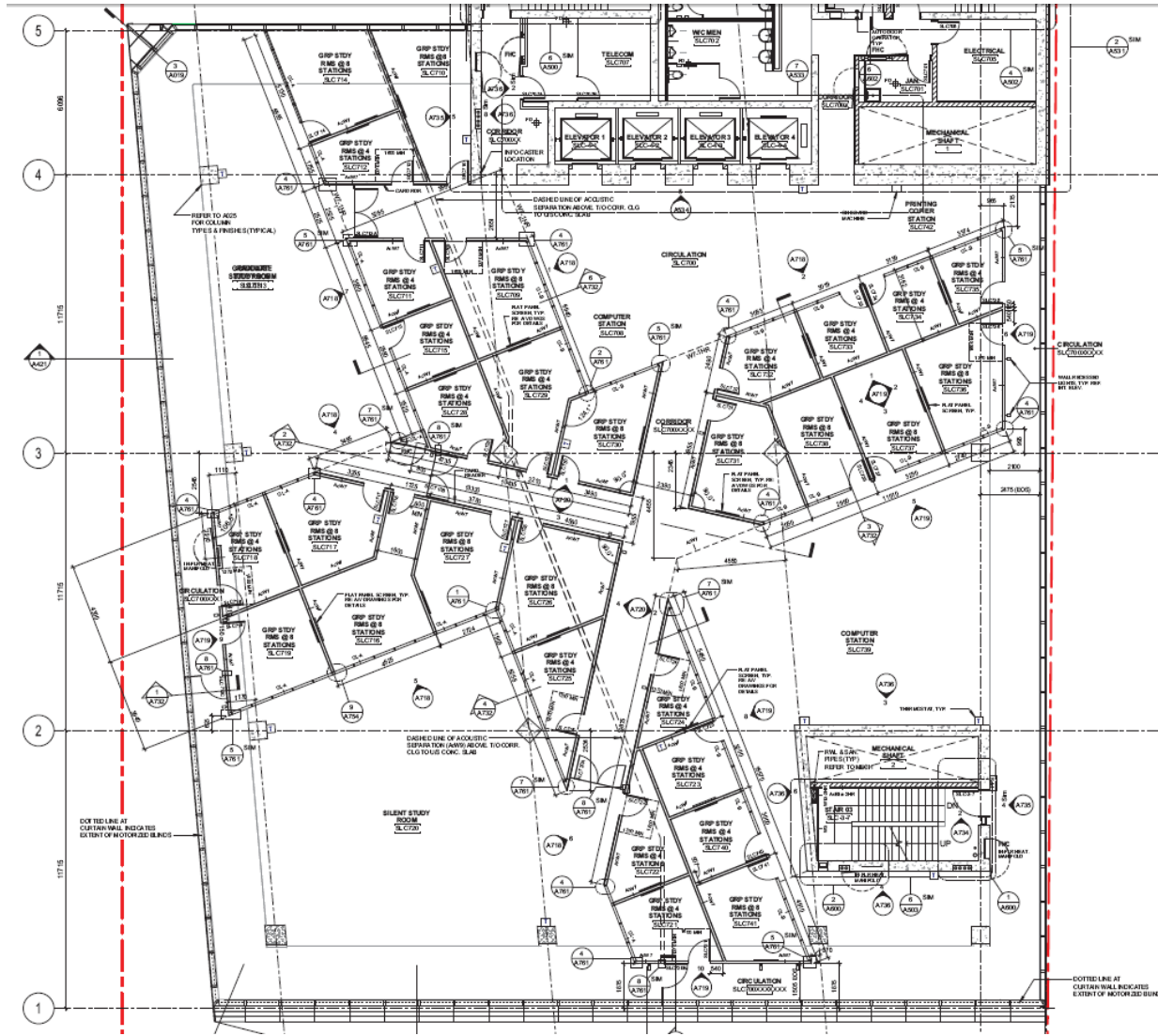


# Design Challenges

[Insert still from Dr. Caligari](#)

A unique design may come with unforeseen challenges

# Design Challenges



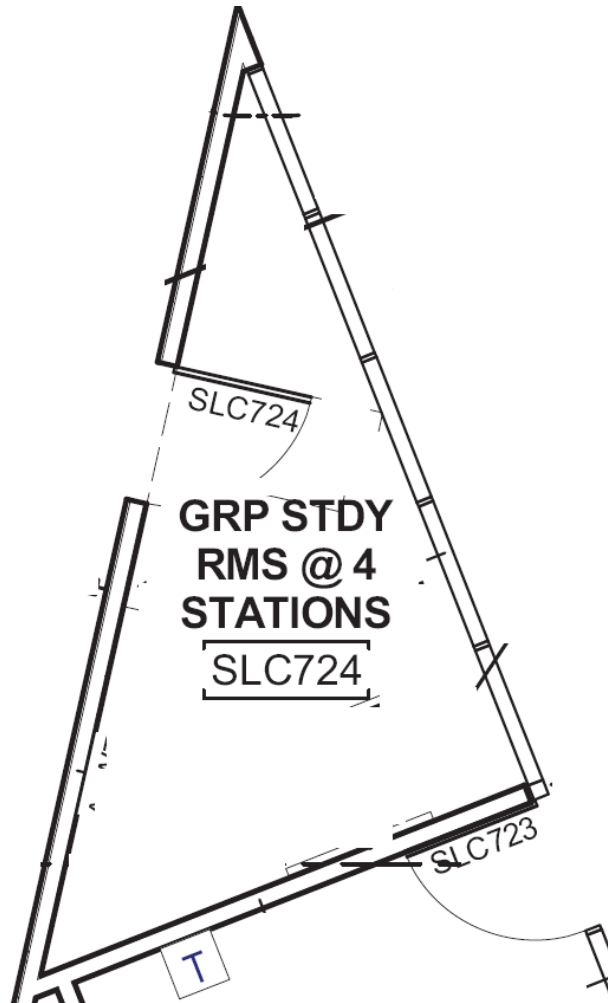
SLC 7<sup>th</sup> Floor

# Design Challenges





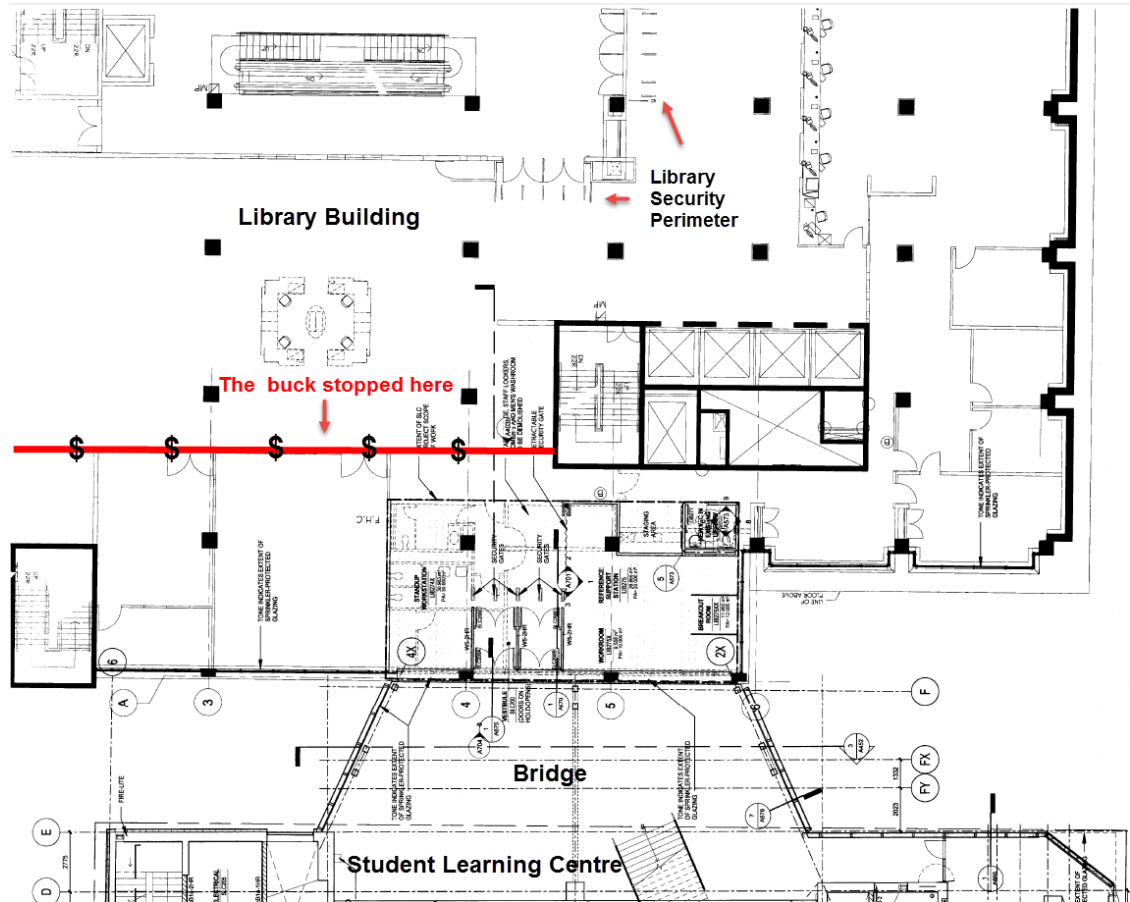
# Design Challenges



# Higher Forces May Determine Your Fate

[Insert Coronation of Napoleon painting](#)

# Higher Forces: The Buck Stops Here



The project budget didn't extend to covering all of the renovations required to link the Library Building to the SLC



# Higher Forces: The Buck Stops Here



The Library's entrance and exit doors were retrofitted to facilitate free movement between the SLC, the Library Building and the east side of the Ryerson campus

# Higher Forces: The Buck Stops Here



Opening the Library Building to the SLC breached the Library's security perimeter, requiring the installation of a new, re-oriented detection system

# Higher Forces: A Soft/Loud Opening



The decision to compress the soft opening of the building in late February resulted in a number of challenges, including HVAC issues

# Higher Forces: A Soft/Loud Opening



Issues with the elevators were still being addressed months after the SLC opened

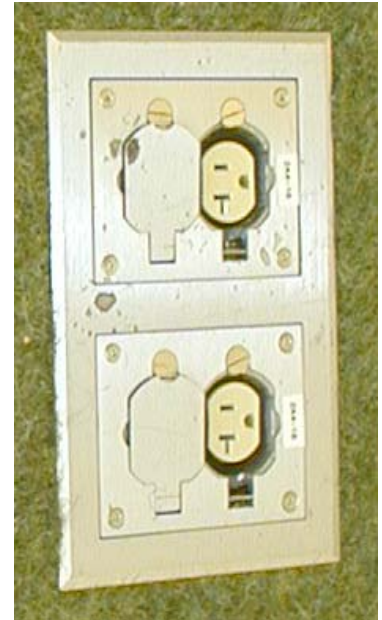
# Don't Always Rely on the Experts...

[Insert JFK & military advisors picture](#)

[Insert RFK & JFK picture](#)

Though you may not end up with the Bay of Pigs on your hands, it's a good idea to weigh carefully, and if necessary counter, the advice of "experts"

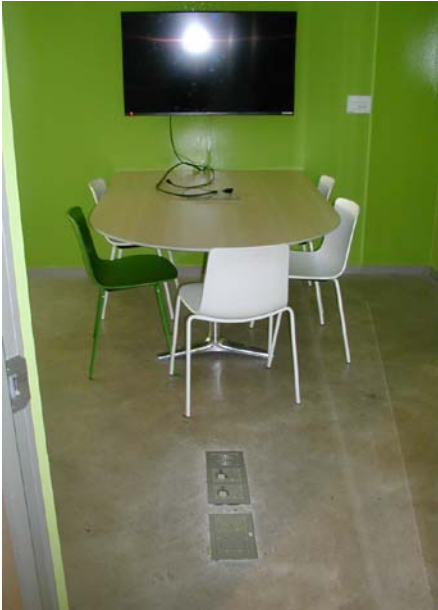
# Expert Advice: Power & Data



# Expert Advice: Power

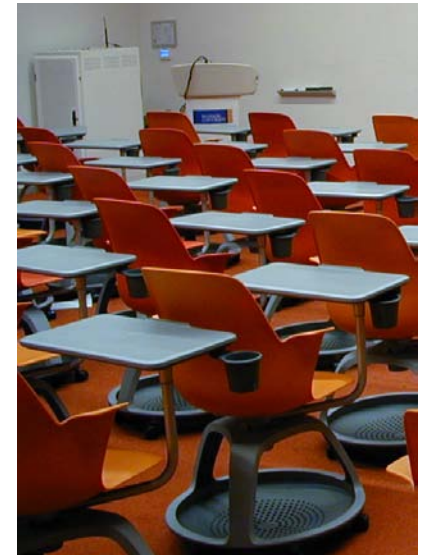


# Expert Advice: Power





# Expert Advice: AV Technology



# Insist on Mock-ups

[Insert Sluggo cartoon](#)

[Insert Rube Goldberg cartoon](#)

Repeated requests for a mock-up (or mock-ups) to determine the best approaches to integrating power and data elements with furnishings failed to produce results.

# Be Careful When Embracing “New” Technology



Which wall do I write on?

# Remember That Sound Travels



Noise generated by vending machines and hand dryers rivals that of the planes revving up on the tarmac at Pearson. The Library's Research Help zone is adjacent to a major pedestrian route and is exposed to a considerable amount of ambient noise from the SLC lobby

# Watch Out for the Pharaoh Complex

[Insert Yul Brynner picture](#)

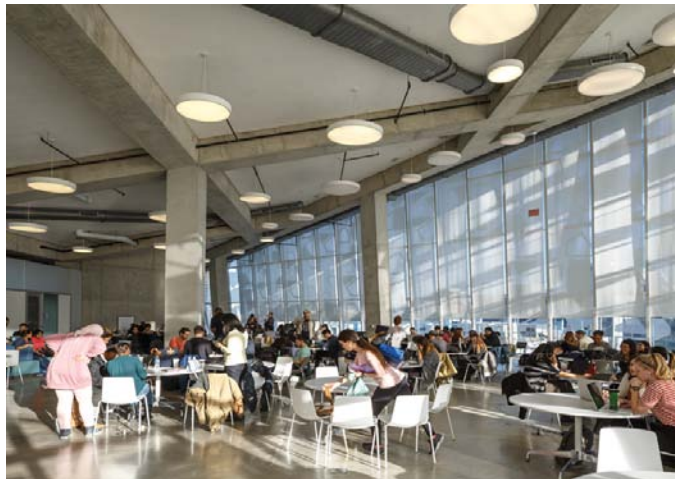
[Insert pyramid picture](#)

[Insert Steve Martin picture](#)

Major building projects tend to bring out the Pharaoh in all of us.....

Avoid investing too much emotion in your project - after all, it's only a building....

# Post Building Depression Syndrome



[Insert depression picture](#)

Lights! Camera! Action! - and then a dark stranger enters.....

# What Has Been Achieved?



Despite the hurdles encountered over the course of the project, the Student Learning Centre is already an incredibly popular place on the Ryerson campus:

# A Place to Celebrate





# A Place to Showcase (Ryerson)



# A Place to Discover



# A Place to Connect



# A Place to Explore



# And a Place to Reflect



# Thankyou!

