

Report to / Rapport au:

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

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Submitted by / Soumis par:

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File Number: OPLB-2022-0604

SUBJECT: Ādisōke – Construction Update & Operational Planning

**OBJET: Ādisōke – Mise à jour sur les travaux de construction et planification
opérationnelle**

REPORT RECOMMENDATION

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

RECOMMANDATION DU RAPPORT

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa prenne
connaissance du présent rapport à titre d'information.**

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 (the “Board”) holds accountability for the full range of decisions affecting the organization. The Board approaches its role using a policy or strategy model of governance that focuses on setting strategic directions and objectives, making decisions on major projects, and monitoring library and Chief Executive Officer (CEO)

performance. The Board's attention primarily focuses on the long-term needs and goals for the library, rather than the administrative or operational details.

As per Board Policy 002-OPLB Delegation of Authority (DOA), some decisions are delegated to the CEO. Additionally, the Governance Agreement for the Ādisōke project delegates some decisions to the Executive Steering Committee, on which the CEO sits as a voting member.

With construction underway, the OPL project team is continuing to focus on how services, programs, and visitor experience of the facility can make it a welcoming and inclusive space open to all members of the community. The OPL project team will continue to engage with community stakeholders to obtain input on how to meet these goals.

The purpose of this report is to provide the Board with an update on construction progress and schedule, on key OPL project activities undertaken since the last report to the Board, and of the work anticipated to occur before the next update to the Board in October 2022.

DISCUSSION

As noted in the previous report to the Board about Ādisōke (OPLB-2022-0303), this year represents a major turning point in the project, as it moves from building design and tendering to building construction and operational readiness planning. The City's Project Management Office (PMO) will continue to lead project elements related to building delivery and act as the primary liaison with the general contractor for construction, but other project elements will be led by OPL, as described further below.

Building Delivery (City-led)

Monthly status reports on Ādisōke have been provided to trustees on behalf of Infrastructure Services since the beginning of the project. These reports are standard across all City infrastructure projects and focus on construction progress including work completed in the previous month, along with work expected in the next month. They also provide an indication of overall status, including the areas of schedule, budget, and quality. These reports will continue to be sent monthly for the duration of the project, as a means of providing a quick overview of progress on building delivery.

Here is a high-level overview of key building delivery-related tasks and milestones that have been identified to date, leading up to the building opening in 2026:

- Construction:
 - Completion of Foundations: 2022
 - Completion of Concrete Superstructure: 2023
 - Completion of Building Envelope: 2024
 - Substantial Completion: 2025
 - Final Completion: 2026
 - Move In Completion: 2026
 - Opening Event: Summer 2026
- Facility Commissioning: 2025
 - This is the process of planning, documenting, scheduling, testing, adjusting, verifying, and training, to provide a facility that operates as a fully functional system prior to opening
- Public Art Installation: 2025 – 2026
- Furniture, Fixtures, and Equipment (FF&E)
 - Develop specifications: 2022 – 2023
 - Procurement Strategy & Implementation: 2022 – 2025
 - Fit Up: 2025 – 2026
- Retail (Food Services & Gift Shop)
 - Space Planning, Layout & Procurement: 2022 – 2024
 - Space Fit Up: 2025 – 2026

Although work was temporarily paused on the Ādisōke site from May 2 – 24 due to a province-wide strike of the International Union of Operating Engineers, the following key building delivery-related activities have taken place since the last update to the Board in March 2022:

- The installation of two tower cranes to the site that will support significant construction.
- Continued excavation on the site to support the stormwater storage tank and ongoing building foundation work.
- Drilling for the deep foundations for the building structure, which is now over 50% complete.
- Review of contractor inquiries and submissions to the design team.

Communications and engagement activities related to building delivery also continue to be led by the PMO. Activities since the last Board update include:

- Resumption of planning for the onsite start-of-construction milestone event, following postponement in Spring 2022 due to the strike noted above. This event will include remarks from dignitaries, along with a drumming circle and performance from the Anishinābe Algonquin communities of Kitigan Zibi Anishinābeg and the Algonquins of Pikwakanagan First Nation.
- Ongoing outreach to residents and stakeholders through the bi-weekly construction progress update emails continues. These updates are also posted on [Adisoke.ca/construction-updates](https://adisoke.ca/construction-updates).
- Review of branding concepts, to be shared with the OPL Board in the coming months.

The City's PMO is also responsible for managing relationships and coordinating site activities with adjacent projects, such as the Albert Queen Slater Bronson reconstruction project, connection to the District Energy System, and National Capital Commission projects including Library Parcel Development and the LeBreton Flats pathway.

Operational Planning (OPL-led)

While there are elements of operational readiness planning that are being led by the City's PMO – primarily related to facility operations – much of this planning for the Central branch at Ādisōke will be spearheaded by OPL. Operational planning will involve careful deliberation and coordination of various factors and is being guided by a project roadmap that tracks the various internal OPL project tasks over the coming years, coordinated with Library & Archives Canada (LAC) for shared areas.

Here is an updated high-level overview of key operational planning phases and milestones that have been identified to date, leading to the building opening in 2026:

- Stakeholder engagement and communications plans for Board review in Fall 2022.
 - Key to the success of all operational planning initiatives, this will include details on how and when key stakeholders will be engaged through all

aspects of the project leading to opening day, coordinated with fundraising activities and other system-wide initiatives.

- Visitor experience principles, for Board approval later in 2022.
 - This work will identify the unique characteristics of Ādisōke as it relates to how visitors will experience the facility, while ensuring alignment with OPL's overarching service & program experience.
- A service design strategy, coordinated with the implementation phase of the Service Delivery Framework, to support the creation of a detailed service plan for initial Board approval in 2023 and refreshed prior to opening, including the following phases:
 - Phase 1 – Prework, Planning, and Project Management: January 2022 – September 2022
 - Involves project planning for development of the Service Plan for Ādisōke.
 - Phase 2 – Exploration and Observation: September 2022 – December 2022
 - Involves a review of current OPL services & programs, as well as trends and best practices in library service design.
 - Phase 3 – Understanding and Thinking: January 2023 – September 2026
 - Includes identifying opportunities for innovative approaches to service delivery at Ādisōke and designing branch pilot projects to support them. This phase will be initiated prior to phase 4 but will run parallel as new pilot opportunities become available.
 - Phase 4 – Pilot and Assessment: March 2023 – June 2027
 - Involves implementing pilot projects, evaluating results, and developing recommendations for Ādisōke. This phase will continue until a year after opening so that new pilots and projects can continue to run in the new facility.
 - Phase 5 – Service Design Development: April 2024 – December 2024
 - Includes detailed space planning for all OPL areas in the new building and the development of a detailed service plan for the Central branch at Ādisōke.
 - Phase 6 – Implementation: January 2025 – June 2026
 - Involves implementation of the service plan and initial programs.
- A staffing strategy and staffing model to support the service plan.

- An operating budget, including staffing and other pressures, for Board approval through future annual budget cycles.
- Move planning: July 2025 – January 2026
- Relocation & initial occupancy: February 2026 – May 2026

The various elements noted above will be further informed by the Service Delivery Framework, approved by the Board in May 2022 (OPLB-2022-0503). Working through the Board Ad Hoc Governance Committee, staff continue to foresee the creation of a new Board Ad Hoc committee in 2023 to support and provide direction for OPL service design and renewal at Ādisōke, hours of operation, and other opening requirements.

The next project update to the Board will occur in October 2022.

CONSULTATION

The development of this report required consultation with the OPL Senior Management and the City's Project Management Office for Ādisōke.

ACCESSIBILITY IMPACTS

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

BOARD PRIORITIES

In June 2019, the Board approved a 2020-2023 Strategic Plan, which included "Create the destination experience for the Ottawa Central Library" as a key component of "Redesign the Library Experience."

BUSINESS ANALYSIS IMPLICATIONS

There are no business analysis considerations associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

There are no specific Indigenous, gender or race equity implications associated with the report recommendations, but these will come forward as part of future engagement activities.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

DISPOSITION

The City's Project Management Office will continue to lead the construction project, and OPL staff will continue towards development of a service plan for Ādisōke, including stakeholder engagement. The next report to the Board will occur in October 2022 and will once again be a combination of construction updates and OPL operational planning updates.