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**Report to / Rapport au:**

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

**November 7, 2023 / 7 novembre 2023**

**Submitted by / Soumis par:**

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**File Number: OPLB-2023-1107-11.2**

**SUBJECT: Ādisōke – Update on Construction and 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 model of governance that focuses on setting strategic directions and objectives, making decisions on major projects, and monitoring library and Chief Librarian / Chief Executive Officer (CL/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.

The Ādisōke building project is managed through a tripartite governance model, which outlines the responsibilities of the three primary project partners – OPL, the City of Ottawa, and Library and Archives Canada (LAC). As per Board Policy 002-OPLB Delegation of Authority (the DOA), some decisions are delegated to the CL/CEO. Additionally, the Governance Agreement for the Ādisōke project delegates some decisions to the Executive Steering Committee, on which the CL/CEO sits as a voting member.

With building construction in progress, the OPL project team is continuing to focus on how services, programs, and the visitor experience for the facility can make it a welcoming and inclusive space for all. The OPL project team will continue to engage with the community, with partners, and with the broader library sector to obtain input on how to meet these goals.

The purpose of this report is to provide the Board with an update on both construction and project activities, including progress and schedule, key OPL project activities undertaken since the last report to the Board in April 2023, and the work anticipated to occur in the months and years ahead.

## **DISCUSSION**

The City's Project Management Office (PMO) continues to lead project elements related to building delivery and acts as the primary liaison with the general contractor for construction, while other project elements are being led by OPL, as described further below.

### **Building Delivery (City-led)**

Monthly status reports on Ādisōke have been provided to trustees on behalf of the City since the beginning of the project. These reports are standard across all City infrastructure projects and focus on overall project progress, including work completed in the current period and expected in the upcoming month. The reports also provide an indication of overall status in the areas of schedule, budget, and quality and will continue to be sent monthly for the duration of the project.

Below is a high-level overview of key building delivery milestones leading up to opening in 2026:

- Construction: present - 2026
  - Structural foundation completed in early 2023
  - Concrete Superstructure: completed in late 2023
  - Installation of Wood Roof in late 2024
  - Completion of Building Envelope in late 2024
  - Contractual Substantial Completion in early 2026
  - Move-In Period in early to mid-2026
  - Contractual Final Completion in 2026
  - Opening Event in Summer 2026
- Facility Commissioning: 2025
  - This is the process of planning, documenting, scheduling, testing, adjusting, verifying, and training in advance of the official opening.
- Public Art Installation: 2024 – 2026
  - This is the process of announcing the Indigenous artists, installation of all the commissioned art pieces and the final reveal.
- Furniture, Fixtures, and Equipment
  - Develop specifications: 2022 – 2023
  - Procurement – strategy and implementation: 2022 – 2025
  - Fit Up: 2025 – 2026
- Retail (Food Services & Gift Shop)
  - Space Planning, Layout & Procurement: 2022 – 2024
  - Fit Up: 2025 – 2026

Since the last update to the Board in April 2023, the following key construction activities have occurred or are underway:

- Completion of the concrete slabs for all five levels of the facility
- Ongoing removal of formwork
- Installation of the exterior steel façade
- Masonry work on the first level of the underground parking
- Coordination and implementation of infrastructure to support the connection into the federal government's District Energy System

- Mobilization of new trades related to plumbing and electrical work in lower levels of the facility
- The installation of site services, such watermain, sanitary and storm sewer lines, are also ongoing but nearing completion.

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

- Milestone event on October 18, 2023, to celebrate the completion of the pouring of the floors, as well as the unveiling of the official Ādisōke branding
- Launch of updated website, Ādisōke.ca to reflect new branding
- Bus ads on City buses with new branding (running mid-October – mid-November 2023)
- Site tours for politicians and community partners
- Launch of the Ādisōke “storey-telling” series on Ādisōke.ca.
- Tours for the community, including Jane’s Walk Ottawa (May 2023) and Youth Futures program (July 2023)
- Exploring a new Anishinābemowin language series for social media, using library and archives terminology
- Ongoing outreach to residents and partners through monthly construction progress update emails and seasonal newsletter.

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

### **Operational Planning (OPL-led)**

While elements of readiness planning related to facility operations is managed by the City’s PMO, much of the operational readiness and program planning for the Central branch at Ādisōke is being spearheaded by OPL staff. This is being done in close collaboration with our LAC partners to ensure coordination of programs and services. This includes areas of common interest such as visitor experience, client services and programming, and employee experience. This work is guided by a project roadmap that

tracks the various internal OPL tasks over the coming years and involves careful coordination of various factors with LAC. Collaborative service design and information sharing are central to a productive partnership.

Below is an overview of key internal operational planning activities leading to the building opening in 2026:

- **Visitor Experience Principles** 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. Overarching themes have been developed and are being used to inform service design research, and final principles will be presented to the Board for approval in 2024 (revised from Q3 2023).
- **Service Design** for the Central Branch at Ādisōke continues to be a collaborative process rooted in research on best practices, and engagement with staff, community, and partners. It will align with the Visitor Experience Principles noted above, and the Service Delivery Framework (SDF), the latter which was approved by the Board in May 2022 (OPLB-2022-0503).

Engagement plans have been developed to support the service design work, to ensure that staff and other relevant parties are consulted and informed regarding the development and outcomes of this work.

Since the last update to the Board, seven taskforces, composed of OPL staff, were launched in Q1 2023 to conduct detailed research and engagement (internal and external), which will inform the ongoing service planning for Ādisōke. This work will result in service design strategies, and will inform final service planning, for the Central branch at Ādisōke.

An initial draft service plan will be presented to the Board in 2024 and will be refreshed prior to opening, following the trialing and piloting of various services. It is being developed through the five phases described in earlier Board updates. OPL is currently in 'Phase 2 – Prepare' and expects to initiate 'Phase 3 – Plan' in 2024. These timelines, as well as those for subsequent phases, have been adjusted as follows:

Phase 2 – Explore (previously 2023; currently anticipated 2023-24) (*in progress*)

Phase 3 – Plan (previously 2023-2024; currently anticipated 2024)

Phase 4 – Create and Test (previously 2024-2027; currently anticipated 2024-2025)

Phase 5 – Implement (timing remains 2026-27)

- **A staffing model** is being developed to support the service plan, and **operating budgets**, including staffing and other pressures, will be presented to the Board for approval through upcoming annual budget cycles. The June 2018 report to the Board “Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility” (OPLB-2018-0601) anticipated an operating pressure of \$1.865M, which included 11.9 FTEs along with other facility maintenance pressures. These figures are being validated and requests for positions will be staggered over the years leading up to the opening of Ādisōke, beginning with initial requests through the 2024 budget process as detailed in concurrent report OPLB-2023-1107-11.1.
- **Move planning, relocation and initial occupancy** will begin in 2025 and continue into 2026.

The various elements noted above will be further informed by the ongoing development of documentation for the five OPL service strategies and three delivery channels as defined by the SDF. To ensure ongoing trustee engagement opportunities over the coming years, an Ad hoc Committee on Service Strategies (including Ādisōke) was created in February 2023, consisting of Trustees Brown, Crawford, and Kitts (OPLB-2023-0223-10.2). It is anticipated that the first meeting of this ad hoc committee will occur in Q4 2023.

### **Partner engagement (OPL-led)**

OPL is involved in ongoing engagement with political, internal, and external partners. A comprehensive, multi-year partner engagement plan was developed by staff in 2022 and serves two broad objectives:

- To inform, generate excitement, and spark curiosity about the Central branch at Ādisōke.

- To leverage the knowledge, expertise, interests and lived experiences of partners to inform the spaces, tools, services, and programs of the Central branch at Ādisōke.

Since the last update to the Board in April 2023, the following key partner engagement activities have occurred or are underway:

- **Political partners:**
  - Launch of video, showing interior and exterior of building
  - Branding reveal and milestone event
- **Internal partners:**
  - Branch visits for staff engagement on visitor experience and service planning at the Central branch
  - Site tours for management team
- **External partners:**
  - Release of video tour of Central branch at Ādisōke on OPL website
  - Other new content on OPL website – blog posts, etc.
  - Community pop ups at branches and at events in community (e.g., Comiccon, Summer Solstice Festival) with virtual reality headsets
  - Targeted engagement to inform services and visitor experience: over 40 partners (community groups, seniors, youth, OPL clients, local service organizations, public libraries, etc.) have been engaged with in the last few months to inform the services and programs that will be offered at the Central branch

The following represents a non-exhaustive list of planned activities for engaging partners in 2024:

- **Political partners:**
  - Site tours
  - Milestone event
- **Internal partners:**
  - Continuing branch visits for staff engagement on the visitor experience and service planning at the Central branch
  - Site tours
  - Annual project update

- Events with LAC staff to build rapport: “Meet our partner” event
- **External partners:**
  - New content on OPL website – blog posts, etc.
  - Community pop ups at branches and at events in community
  - Ādisōke “corner” in OPL branches – visuals, opportunities to share excitement
  - Ādisōke perimeter tours for OPL clients and the public
  - More targeted engagement on visitor experience and services

Staff will continue to engage with our partners from the Anishinābe Algonquin Host Nation on all aspects of service planning.

## **CONSULTATION**

The development of this report required consultation with the OPL Senior Management and the City’s PMO 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 October 2023, the Board approved an updated Strategic Plan that will carry through 2028 and includes “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.



### **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 developing a service plan for Ādisōke, including partner engagement regarding this plan.

The next update report to the Board is anticipated in Q2 2024 and will again include updates regarding construction and OPL operational planning.