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**Report to / Rapport au:**

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

**June 11, 2024 / 11 juin 2024**

**Submitted by / Soumis par:**

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**File Number: OPLB-2024-0611-11.2**

**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 (City), 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 has engaged 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 other project activities, including progress and schedule, key OPL activities undertaken since the last report to the Board in November 2023, and the work anticipated to occur between now and the opening of the building in 2026.

## **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 PMO 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.

Further, the PMO made a commitment in 2023 to report to Council on a bi-annual basis. Staff will continue to keep the Board informed of these reports via memo, which will appear on future Board agendas as Information Previously Distributed.

Since the last report to the Board in November 2023, the following key construction activities have occurred or are occurring:

- All structural steel components to build the feature staircases have been completed;
- Structural beams for the wood roof have been completed, and work will continue on the roof with the installation of wood panels and windows;
- Windows throughout the facility are being installed, along with sheathing and vapour membranes that will make the building water-tight;
- Scaffolding is being erected around the entire building, as the contractor begins to install the exterior stonework along the façade;
- Inside the building, walls continue to be erected;
- Work is continuing on all elements related to mechanical, electrical and plumbing; and,
- Coordination is on-going for underground infrastructure work that supports connection to the federal government's District Energy System.

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

- Construction: present - 2026
  - Completed installation of all exterior windows by late summer 2024;
  - Completion of wood roof in late 2024;
  - Completion of building envelope in late 2024;
  - Building ready for heat in late 2024;
  - Contractual substantial completion in early 2026;
  - Move-in period in early to mid-2026;
  - Contractual final completion in 2026; and,
  - 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: 2025 – 2026
  - Installation of all the commissioned art pieces and the final reveal.
- Furniture, Fixtures, and Equipment
  - Procurement: 2024 – 2025; and,
  - Fit Up: 2025 – 2026.
- Retail (Food Services & Gift Shop)
  - Procurement: 2024-2025; and,
  - Fit Up: 2025 – 2026.

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

- Site tours for the community, including Jane's Walk Ottawa (May 2024);
- Ādisōke “storey-telling” series on Ādisōke.ca; and,
- 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 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. Collaborative service design and information sharing are central to a productive partnership.

The vision for the new Central branch is to be the cornerstone of the community, providing seamless services and experiences for all who enter. The Central branch will be a dynamic and welcoming space where stories come together, serving as a catalyst

for exploration, learning, and connection. Acknowledging the Anishinābemowin origin of the name Ādisōke, the Central branch will celebrate the significant past and present contributions of Indigenous communities throughout the facility. It will be a place where individuals of all ages and backgrounds will gather to discover, collaborate, and grow, fostering a sense of belonging and facilitating transformational experiences. Through intentional design, innovative programming, and a commitment to accessibility, inclusivity, and lifelong learning, we will enable individuals to pursue their passions, expand their knowledge, and contribute to the social and economic vitality of our city.

Since the last update to the Board, Service Design Taskforces, composed of OPL staff, have completed extensive research and engagement (internal and external) to inform service planning for the Central branch. Service drafts for these areas are being finalized:

- Adult Services
- Children's Services
- Civic and Heritage Services
- Creative Services
- Event Services
- Inclusion Services
- Indigenous Services
- Life Skills Services
- Teen Services

Strategies are being developed through considerable engagement with clients, service providers, and partners to understand community and client needs, and to identify gaps and opportunities that OPL might address through library services. The Service Design Taskforces conducted nine engagement sessions with staff across various OPL branches, engaged with more than 500 clients (interviews and online surveys), and more than 50 community agencies were consulted to inform recommendations that have been incorporated into the service strategies.

The service strategies also provide background data and demographics for the community, identify community needs, and include recommendations for programming, collections, tools, spaces, and expertise.

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 Service Delivery Framework. 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). Service strategies will be shared with the Ad Hoc committee at an upcoming meeting for review and feedback, and final plans will be shared with the Board later in 2024. Next steps are to develop pilots to test and assess some services offered at the Central branch.

Further, 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 have been, and will continue to be, staggered over the years leading up to the opening of Ādisōke, using a variety of funding strategies.

Move planning, relocation, and initial occupancy will begin in 2025 and continue into 2026.

### **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; and,
- 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 November 2023, the following key partner engagement activities have occurred or are underway:

- **Political partners:**
  - Local MPs and MPPs invited for tour of Ādisōke site.
  
- **Internal partners:**
  - Visit and presentations at several OPL branches to engage staff on visitor experience and service planning;
  - Regular updates on project on internal website (Agora); and,
  - Presentation update for OPL staff (anticipated end of June).
  
- **External partners:**
  - Media tour of Ādisōke for TV;
  - Media interview on radio on general progress on Ādisōke;
  - Participation at various conferences (Association of Parliamentary Libraries, Canadian Research Knowledge Network);
  - Adding accessible virtual tour of the Central branch to website (upcoming);
  - Content on OPL and Ādisōke website for National Indigenous History Month – feature stories with Indigenous artists selected to create art for Ādisōke, start of second series of Anishinābemowin language on social media; and,
  - Community pop ups at branches and at events in community (e.g., People, Words and Change, Writers Festival, Doors Open Ottawa) with virtual reality headsets.

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

- **Political partners:**
  - Site tours; and,
  - Milestone event.
  
- **Internal partners:**
  - Continuing branch visits for staff engagement on employee experience at the Central branch;
  - Site tours;

- Annual project update; and,
- Events with LAC staff to build rapport: “Meet our partner” event.
  
- **External partners:**
  - Conferences;
  - New content about the Central branch at Ādisōke on the OPL website – blog posts, etc.;
  - Pop-ups at OPL branches and at community events;
  - Ādisōke “corner” in OPL branches – visuals, opportunities to share excitement; and,
  - Ādisōke perimeter tours for OPL clients and the public.

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 the Central branch at Ādisōke, including partner engagement regarding this plan.

The next update report to the Board is anticipated in Q4 2024 and will again include updates regarding construction and OPL operational planning.