

# 10.4

**Report to / Rapport au:**

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

**June 10, 2025 / 10 juin 2025**

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**File Number/Numéro du dossier: OPLB-2025-0610-10.4**

**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 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 updates to the Board in Q4 2024, and the work anticipated to occur between now and the opening of the building.

## **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 provide updates to Council on a bi-annual basis. Staff will continue to keep the Board informed of these updates via memo, which will appear on future Board agendas as Information Previously Distributed.

Construction has been underway for over three years and has achieved many significant milestones.

The design of Ādisōke is very complex, and construction is also complicated, but progress continues to be made on this facility. Since the last update to the Board in December 2024, the following key construction activities have occurred or are occurring:

- Significant progress has been achieved on the building's exterior, including final stonework, wood siding, roof work and solar panels
- All bird friendly windows, which showcase Indigenous public art commissions, have been installed
- Scaffolding around the building has started to come down, revealing the façade
- Custom wood millwork continues to be installed throughout the atrium and along the feature staircases
- Framing walls, drywall installation, plumbing, electrical and mechanical works all continue
- As part of the 22nd Annual Accessibility Day held on May 29, 2025, it was announced that the Ādisōke project has received Preconstruction (Design) Gold level accessibility certification from the Rick Hansen Foundation

With the structure now complete, and the building enclosed, work will be focused on detailed interior work, which is also complex. The nature of this work demands precision, as quality remains of utmost importance.

The contractor has signaled pressures on the construction schedule, which are currently being reviewed and assessed by the PMO and independent third-party scheduling expertise.

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

- Construction: 2025-2026
  - Completion of all interior and exterior finishing work, as well as plumbing, electrical and mechanical works

- Landscaping work
- Facility Commissioning: 2025-2026
  - 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
- Furniture, Fixtures, and Equipment: 2025-2026
  - Procurement
  - Fit Up / Installation
- Retail (Food Services & Gift Shop): 2025-2026
  - Procurement
  - Fit Up / Installation

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

OPL staff are finalizing a workplan to ensure that operations are ready when the building opens. Many of these activities are led by OPL independently, or in consultation with Library and Archives Canada and the City. The following is a high-level summary of the critical activities that OPL is planning for, with associated timelines.

Year prior to opening:

- Approval of the 2026 budget

Up to twelve (12) months before opening:

- Shared services agreements between LAC and OPL signed
- Move management plans completed (public art, furniture, collections, technology)
- Collections plan completed
- Recruitment planning finalized

Up to nine (9) months before opening:

- Recruitment of employees begins
- Marketing and communications plan completed
- Gift shop plan completed, including merchandising
- Food and beverage services plan completed, including café vendor and catering list procurement

- Exhibition gallery plan completed

Up to six (6) months before opening:

- Signature launch events confirmed (in consultation with LAC)
- Public use policies and procedures completed
- Plans for new services (e.g. Creative Centre & Community Kitchen) completed
- Procurement of checkout systems, staff and public PCs, and other program equipment for various OPL spaces
- Ādisōke website plan completed
- Post-substantial fit-up items (e.g. public address system, people counters, electrical and network adjustments)

Up to three (3) months before opening:

- Updated Ādisōke website is launched
- Furniture and equipment are in place
- Move of equipment and collections from Main to Central
- Employees are trained to deliver new services

One month before opening:

- OPL employees working in the building, with most elements in place

## **CONSULTATION**

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

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

- Indigenous artist feature story
- Ādisōke "storey-telling" series
- 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.

OPL is involved in ongoing engagement with political, internal, and external partners.

Staff will continue to engage with partners from the Anishinābe Algonquin Host Nation on various aspects of operational planning.

### **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 to this report.

### **LEGAL IMPLICATIONS**

There are no legal implications associated with this report.

### **RISK MANAGEMENT IMPLICATIONS**

Risks and implications are as noted throughout the 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 operational plans for the Central branch at Ādisōke.

The next update report to the Board is anticipated in Q4 2025 and will again include updates regarding construction and OPL operational planning.