

Report to / Rapport au:

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

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File Number: OPLB-2022-0303

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 CEO performance. The OPL

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.

On June 13, 2018, Ottawa City Council ("Council") approved the Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility report (ACS2018-PIE-IS-0007). This report recognized the City of Ottawa's (the "City") participation in the partnership for the Joint Facility and established the authority to proceed with procuring the project. Based on these authorities, in 2018 the City issued an international competitive process for an architectural firm to design the project. The result of the competitive process was the award of the design contract to Diamond Schmitt Architects in joint venture with KWC Architects.

Working in collaboration with the architecture firms, the project partners set out to undertake the most comprehensive consultation in OPL's history. This resulted in a collaboratively designed facility that incorporates the shared and unique values of the partners, as well as the needs and desires of the community who will use and benefit from the facility. Public input has helped to ensure design excellence that meets and exceeds community and national expectations.

Indigenous engagement was also successfully held both locally and nationally; it was significant in scale and unprecedented in OPL's history, resulting in a building that will reflect Anishinābe Algonquin and Indigenous design influences throughout. The partnership that resulted from engagement with local Anishinābe Algonquin communities not only led to significant design inspiration, but a commitment that the facility would be home to ongoing engagement and collaboration between OPL, Library and Archives Canada (LAC), and Anishinābe Algonquin People. During discussions with the Anishinābe Algonquin Host Nation, the Executive Steering Committee gratefully accepted the name Ādisōke (AH-di-So-kay) for the name of the facility, as announced at an event held on August 5, 2021.

On September 9, 2021, the tender period closed, and bids were received from the two remaining pre-qualified General Contractors, EllisDon and PCL Construction. These

bids included the fixed price proposed for the facility. The low-price bid from PCL Construction resulted in an increase of \$64 million to the OPL/City costs of the building, from \$104 million to \$168 million. The additional funding needed for the contract award was approved by the Board on October 19, 2021, and by Council on October 27, 2021, and included an additional contribution of \$16 million from the Library Reserve Fund, with a \$7 million fundraising target established to address the pressure on OPL.

Ādisōke will be more than just a place for books, archives, and quiet research; it will be a place to meet, host events and learn new skills. It is expected that more than 5000 visitors a day will pass through the building. Visitors of all ages and backgrounds will be able to enjoy the many spaces, such as library and reference spaces (including genealogy and national archives), outdoor event spaces (gathering circle, amphitheater, stage), retail (gift shop, café, and restaurant), indoor event spaces (civic reception, multipurpose auditorium, black box theater) and many more innovative spaces within (gallery, creative center, recording studio).

With the design complete and construction underway, the OPL project team is now focusing 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 the experience can be made as welcoming as possible to everyone.

The purpose of this report is to provide the Board with an update on construction progress and schedule, and a high-level roadmap of key OPL project activities for the period leading to the opening of the building.

DISCUSSION

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 many 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.

Since the award of contract to PCL Construction in November 2021, the following key construction activities have taken place on site:

- Installation of permanent fencing and completion of temporary access road for maintenance access to adjacent infrastructure projects.
- Mobilization of General Contractor, including equipment on site.
- Receipt of foundation building permit and shoring permit.
- Shoring of east and north walls.
- Mass excavation of material including rock removal to achieve an additional two metres of site depth.
- Commencement of deep foundations from the east end of the project site, moving towards the west, continuing through spring 2022.

Other project elements that are being led by City's PMO include the development of a retail procurement and fit up strategy for food services and the gift shop, the procurement process for furniture, fixtures, and equipment (FF&E), and the coordination and installation of public art.

Communications and engagement activities related to building delivery will also continue to be led by the PMO. This includes the following:

- An onsite start-of-construction milestone event is being planned for spring 2022. 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.
- Future construction milestone events (TBD) and coordinating site tours.

- A camera has been installed on a building adjacent to the project site to facilitate the creation of time-lapse videos of construction progress at regular intervals, which will be posted to the project website (Adisoke.ca)
- A new project sign will be installed at the west end of the project site identifying the project partners and contractors, replacing the existing sign at the corner of Albert and Commissioner.
- Bi-weekly updates are being sent to local community members and anybody else who has signed up to receive them. These updates are also posted on the project website (Adisoke.ca/construction-updates).

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, and National Capital Commission projects including Library Parcel Development and the LeBreton Flats pathway.

As described in the most recent report to the Board on October 19, 2021 (OPLB-2021-1001 Adisoke - Project Update and Funding Strategy), given the impact of the pandemic on labour and material supply the project schedule was modified to have the official opening in mid-2026.

Here is a high-level overview of key building delivery-related tasks and milestones that have been identified to date:

- 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

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 the operational planning for OPL's Central branch at Ādisōke will be spearheaded by OPL. This planning will involve careful deliberation and coordination of various factors and will be guided by a project roadmap that is being developed to track the various internal OPL project tasks over the coming years, and coordinated with LAC for shared areas.

Here is a 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 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 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 to support the creation of a detailed Service Plan, for initial Board approval in 2023 and refreshed prior to opening, including the following phases (to be confirmed and finalized):
 - Phase 1 – Exploration: January 2022 – June 2022
 - Includes a review of current OPL services & programs, as well as trends and best practices in library service design
 - Phase 2 – Design innovations & pilots: June 2022 – September 2022

- Includes identifying opportunities for innovative approaches to service delivery at Ādisōke and designing branch pilot projects to support them.
- Phase 3 – Test & iterate: October 2022 – March 2023
 - Involves implementing pilot projects, evaluating results, and developing recommendations for Ādisōke.
- Phase 4 – Service design: April 2023 – December 2023
 - 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, to be refreshed prior to opening
- Phase 5 – Implementation & hiring: January 2024 – June 2026
- 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 an overarching Service Delivery Framework for OPL, which the OPL Ādisōke project team is involved in developing and will also come to the Board for approval in 2022.

Working through the Board Ad Hoc Governance Committee, staff 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.

In short, OPL project staff are excited about the transition to this new phase in the project, and the opportunities that it will present for more involvement of the Board in guiding strategic elements of operational planning and bringing the Central branch at Ādisōke into the OPL fold.

CONSULTATION

OPL Senior Management and the City's Project Management Office for Ādisōke were consulted in the development of this report.

ACCESSIBILITY IMPACTS

Ottawa Public Library supports and considers the Accessibility for Ontarians with Disabilities Act, (2005) in its operations. There are no associated accessibility impacts 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 implications 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 recommendations related to project roadmap items, including 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. The next

report to the Board will occur in June 2022 and will be a combination of construction updates and OPL operational planning updates. Future reports will occur on a quarterly basis, with verbal updates and presentations in between as warranted.