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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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SUBJECT: Ādisōke – Construction Update 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 or strategy 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, 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 the construction progress and the construction schedule, key OPL project activities undertaken since the last report to the Board, and the work anticipated to occur in the months and years ahead.

DISCUSSION

As noted in the previous report to the Board regarding Ādisōke in October 2022 (OPLB-2022-1011-11.3), 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, but 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 a summary of work expected in the following month. The reports also provide an indication of overall status in 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 an overview of progress on project delivery.

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

- Construction:
 - Completion of Foundations: early 2023
 - Completion of Concrete Superstructure: early 2024
 - Completion of Building Envelope: late 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

The following key construction activities have taken place since the last update to the Board in October 2022:

- Foundation of the building is now fully complete
- Completion of concrete columns and slabs in both levels of the underground parking garage
- Construction of the ramp connecting levels P1 and P2
- Electrical, mechanical and other sub-trade work has begun in the underground parking levels
- Floor slab of the main level and mezzanine is well underway

- Forming and pouring of concrete columns on the main floor have commenced, which will in turn support the construction of the floor slab for the second level of the facility
- Ongoing coordination and implementation of infrastructure to support the connection into the federal government's District Energy System
- Backfilling and waterproofing operations are continuing around the perimeter of the building
- The installation of site services, such as watermain, sanitary and storm sewer lines, are also ongoing.

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

- Indigenous engagement events, including partnering session with Host Nation (November 2022) and Indigenous Public Art workshop (January 2023);
- Ongoing outreach to residents and partners through monthly construction progress update emails. These updates are also posted on [Ādisōke.ca](https://adisoke.ca);
- Anishinābemowin Algonquin language campaign on social media; and,
- Finalization of Ādisōke branding concept, to be shared with the OPL Board for information in 2023;
- Meeting with Indigenous Youth Group in Kitigan Zibi to provide an overview of the project and to invite participation in future naming and service planning discussions.

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 there are elements of operational readiness planning that are being led by the City's PMO – primarily related to facility maintenance operations – much of the planning for the Central branch at Ādisōke is being spearheaded by OPL staff, in close collaboration with our partners. OPL staff are working closely with LAC staff to ensure

coordination of programs and services, including 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.

This work is further guided by a project roadmap that tracks the various internal OPL project tasks over the coming years and involves careful coordination of various factors with LAC.

Below is an updated 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. These will be presented to the Board for approval in Q4 2023.
- **Service Design** for the Central Branch at Ādisōke will 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 and communications plans are being developed alongside the service design work to ensure that staff and other relevant parties are consulted and informed on the development and outcomes of service design. An initial draft service plan will be presented to the Board in 2024 and will be refreshed prior to opening. It is being developed through the following five phases:

Phase 1 – Prepare (2022) (*completed*)

- Involves the development of a project roadmap which outlines the space-based service planning approach (categorized based on function), research methodologies, timelines, project team structures, and defines deliverables to be included in the final service plan.

Phase 2 – Explore (2023)

- Includes the development of service strategies for the various components in the future Central branch, focusing on identifying key considerations to ‘activate’ each of the spaces and services outlined in the previous phase, using the most appropriate research and engagement tactics.
- Involves tapping into the expertise of project team members and other staff through internal taskforces, consulting with internal and external organizations and groups to identify best practices and developing and initiating targeted service design engagements.
- These strategies will help to inform other operational requirements related to human resources, finance, and various policies and procedures.

Phase 3 – Plan (2024-2026)

- Includes the development of a service plan, which will be built from the service strategies created in Phase 2 and organized based on SDF categories, and will therefore include a Collections Plan, Programs Plan, Tools Plan, Expertise Plan, and Spaces Plan.
- This phase will also include identifying opportunities for innovative approaches to service delivery at the Central branch and designing branch pilots and projects to support them.
- A draft version of the service plan will be completed in 2024, with a final version to be completed by April 2026. Services included will be those delivered beginning on opening day.
- The plan will be revised as needed post-opening, based on service assessments and ongoing pilot projects as identified in Phase 4.

Phase 4 – Create and Test (2024-2027)

- Involves testing and piloting various initiatives and innovations identified in the service plan, in branches across the system.
- The testing phase will be key to evaluating which initiatives to implement in the next phase and will introduce new services and equipment into other OPL branches to create more equitable opportunities for staff and clients across the system.
- This phase will continue after opening so that new pilots and projects can continue to run in the new facility.

Phase 5 – Implement (2026-2027)

- Involves the implementation of services and initiatives.
 - Pre-opening: spaces will be prepared for the delivery of services to the public, and staff will become familiar with spaces and service delivery models.
 - Post-opening: services will be delivered to the public, pilot projects will be implemented, and services will be reviewed and evaluated.
 - Depending on availability of resources, the implementation of services and initiatives may be staggered from 2026-2027, as staff learn more about how the building is being used.
- **A staffing model** will be developed to support the service plan, and an **operating budget**, including staffing and other pressures, will be presented to the Board for approval through future 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 will be validated and requests for positions will be staggered over the years leading up to the opening of Ādisōke. Staff anticipate that some positions will be required in 2024.
 - **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 the five OPL service strategies and three delivery channels of the SDF. To ensure ongoing trustee engagement opportunities over the coming years, an Ad hoc Committee on Service Strategies (including links to 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 Q3 2023.

Partner engagement (OPL-led)

Key to the success of all operational planning initiatives is partner engagement, which includes details on how and when key partners will be engaged through all aspects of

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

Staff have developed a comprehensive, multi-year partner engagement plan that will serve two broad objectives:

- To inform, generate excitement, and spark curiosity about the Central branch
- To leverage the knowledge, expertise, interests and lived experiences of partners to inform the spaces, tools, services, and programs of the Central branch

Partners

Partners have been grouped into three overarching categories: political, internal, and external. Some examples of identified partners in each of these categories include:

- **Political:** Board Trustees, Mayor, City Councillors, Provincial and Federal politicians, etc.
- **Internal:** employees, senior management, leadership team, etc.
- **External:** clients, Ottawa residents, Algonquin Anishinābe Host Nation, urban Indigenous community, media, community groups, etc.

Engagement Strategies and Tactics

Political, internal, and external partners have different concerns and interests. As such, staff are using five specific engagement categories to describe the approach to engagement for each partner.

- **Inform** – provide the partner with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.
Sample tactics - development of web page, social media updates, regular blog posts, construction update emails, virtual open house, etc.
- **Consult** – obtain feedback on analysis, alternatives and/or decisions.
Sample tactics - surveys, focus groups, advisory committee meetings, etc.
- **Involve** – work directly with the partner throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
Sample tactics - programs and services workshops, advisory groups, etc.
- **Collaborate** – work with the partner in each aspect of the decision, including the development of alternatives and the identification of preferred solutions
Sample tactics - naming / branding processes with Host Nation
- **Empower** – place final decision-making in the hands of the partner.

Sample tactics - future programming decisions given to members of partner groups (e.g., residencies program).

The tactics used to engage with partners follow the channels identified in the Service Delivery Framework and will therefore include activities that are in-branch, virtual, and in the community.

Engagement for the Central branch will take place on an ongoing basis, to keep partners abreast of project developments, maintain a high level of interest, and help to inform the service planning work described above.

Engaging with the Anishinābe Algonquin Host Nation partners and the urban Indigenous community is central to the ongoing development of construction work and OPL service planning for the central branch at Ādisōke, as well as the organization.

Ongoing Engagement Activities

- ***Political partners:***
 - OPL Board update reports
 - Monthly project reports
 - Email updates to Board trustees
 - Email updates to local Councillor
- ***Internal partners:***
 - Blog posts on staff intranet
 - Q&A form for questions from staff
 - Bi-monthly virtual Coffee Chats with staff
- ***External partners:***
 - Monthly construction updates on Ādisōke.ca website
 - Social media updates and emails to listserv
 - Blog posts on OPL website
 - Meetings with Elders and representatives of Anishinābe Algonquin Host Nation

Specific Engagement Activities in 2023

The list of activities below represents a snapshot of activities staff will develop for engaging partners in 2023, in addition to the ongoing activities identified above.

- **Political partners:**
 - Site tours
 - Launch of video, showing interior and exterior
 - Branding reveal and milestone event
 - Construction progress videos
- **Internal partners:**
 - Branch pop ups
 - Annual update on project
 - Site tour, followed by Q&A
 - Event with LAC staff to build rapport: “Meet our partner” event
- **External partners:**
 - Launch of video, showing interior and exterior
 - New content on website
 - Community pop ups at branches and at events in community, with VR goggles, promotional materials
 - Ādisōke “corner” in OPL branches – visuals, opportunities to share excitement
 - Public art announcements
 - Branding reveal/milestone event
 - Targeted engagement (community conversations and more) for service design planning, and furniture and equipment
 - Continuation of Anishinābemowin Algonquin language series
 - Construction progress videos

In the coming year, staff will also reach out to various groups in the community to ask questions about desired experiences at Ādisōke. This targeted engagement will touch on the types of programs, services, furniture, and equipment that will enrich the Central branch, and will leverage the knowledge and lived experience of OPL partners to inform the service planning work that begins this year. Importantly, we will continue to engage with our partners from the Anishinābe Algonquin Host Nation on all aspects of planning as well.

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.

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 Q3/Q4 2023 and will include updates regarding construction and OPL operational planning.

As noted above, the Board will also receive updates regarding the following in 2023:

- Branding concept (for information)
- Visitor experience principles (for approval)
- Operating budget requests (as required, for approval)