

Subject: Ādisōke Project Update – Shared Facility in Partnership with Library and Archives Canada and the Ottawa Public Library

File Number: ACS2026-IWS-IS-0001

**Report to Finance and Corporate Services Committee on 2 June 2026
and Council 10 June 2026**

**Submitted on May 22, 2026 by Bruce Kenny, Director, Infrastructure Services -
Special Projects, Infrastructure and Water Services**

**Contact Person: Tara Blasioli, Manager, Ādisōke, Infrastructure and Water
Services**

Ward: Citywide

**Objet : Mise à jour du projet Ādisōke – Installation partagée en partenariat avec
Bibliothèque et Archives Canada et la Bibliothèque publique
d'Ottawa**

Numéro de dossier : ACS2026-IWS-IS-0001

Rapport présenté au Comité des finances et des services organisationnels

Rapport soumis le 2 juin 2026

et au Conseil le 10 juin 2026

**Soumis le 22 mai 2026 par Bruce Kenny, directeur, Services d'infrastructure –
Projets spéciaux, Services d'infrastructure et d'eau**

**Personne-ressource: Tara Blasioli, Manager, Ādisōke, d'infrastructure et des
services de l'eau**

Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That the Finance and Corporate Service Committee receive and recommend that Council approve the additional budget authority of \$18.5 million required for continued project oversight and construction contingency top-up to be funded as follows:

1. Additional budget authority of \$11.5 million for the City's share of the project to be funded by \$9.4 million tax supported debt and \$2.1 million in library development charge debt;
2. Additional budget authority of \$7 million for Library and Archives Canada's share of the facility which is fully funded by the federal government.

RECOMMANDATION(S) DU RAPPORT

Que le Comité des finances et des services organisationnels reçoive et recommande au Conseil municipal d'approuver l'autorisation budgétaire supplémentaire de 18,5 millions de dollars requise pour la surveillance continue du projet et le complément pour imprévus de construction, qui sera financée comme suit :

1. autorisation budgétaire supplémentaire de 11,5 millions de dollars pour la part du projet revenant à la Ville, qui sera financée par 9,4 millions de dollars de dette payée par les recettes fiscales et 2,1 millions de dollars en dette de redevances d'aménagement;
2. autorisation budgétaire supplémentaire de 7,0 millions de dollars pour la part de l'installation revenant à Bibliothèque et Archives Canada, qui est entièrement financée par le gouvernement fédéral.

EXECUTIVE SUMMARY

This report provides an update on the progress of Ādisōke, a shared facility in partnership with Library and Archives Canada and the Ottawa Public Library and seeks Council approval for additional budget authority arising from continued construction pressures and an extended project timeline.

Construction at Ādisōke continues to advance steadily. The building structure is complete and enclosed, and work is now well underway on interior finishes, building systems, and exterior landscaping.

At the update provided in December 2025, staff advised Council that contractor had communicated delays, adding that schedule recovery was unlikely. As such, staff advised that opening the facility in 2026 was no longer achievable. The project has now passed the contractual substantial completion date of January 2, 2026. The contractor's schedules have not stabilized and the most recent schedule submission indicates a completion of December 2026, approximately twelve months beyond the contractual

substantial performance date; however, this submission has not been accepted by the City and is currently under review to assess achievability.

The extended construction timeline results in additional project costs. Continued project oversight, including external resources, and an increase to construction contingency, are required to maintain continuity and rigorous quality control, and to ensure that Ādisōke is delivered to the community as envisioned an exceptional civic and cultural facility that meets the highest standards of quality and performance.

Staff will continue to exercise enhanced schedule oversight, supported by independent third-party experts, and will continue to report regularly to Council, returning with additional updates once there is increased confidence in the contractor's schedule and a reliable public opening can be communicated.

RÉSUMÉ

Le présent rapport fournit une mise à jour sur l'avancement d'Ādisōke, une installation partagée en partenariat avec Bibliothèque et Archives Canada et la Bibliothèque publique d'Ottawa, et vise à solliciter l'approbation du Conseil pour une autorisation budgétaire supplémentaire découlant des pressions continues sur le calendrier des travaux et d'un prolongement de la durée du projet.

Les travaux à Ādisōke continuent de progresser de façon régulière. La structure du bâtiment est terminée et fermée, et les travaux avancent bien sur les finitions intérieures, les systèmes du bâtiment et l'aménagement paysager extérieur.

Lors de la mise à jour présentée en décembre 2025, le personnel a informé le Conseil que l'entrepreneur avait signalé des retards, ajoutant qu'il était peu probable que le calendrier soit respecté. Par conséquent, le personnel a indiqué que l'ouverture de l'installation en 2026 n'était plus réalisable. La date d'achèvement substantiel des travaux précisée dans le contrat et fixée au 2 janvier 2026 est maintenant dépassée. Les calendriers de l'entrepreneur ne sont pas encore stabilisés et le dernier calendrier soumis prévoit un achèvement en décembre 2026, soit environ douze mois au-delà de la date d'achèvement substantiel des travaux prévue au contrat; toutefois, ce calendrier n'a pas été accepté par la Ville et fait actuellement l'objet d'un examen visant à évaluer sa faisabilité. La prolongation du calendrier des travaux entraîne des coûts supplémentaires pour le projet. Une supervision continue, ainsi que le recours à des ressources externes et une augmentation de la réserve pour les imprévus sont

nécessaires afin d'assurer la continuité du projet et un contrôle rigoureux de la qualité, mais également pour veiller à ce que le projet Ādisōke soit livré à la communauté tel qu'envisagé : un centre civique et culturel d'exception répondant aux normes les plus élevées en matière de qualité et de performance.

Le personnel continuera d'exercer une surveillance accrue du calendrier, appuyée par des experts tiers indépendants, et fera le point régulièrement avec le Conseil en lui transmettant de nouvelles mises à jour dès que les responsables jugeront le calendrier de l'entrepreneur plus stable et qu'une date d'ouverture au public fiable pourra être communiquée.

BACKGROUND

On June 13, 2018, Council approved the Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility report ([ACS2018-PIE-IS-0007](#)). This report established that a new and modern Central Library would proceed under a tripartite agreement between the Ottawa Public Library (OPL), Library and Archives Canada (LAC) and the City of Ottawa (City).

The subsequent Governance Agreement, executed in 2018, sets the framework for how the tripartite partnership functions. It defines ownership, cost-sharing principles, and decision making from design, through construction and into operation. Oversight is provided through an Executive Steering Committee comprised of the City, the Ottawa Public Library and Library and Archives Canada, with decision-making requiring unanimous agreement for matters of collective interest.

Under the Governance Agreement, the City serves as the Project Authority to manage the implementation of this new facility through the creation of a Project Management Office (PMO). The City is responsible for oversight on design, construction, schedule and cost control, quality assurance, commissioning, reporting and the delivery to the clients.

City staff have provided regular updates to Council on Ādisōke throughout construction. In June 2025, staff reported to the [Finance and Corporate Services Committee](#) that the contractor had identified pressures on the construction schedule, and committed the project team to review and assess the reported impacts, and report back to Council. A subsequent update was provided to the [Finance and Corporate Services Committee](#) in December 2025, advising that the contractor continued to communicate delays, and were reporting that significant schedule recovery at this stage of the project was unlikely. As such, staff advised that opening Ādisōke in 2026 would not be achievable.

DISCUSSION

This report provides an update to Council on the progress of Ādisōke, a custom-designed landmark facility that reflects the ambitions of a strong partnership between the City of Ottawa, the Ottawa Public Library and Library and Archives Canada. The report provides construction progress to date, including updates to the construction schedule, budget status update, including a request for additional budget authority.

Since the last update in December 2025, steady construction progress has continued at Ādisōke. While the contractor has provided updated forecasts, additional delays have been shared with the project team, and the revised schedules have not demonstrated achievability. Staff are closely monitoring progress and maintaining enhanced oversight.

At this time, given the continued uncertainty and lack of a stable and reliable construction schedule, staff are not in a position to provide a revised opening date.

Construction Progress

Ādisōke is a highly complex jointly-owned civic facility characterized by unique design features, custom finishes, and sophisticated building systems. While the structure is complete and enclosed, remaining work requires precise sequencing, careful coordination among multiple trades, and detailed craftsmanship.

Since the last update in December 2025, construction activity continued at a consistent pace throughout the winter months of 2026 and construction for Ādisōke is approximately 85 per cent complete. The building is now fully enclosed and connected to the federal government's District Energy System.

Inside the facility, millwork installation, designed as a continuous ribbon through the atrium, is well underway alongside framing, painting, flooring and lighting installation. On the exterior, the installation of the red cedar cladding continues along the façade and the roofline, while landscaping features, such as custom seating and the outdoor patio, are taking shape to create an inviting outdoor space.

There is work remaining to bring this facility to completion. This includes key interior finishes and architectural details, like millwork, glazing, flooring and lighting. Exterior work will focus on completing the landscaped gathering space, soft landscaping and the green roof. These elements are beginning to define the building and bring a sense of warmth and cohesion to Ādisōke.

Schedule Status

In June 2025, as part of the Ādisōke project update to the Finance and Corporate Services Committee, City staff advised that the contractor had identified pressures on the construction schedule. With the understanding that the information could not be fully validated at the time, the update was shared early, along with a commitment to undertake a comprehensive review to assess and analyze the potential impacts, evaluate any implications, and update Members of Council as more information became known.

City staff returned to the Finance and Corporate Services Committee in December 2025, advising that the contractor continued to communicate construction schedule pressures. At that time, the contractor was indicating a completion of September 2026, which was nine months past the contractual date of January 2026. Given the observed pressures on construction, staff advised that opening Ādisōke in 2026 would not be feasible.

The contractor's schedule has not stabilized, and continues to trend late, most recently communicating a completion of December 2026. It is staff's view that the contractor's previous schedule submissions have not demonstrated achievability, and the most recent submission is currently under review. Staff will not have confidence in the contractor's schedule until it consistently demonstrates reliable and achievable completion timelines.

The contractor is responsible for submitting monthly project schedules, maintaining progress on the job site, and mitigating and recovering delays, where possible. While earlier schedule pressures were successfully mitigated through re-sequencing and recovery strategies, at this late stage of the project, there are no opportunities to recover time.

From the beginning, the project team has maintained diligent oversight on schedule, managing schedule pressures and mitigating delays. This included, but is not limited to:

- Independent third-party expert review from both logical and achievable perspectives
- Bi-weekly and monthly forward-looking workplans
- Weekly meetings to identify construction priorities
- Pre-purchase of materials and equipment to avoid supply chain issues
- Collaborative workshops to resolve unplanned conflicts or challenges
- Escalation meetings

When schedule pressures were identified by the contractor, staff took immediate and deliberate action to strengthen oversight, and to actively manage and mitigate risk. This includes, but is not limited to:

- Additional third-party schedule expert to expand on schedule analysis
- Immediate addition of resources to City team, contract administrators and architectural team
- Partnering sessions with all parties
- Focused workshops on construction schedule
- Added escalation pathways for senior leaders between City and contractor
- Accelerated partner decision making protocols
- Proactive partner engagement

The results of the enhanced oversight have resulted in improved transparency on the reliability of the contractor's schedule and faster issue identification and resolution, while helping to reduce the risk of further delays. Accelerated decision-making protocols and strengthened escalation pathways have enabled more efficient and timely responses to emerging challenges. In addition, the expansion of project resources and specialized expertise is improving monitoring and reinforcing accountability.

In parallel, staff led focused workshops and planning sessions with the contractor, project partners and experts to identify mitigation strategies and explore any options that could recover time, confirming that no recovery at this stage of the project is possible.

Public Opening

The pressures on the construction schedule have a direct impact on the public opening. Following construction completion, a critical step towards opening to the public, is the careful coordination of the fit-up and move-in activities. This work must be completed, coordinated, and verified to ensure the building can safely, reliably, and successfully operate as a major public institution. These activities require intricate planning of logistics and moving of library collections and sensitive archive works and deserve focus and care and cannot be rushed.

The timing of these post-construction activities is entirely dependent on the contractor achieving construction milestones in a predictable and achievable manner. While the workshops also identified opportunities to optimize fit-up and move-in activities, they must be carefully evaluated and discussed with all partners. These are active

discussions with all partners to examine all opportunities to optimize the move-in activities.

Project Budget Update

This section provides an overview of the project’s total approved budget authority, including what is currently available and the intended use of those funds. As the project has now reached the limits of its approved funding, additional budget authority is required to support ongoing project oversight, retain specialized consultant expertise, and reinforce the construction contingency to manage unforeseen issues that can arise during construction.

Table 1: Overall Project Budget Summary

	City/OPL	LAC	Total
Budget	\$201,195,585	\$132,653,863	\$333,849,448
Actual	\$170,931,010	\$109,698,374	\$280,629,384
Committed	\$23,560,492	\$17,176,098	\$40,736,590
Available Project Budget	\$6,704,082	\$5,779,392	\$12,483,474

Table 1 provides a summary of the overall project budget as of April 30, 2026 and includes partner contributions. The “Actual” line item represents funds that have been spent to date, whereas “Committed” are funds secured against purchase orders for work that has not yet commenced or are in progress.

There is a total of \$12,483,474 that remains in “Available Project Budget”. While these funds are not committed, they are set aside for planned work, such as the purchase of furniture, fixtures and equipment.

The request for additional funding is focused on two primary components: continued project oversight and supporting services to maintain continuity of the project team, and a construction contingency top-up. The total funding request is \$18.5 million and is shared between the City/OPL and LAC in accordance with the Governance Agreement.

Project oversight costs total approximately \$6.2 million, including \$4.3 million for the City/OPL share and \$1.9 million for LAC. These costs reflect the continued engagement

of project management, contract administration, and third-party experts required to support the extended construction period.

The construction contingency top-up totals approximately \$12.3 million, including \$7.2 million for the City/OPL share and \$5.1 million for LAC. Construction contingency is good practice and a standard component of city project budgeting. Contingency funds are used for unforeseen site conditions or design conflicts encountered during construction. The additional funding request brings the total construction contingency to 12 per cent of the base contract.

Oversight, Risk and Quality

Staff will continue to closely monitor progress, challenge the contractor's scheduling assumptions, and work with project partners and third-party experts to advance the project toward completion.

Schedule and budget oversight on this project remain a top priority with rigorous and enhanced risk monitoring and management. The project team continues with additional third-party oversight, targeted partnering sessions, and ongoing evaluation of mitigation options. Staff will continue to challenge the contractor's schedule and seek clarification where required, while continuing to protect quality and the Partnership's interests.

Risks are inherent in all projects. The risk register for Ādisōke was established at project initiation and is continuously reviewed and updated as risks are resolved or new risks materialize. A proactive approach to risk management enables the team to increase the probability and impact of positive events and decrease the probability and impact of negative events on the project.

An emerging risk currently being monitored by the project team is the application of the [Buy Ontario Act \(Public Sector Procurement\), 2025](#). This new legislation requires municipalities to prioritize Ontario and Canadian goods and services in procurement, and applies to the procurement of Ādisōke's furniture, fixtures and equipment. The team is closely monitoring the impacts of this regulatory change and is prepared to adjust procurement strategies, if needed, to mitigate potential cost implications or delays to maintain project momentum.

Given the scale and importance of this project, schedule and budget are standing items at Ādisōke's Executive Steering Committee meetings, ensuring full transparency and open dialogue. New and emerging risks continue to be communicated as they become known.

Conclusion

Work on site continues with great focus and care. City staff remain committed to responsibly delivering this facility, including diligent management of scope, schedule, budget, quality and risk. This accountability continues to guide all actions taken by the Project Management Office in close collaboration with the project partners and third-party experts.

This update report and funding request reflects that responsibility. It is a prudent and proactive measure to maintain project stability, ensure continuity of the full project team and support the careful completion of the remaining work. By addressing current pressures in a timely and controlled manner, this request enables construction to proceed without disruption and positions the project for successful delivery.

The City and its partners remain fully committed to delivering Ādisōke to the community as envisioned an exceptional civic and cultural facility that meets the highest standards of quality and performance. While schedule challenges are being actively managed through established contractual and governance processes, the project is not in jeopardy. It continues to advance with strong oversight, clear accountability, and a focused path to completion.

FINANCIAL IMPLICATIONS

Subject to Council approval of the recommendations, the additional funding required for continued project oversight and contingency top-up will be added to the Ādisōke project accounts 911451 – OPL-LAC Joint Facility and 911453 – OPL Central Library Parking Facility. The additional development charges will be included in the next DC Background Study. The table below summarizes the proposed sources of funding for the incremental budget request, along with the revised total project budget.

	Current Budget	Funding Request	Amended Budget
Budget	333,849,448	18,549,185	352,398,633
Funding:			
LAC – Project	132,653,863	7,010,403	143,154,766
LAC – Land	3,490,500		
Revenue	21,800,000		21,800,000
Total Revenues	157,944,363	7,010,403	164,954,766
Library Reserves	17,000,000		17,000,000
Library DCs Debt	31,969,226	2,131,347	34,100,573
Tax Debt	99,143,279	9,407,434	108,550,713
CIL Parking	3,634,100		3,634,100
Parking Debt	24,158,480		24,158,480
Total City Funds	175,905,085	11,538,781	187,443,866

LEGAL IMPLICATIONS

There are no legal impediments to Council approving the additional budget authorities or budget transfers.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

CONSULTATION

Consultations and engagement activities continue to be undertaken throughout the project lifecycle.

ACCESSIBILITY IMPACTS

The City of Ottawa is committed to ensuring accessibility for persons with disabilities and older adults. The development of the Ādisōke project is guided by a legislated accessibility framework that includes the City's Accessibility Policy, the *Accessibility for Ontarians with Disabilities Act, 2005* and the *Integrated Accessibility Standards Regulation, O.Reg. 191/11*, the City of Ottawa Accessibility Design Standards, as well as the *Ontario Building Code*. This will also include all accessible procurement requirements for the goods, services and facilities acquired as part of the new food and beverage spaces in the library, incorporating accessible design, criteria and features.

Extensive consultation also took place with the Accessibility Advisory Committee (AAC) who have expressed support regarding the inclusion of numerous accessible features

throughout the building. The AAC will equally be provided with an update regarding accessible programming considerations.

ASSET MANAGEMENT IMPLICATIONS

The information documented in this report is consistent with the City's Comprehensive Asset Management (CAM) Program objectives. In the future, the Ādisōke Library will be added to the inventory of assets and financial forecasts included under the Library Services Asset Management Plan.

INDIGENOUS, GENDER AND EQUITY IMPLICATIONS

Led by Ottawa Public Library and Library and Archives Canada, engagement continues with the Anishinābe Algonquin Nation, with Project Management Office playing a supporting role. As programming for the facility is planned, the project partners will continue to build upon the solid foundation already in place with the Anishinābe Algonquin Nation communities of Kitigan Zibi Anishinabeg First Nation and Algonquins of Pikwakanagan First Nation.

Regular outreach to residents through monthly construction progress updates and seasonal newsletter, distributed by email and published on adisoke.ca will continue for the remainder of the project.

RISK MANAGEMENT IMPLICATIONS

There are risk implications. These risks are outlined throughout the report and being proactively tracked and managed.

TERM OF COUNCIL PRIORITIES

This report supports the following strategic priorities identified in the 2023-2026 Term of Council Priorities:

- A city that has affordable housing and is more livable for all;
- A city that is more connected with reliable, safe and accessible mobility options
- A city that is green and resilient
- A city with a diversified and prosperous

DISPOSITION

Following Council approving this report, as outlined, the project team will continue to provide regular updates to Council.