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| <p>1. 2017 ARCHIVES AND INFORMATION MANAGEMENT ANNUAL
REPORT AND RECORDS RETENTION AND DISPOSITION BY-LAW
2003-527 AMENDMENTS</p> <p>RAPPORT ANNUEL DE 2017 SUR LES ARCHIVES ET LA GESTION DE
L'INFORMATION ET MODIFICATIONS AU RÈGLEMENT SUR LA
CONSERVATION ET LE DÉCLASSEMENT DES DOSSIERS (N° 2003-527)</p> |
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COMMITTEE RECOMMENDATIONS

That Council:

1. Receive this report; and
2. Amend the *Records Retention and Disposition By-law No. 2003-527* to incorporate the revisions to Schedule "A", as outlined in this report and more specifically described in the Changes to Schedule A, at Document 6.

RECOMMANDATIONS DU COMITÉ

Que le Conseil :

1. Prenne connaissance du présent rapport; et
2. Modifie le *Règlement n° 2003-527 sur la conservation et le déclasséement des dossiers*, afin d'y intégrer les révisions à l'annexe A énoncées dans le présent rapport et décrites de façon plus précise dans le document 6.

DOCUMENTATION/DOCUMENTATION

1. Manager's report, Legislative Services, Office of the City Clerk and Solicitor, dated 20 March 2018 (ACS2018-CCS-GEN-0010).

Rapport du Gestionnaire, Services législatifs, Bureau du greffier municipal et de l'avocat général, daté le 20 mars 2018 (ACS2018-CCS-GEN-0010).

**Report to
Rapport au:**

**Finance and Economic Development Committee
Comité des finances et du développement économique
3 April 2018 / 3 avril 2018**

**and Council
et au Conseil
11 April 2018 / 11 avril 2018**

**Submitted on March 20, 2018
Soumis le 20 mars 2018**

**Submitted by
Soumis par:**

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**Ward: CITY WIDE / À L'ÉCHELLE DE LA
VILLE**

File Number: ACS2018-CCS-GEN-0010

SUBJECT: 2017 ARCHIVES AND INFORMATION MANAGEMENT ANNUAL
REPORT AND RECORDS RETENTION AND DISPOSITION BY-LAW
2003-527 AMENDMENTS

OBJET: RAPPORT ANNUEL DE 2017 SUR LES ARCHIVES ET LA GESTION DE
L'INFORMATION ET MODIFICATIONS AU RÈGLEMENT SUR LA
CONSERVATION ET LE DÉCLASSEMENT DES DOSSIERS (N^o 2003-
527)

REPORT RECOMMENDATIONS

That the Finance and Economic Development Committee recommend Council:

1. Receive this report; and
2. Amend the *Records Retention and Disposition By-law No. 2003-527* to incorporate the revisions to Schedule "A", as outlined in this report and more specifically described in the Changes to Schedule A, at Document 6.

RECOMMANDATIONS DU RAPPORT

Que le Comité des finances et du développement économique recommande que le Conseil :

1. Prenne connaissance du présent rapport; et
2. Modifie le *Règlement n^o 2003-527 sur la conservation et le déclassé des dossiers*, afin d'y intégrer les révisions à l'annexe A énoncées dans le présent rapport et décrites de façon plus précise dans le document 6.

BACKGROUND

The purpose of this annual report is to apprise Council on the status of the City's Archives and Information Management programs, summarizing the accomplishments and challenges of 2017 and describing some of the work planned for 2018 and beyond.

The practice of reporting annually to Council on the Information Management program started in 2013, when the Office of the City Clerk and Solicitor assumed responsibility for the Information Management (IM) Branch. The combined report on the IM and Archives programs started in 2016, when that Office took on the Archives Branch.

Since the 2016 organizational realignment, IM, the Archives, and ATIP have been working to strengthen relationships within our department. In 2017, these branches sought out new and creative ways to support other program areas across the entire corporation. Partnerships included: Open Data initiative; O-Train Construction; Building Code Services; Ottawa Public Health; Markets Management; and the Accessibility Office. Archives also reached out to Ottawa's communities to ensure that the story of the City is open to them.

In doing so, the efficiency of the entire organization was strengthened. Processes were improved upon, teams met their legislative and business requirements, record-keeping was enhanced, and records determined to hold archival value continued to be identified and preserved.

DISCUSSION

Archives and Information Management Results in 2017

Today's business records are tomorrow's historical legacy. Working together, Archives and IM ensure that recorded information, wherever it may be in the records lifecycle, is managed effectively and efficiently. This assists staff, who rely on information to do their jobs to the best of their abilities. For maximum benefit, we continue to look to new technology, new approaches, and new ideas.

Some of the important collaborative achievements of IM and the Archives over the past year are summarized below. For more on IM, see Document 2 (2017 achievements) and Document 3 (2018 planning). For more on Archives, see Document 4 (2017 achievements) and Document 5 (2018 strategic plans).

Relocating Records to Archives

As reported last year, IM identified permanent records in commercial offsite storage, which could be moved to the Archives for improved preservation and access, as well as cost savings. Selecting as an initial project the City's building permits, which make up over 16,000 boxes in commercial storage, those records dating from 2014 onward,

totalling 1,811 boxes, have now been moved to the City Archives, being the James Bartleman Centre at 100 Tallwood Drive. As space becomes available at Archives, more records will be diverted from commercial storage, in order to avoid costs associated with the latter. Currently, a small team of IM staff are located at the Archives, retrieving permit files from the environmentally controlled vaults as needed by Building Code Services (BCS). Having this portion of the permit files onsite at the Archives has shown additional benefits, with the permit files playing a role in a pilot digitization project (described below).

Corporate Guidance on Digital Scanning

In an effort to modernize access to records and reduce costs, IM and Archives initiated a pilot project to determine the merit of the replacement of original physical records with digital substitutes through a digitization process. Digital substitutes would provide faster response times and greatly reduce costs in the event of a request of records for discovery or in support of the Legal Services.

The need for corporate instruction in the digitization of City records emerged from the pilot scanning project undertaken in 2015-2016 by the Printing Solutions Unit. IM and Archives developed a document in 2017 to guide all employees on the necessary considerations for creating a scanning process. The document is entitled, "Digitizing your Records: A Guide to Establish and Document Your Scanning Process". It also ensures that digitization projects will meet the requirements of the National Standards of Canada – Electronic Records as Documentary Evidence, CAN/GSB-72.34-2017, to ensure the City adheres to legislative requirements and maintains records that may be relied upon in a court of law. The guide can be used to assist IM in providing scanning as a service and to assist any program area to establish their own scanning processes. As many teams across the city begin to consider digitizing, this document should see widespread use.

Digitization Pilot Project – Building Permits

Using the guidelines established by IM and the Archives (described above) a new process was built specifically for scanning building permit official business records. An operational pilot was launched, and is now fully underway. This pilot allows for the scanning of the building permit files located at the City Archives as the files are requested for retrieval by staff. Order a file, and a link to a digital copy is emailed.

The operational pilot will continue throughout 2018 and will be refined to align with Building Code Services (BCS) processes. This may include assisting BCS staff with redacting documents electronically, instead of physically. This project is expected to provide baseline costs and a sense of how readily this process can be migrated to other business areas.

Pre-Amalgamation Records

About 90% of archived municipal records are records of the City of Ottawa's former municipalities, created prior to 2001. In 2015, the Archives analysed these pre-amalgamation boxes and found that a large number contained transitory records with no archival value. Many boxes were half-empty, decreasing the capacity and life span of the Archives' vaults. The Archives developed a five-year strategy to remediate this, ensuring that official vital and archival records are kept through macro-appraisals, while compressing partially filled boxes to maximize space used and removing transitory records. In almost two years, the Archives has appraised almost 12,000 boxes of pre-amalgamation records, resulting in the compression of the equivalent of about 3,500 boxes, prevented the archiving of more than 9,500 boxes of transitory records, and archived almost 2,500 boxes of vital records of former municipalities.

Archival appraisal and Continuous Disposition Authorities

Archives continues to work with IM on updating the CRCS with archival appraisals of corporate records tertiary, a process of macro-appraisal to identify records of long term value which results in the issuing of Continuous Disposition Authorities (CDAs). In 2017, 47 new CDAs were written and as of year-end there were 139 records classifications that needed to be done. This represents 8.9% of the total number of records classifications in the CRCS.

Archives and IM in 2018

In the next two years, IM will be looking to obtain a new Electronic Document and Records Management System (EDRMS) to replace the current Business Information Management System (BIMS) electronic records system. IM has developed a due diligence plan in order to; identify business requirements, understand vendor functionality and learn best practices from other Canadian municipalities' EDRMS implementations. Observations from other municipal experiences have emphasize the requirement for strong partnerships with ITS and clients in order to achieve success. IM will rely upon ITS to ensure best fit with City technical infrastructure and to collaborate in the development of a client-centered technology implementation. To ensure operational synergy between the branches responsible for corporate information and delivery of their statutory responsibilities, Archives will be consulted and involved in this replacement project. In addition, Archives is investigating toward establishing a Digital Preservation Service.

In addition, Archives and IM have developed a joint 2018 pilot project to streamline processes and resources with respect to records transfers. The project is to box archival/permanent records in archival boxes at the source, preventing the waste of new boxes, ensuring archival quality containers for vital records, and avoiding re-boxing at the Archives.

Records Retention and Disposition By-law 2003-527, Schedule A Amendments

The Records Retention and Disposition (RRD) By-law 2003-527, as amended, establishes a schedule for the retention and disposition of records in the custody or under the control of the City of Ottawa. In addition, it provides the City with the legal authority to destroy redundant official business records, administrative duplicates and temporary records. Examples of temporary records include, but are not limited to:

- miscellaneous notices or memoranda concerning routine administrative matters or other minor issues not pertaining directly to the work unit receiving the information;
- information copies of widely distributed materials, such as committee minutes, agendas, etc.;

- preliminary drafts of letters, memoranda or reports and other informal notes that do not represent significant steps in the preparation of the final document and do not record decisions; or
- duplicate copies of documents, which are retained only for convenience.

The City's existing RRD By-law was approved by Council in October 2003, and the records retention and disposition component, being Schedule "A", has been revised on an annual basis. This Schedule is comprised of a timetable that plans the life of a record from the time of its creation, through its maintenance stages as an active record (stored either on-site or electronically), to an inactive record (stored either off-site or electronically), to its final disposition through destruction or permanent retention. The records retention and disposition schedule is aligned with the corporate records classification scheme. In short, City departments are required to classify their official business records accordingly. Both the Schedule and the classification scheme require ongoing review and modification to accommodate changing legislation, user needs and program changes.

As a result of such routine business developments, modifications to the records retention and disposition schedule are identified by the Office of the City Clerk and Solicitor in the course of its IM service delivery with clients and are brought forward to Council on an annual basis for approval. This process ensures that the City's records management framework is reflective of the organization and the types of official business records the City needs to retain.

With regard to Bill 68, *Modernizing Ontario's Municipal Legislation Act, 2017* which states:

30. (1) Subsection 255 (3) of the Act is amended by striking out "may, subject to the approval of the municipal auditor, establish" and substituting "may establish".

(2) Subsection 255 (4) of the Act is amended by striking out "may, subject to the approval of the auditor of the local board, establish" and substituting "may establish".

Following a review of Bill 68, the Office of the City Clerk and Solicitor will continue with the current framework of having external auditor approval of the Records Retention and Disposition (RRD) By-law 2003-527. This external oversight supports of the City's goals

of transparency and accountability. In addition, the Office of the City Clerk and Solicitor will monitor this legislation and revise the Records Retention and Disposition (RRD) By-law 2003-527 as required.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

As this is largely an administrative report, no consultation was undertaken.

COMMENTS BY THE WARD COUNCILLOR(S)

This section does not apply, as this is a City-Wide administrative report.

ADVISORY COMMITTEE(S) COMMENTS

This section does not apply, as this is a City-Wide administrative report.

LEGAL IMPLICATIONS

There are no legal impediments to receiving this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management concerns arising from this report.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications arising from this report.

FINANCIAL IMPLICATIONS

There are no direct financial impacts associated with this report.

ACCESSIBILITY IMPACTS

As described in Document 2 of this report, in 2017 the Accessibility Office and the Information Management Branch partnered to improve how records related to

compliance with the *Accessibility for Ontarians with Disabilities Act, 2005* are managed and retained. This included the creation of two new records classifications: “AODA Accessibility Procurement Verification” and “AODA Compliance Documentation.”

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report.

TERM OF COUNCIL PRIORITIES

This report aligns with Council’s Strategic Priority entitled, “Governance, Planning and Decision Making.” This Strategic Priority aims to “Achieve measurable improvement to residents’ level of trust in how the City is being governed and managed, ensure that decisions will result in sustainable measures over the long term and create a governance model that compares well to those used by best-in-class cities around the world”.

Specifically, this report supports and complements Strategic Objective GP1: “Improve the public’s confidence in and satisfaction with the way Council works.” This objective is described as follows: “Put into place business practices that are democratic, engaging and visible by encouraging citizens to participate in decision-making and community life, by informing them in a timely manner of decisions that affect them, and by providing reasons for decisions.”

SUPPORTING DOCUMENTATION

Appendix 1 – Excerpts from the *Municipal Freedom of Information and Protection of Privacy Act*, relating to the 2016 amendment

Document 1 – Archives and IM Business Description and Annual Statistics

Document 2 – IM Results in 2017

Document 3 – IM Planned Activities for 2018 and Beyond

Document 4 – City of Ottawa Archives 2017 Results

Document 5 – City of Ottawa Archives Strategic Initiatives for 2018

Document 6 – Schedule A, Amendments Table; (held on file with the Office of the City Clerk and Solicitor)

Document 7 – Amending By-Law, including revised Schedule A (incorporating changes contained within the amendments table); (held on file with the Office of the City Clerk and Solicitor)

DISPOSITION

The Office of the City Clerk and Solicitor to prepare the amending by-law for enactment upon approval of the report recommendation.

Information Management Branch to forward the amending by-law to the City's External Auditor for approval.

Appendix 1

Excerpts from *Municipal Freedom of Information and Protection of Privacy Act*

In 2016, MFIPPA was amended to include a “reasonable measures” clause for the preservation of records. The amendment also defines offenses for altering, concealing, or destroying a record in an attempt to not disclose information under the act. The relevant portions are provided here.

Measures to ensure preservation of records

4.1 Every head of an institution shall ensure that reasonable measures respecting the records in the custody or under the control of the institution are developed, documented and put into place to preserve the records in accordance with any recordkeeping or records retention requirements, rules or policies, whether established under an Act or otherwise, that apply to the institution. 2014, c. 13, Sched. 6, s. 3.

Offences

48. (1) No person shall,

- (a) wilfully disclose personal information in contravention of this Act;
- (b) wilfully maintain a personal information bank that contravenes this Act;
- (c) make a request under this Act for access to or correction of personal information under false pretences;
 - (c.1) alter, conceal or destroy a record, or cause any other person to do so, with the intention of denying a right under this Act to access the record or the information contained in the record;
- (d) wilfully obstruct the Commissioner in the performance of his or her functions under this Act;
- (e) wilfully make a false statement to mislead or attempt to mislead the Commissioner in the performance of his or her functions under this Act; or
- (f) wilfully fail to comply with an order of the Commissioner. R.S.O. 1990, c. M.56, s. 48 (1); 2014, c. 13, Sched. 6, s. 4 (1).

Penalty

(2) Every person who contravenes subsection (1) is guilty of an offence and on conviction is liable to a fine not exceeding \$5,000. R.S.O. 1990, c. M.56, s. 48

(2).

Document 1

Archives and IM Business Description and Annual Statistics

The Archives Program

The Archives is predicated on its delegated authority, under sections 253 and 254 of the *Municipal Act, 2001*, to preserve and provide access to Ottawa's municipal records. In addition, the Archives actively pursues its Council approved mandate to aid Ottawa's diverse communities in keeping their own archival records.

The Archives continued in 2017 to concentrate on optimizing reference and other business practices, increasing collaboration, and establishing more effective planning measures, in order to better serve both City staff and external clients.

The principal work of the Archives over this period included:

- Appraising corporate records for archival value and determining disposition through Continuous Disposition Authorities (CDAs), including the General Continuous Disposition Authority (GCDA), now updated quarterly
- Ensuring long-term preservation of the City's corporate records, as well as those of its diverse communities, through environmental controls, pest management, conservation techniques, and archival mentorship
- Culling of duplicates within the archived civic records

The measurable successes of the Archives program in 2017 included:

- Over 17,000 hours of specialized research, including almost 5700 research requests by City staff and the public processed by Reference Services staff
- In partnership with IM, 47 records classifications appraised or re-appraised for archival value
- Over 1.5 million unique webpage views of the Ottawa Journal, held by Archives and accessed by researchers online under agreement with Ancestry, up almost 39% from 2016
- Over 49,000 descriptions of archival materials, almost a third with images attached, along with about 3500 descriptions of reference works, searchable online through the Ottawa Museums and Archives Catalogue (OMAC)

- Averaging a combined total of 75 unique pages views per day (Archives collections plus all participating City and Community museums), as of 2017 year-end, on the Archives-managed OMAC
- Nearly 14,900 hours of work contributed by 164 volunteers, a significant engagement with the community
- Obtained more than \$23,000 in grants through the Young Canada Works program to hire four students for compression and dispositions projects, benefitting both Archives and IM
- Specialized conservation treatments to preserve century-old City of Ottawa plans of the Lemieux Island filtration plant, as well as an 1848 oil portrait of Bytown's Mayor John Scott by renowned Canadian early portraitist W. Sawyer and an 1832 indenture from Osgoode Township
- 31 linear metres of hazardous material remediated and released from quarantine, and 19.8 linear metres of archival material suspected of harbouring pests treated by sub-zero temperature method and cleaned by conservation
- Archival macro-appraisal to identify records of long term value which resulted in the issuing 47 new Continuous Disposition Authorities (CDAs)
- Culled and disposed of more than 529 boxes of non official duplicates and transitory records erroneously archived.

The Information Management Program

The IM Branch helps all city employees meet their current and evolving physical and electronic records management obligations:

- Maintains 14 records offices in five locations across the city
- Maintains the corporate Records Management Policy and Procedures, the Corporate Records Classification Scheme (CRCS), and the associated *Records Retention and Disposition By-law 2003-527*
- Securely disposes of records in accordance with the *Records Retention and Disposition By-law 2003-527*
- Provides expertise in the design, development, implementation, monitoring and evaluation of records and IM policies, standards and best practices.

- Provides Tier 1 and 2 system support for two (2) records management systems
- Trains staff on the records management applications and IM principles
- Assesses business-specific systems for records-related risk.

Because IM's work is city-wide, the scope of the work performed is considerable. For example, in 2017:

- Over 3.9 million physical volumes were managed in the physical records system with 96,265 new volumes created in 2017
- Over 3.7 million records were managed electronically in the Business Information Management System (BIMS), with 620,249 of those added in 2017 alone
- 469 staff took IM training courses on the records management systems and the fundamentals of records classification. In addition, the IM Training page had 1,700 unique visits
- 118 changes were made to the Corporate Records Classification Scheme to align with changes in business process, external legislation or industry best practice. Of those, 38 changes were made to the Continuous Disposition Authorities related to final disposition
- Over 8,600 new boxes of physical files were sent to commercial off-site storage. The total holding is over 1.6 million boxes
- Approximately 30,000 physical files and 6,600 boxes were ordered back from commercial off-site storage for city staff to consult, which is an average of 700 files per week
- 2,746 technical support calls were processed (e.g. metadata and security access control updates and organization changes)
- 10,917 volumes were transferred to the City Archives. 16,259 volumes were identified as past retention, approval was obtained from the appropriate business unit owner, and the files were securely shredded. This resulted in the destruction of 2,056 boxes.

Three Policy Instruments

IM is responsible for three policy instruments that direct City staff on how to manage their records:

1. The **Corporate Records Management Policy** identifies the requirements and expectations regarding the creation, identification and management of City records
2. The **Corporate Records Classification Scheme (CRCS)** is a tool that helps organize city records, as well as applies a schedule detailing how long records are kept and how they should be disposed (which now includes the Continuous Disposition Authorities)
3. The ***Records Retention and Disposition By-law 2003-527*** provides the city with the legal authority to create, manage, and dispose of records. The Archives is the disposition authority for the city, and IM staff works in close collaboration with Archives staff.

In 2017, the Archives completed work on a new corporate policy, to be brought forward for approval in 2018:

4. The **Official Gift Policy** will provide a framework defining and governing the receipt and disposition of official gifts as records of the corporation.

Three Recordkeeping Systems

The city uses three information management systems to manage its records:

1. Records Management System (RMS) is used to manage physical records.
2. Business Information Management System (BIMS) is used to manage the electronic records.
3. MINISIS controls certain city records that have been archived.

Document 2

IM Results in 2017

Because the city's information landscape is very complex, the goal for 2017 was to expand partnerships across the corporation, assisting as many groups as possible. What follows is a list of just some of the groups IM worked with in 2017.

Promoting Duty to Document

There is an increased awareness of the importance of maintaining records and, in particular, the responsibility of institutions to accurately document key decisions. IM's 'Duty to Document' initiative was initially prompted by the Ontario Gas Plant Scandal. The Ontario Privacy Commissioner stated in 2013 that Provincial government staff broke the law by improperly deleting emails. In response, on July 8, 2013, a new classification to capture senior management records of decisions and decision-making was created. On January 1, 2016, Bill 8 amendments to the *Municipal Freedom of Information and Protections of Privacy Act* came into effect. The amendments added financial penalties for improper recordkeeping. Simultaneously, there have also been calls for Provincial and Municipal records policy changes from information officers, such as the Information and Privacy Commissioner of Ontario (IPC). The IPC emphasized the obligation not only to maintain records in our control, but to ensure that records are created that document business decisions and actions. All of this recent history emphasizes an essential component of records management: when records of decisions are not properly created and managed, the opportunity for transparency, accountability, and public engagement is lost.

A communications plan was put in place to regularly reinforce the value of information, as well as employee's records management responsibilities, including the duty to document important decisions. The Employee Code of Conduct expressly emphasizes the importance of keeping "records of our important decisions" in the sections on Transparency and Respect.

More specifically, several communications were circulated to senior management, management and staff, reinforcing that records are essential for good government and serve as evidence of the decisions that have been made. In response to a 2017 report by the Office of the Auditor General, and following on subsequent direction from the

Senior Leadership Team, the Office of the City Clerk and Solicitor is continuing the city-wide communications plan.

On July 17, 2017, an email was sent to Senior Leadership Team Executive Assistants. This email restated the necessity for capturing records related to senior and extended leadership decisions and decision-making processes.

On August 22, 2017, an email was sent to Business Support Services branches with regard to the City Manager Governance Committee review. The email communicated the necessity for capturing all committee minutes and associated records of decisions.

During the week of April 9, 2018, IM will release additional Municipal Duty to Document guidance, relating to recommendations originating from the IPC. IM will also provide an online training course related to Duty to Document to all levels of management.

The City Clerk and Solicitor will continue to monitor relevant legislation, as well as the Duty to Document requirement, with respect to any subsequent municipal best practice.

Working with Ottawa Public Health

IM worked closely with Ottawa Public Health's Infectious Disease and Sexual Health Services Branch. A review of records practices and procedures was done at the Sexual Health Centre, located at 179 Clarence Street. The purpose of the review was to identify and reduce risks to highly sensitive files by improving tracking accuracy and records handling practices.

IM conducted a comprehensive audit of over 10,000 of the most sensitive files. IM documented the current practices and procedures and made recommendations for improvements. This included suggesting an increase of IM's on-site presence in order to better support records management. New accessioning processes were created to account for the added sensitivity surrounding Personal Health Information (PHI).

Working with the O-Train Construction Branch

It is anticipated that, by the end of the O-Train project, over 750,000 records will have been created by this group alone. All of these records are permanent, and need to be captured, organized and easily searchable.

As the O-Train Construction Branch moves toward closing Stage 1 of the project, IM provided extensive support. IM contributed to the development of the O-Train Records

Management Strategy and Plan. They assisted with supporting documents, such as the Records Management Protocol for Departing Employees. IM also helped develop and deliver mandatory Records Management workshops to staff at all levels. The Information Governance Plan was updated. The CRCS classifications specific to the O-Train Stage 1 Project office were improved. The security of the electronic records, affected by a re-organization, was updated.

Additional work and support will be provided as the project continues.

Working with Open Data: The CRCS

The Open Data project is always looking for new information they can release to the public. In 2017, IM offered up the Corporate Records Classification Scheme (CRCS) as a possibility. While this document is already public, as this report itself demonstrates, adding it to the Open Data project makes sense.

It is hoped that this availability will allow residents to see the complexity and scope of all that the City of Ottawa does. The CRCS lists all the subject categories available for Official Business Records, along with the retention rules and appraised archival values that apply to each. This information could be of significant importance to residents.

Working with ITS: Training Centre Rooms

Computer training rooms are located at the Mary Pitt Centre at 100 Constellation Drive. This purpose-built facility sees significant use from multiple departments in support training on a wide variety of business applications. ITS has always managed these spaces. Due to changing priorities with ITS, this responsibility needed to be passed on to another area. In 2017, IM took over this function in order to facilitate staff training. BIMS and RMS training take place in these computer rooms, so IM becoming the lead was a reasonable approach.

Working with Accommodations Planning

In keeping with best practices in the federal government, IM offered to assist Accommodations Planning with small moves. The goal is to move dormant records to commercial, offsite storage, in order to reallocate valuable floor space to additional staff. IM's involvement would ensure that clients' Official Business Records are managed effectively. This service would include capturing records on the City's records management systems, advising clients on appropriate records storage and protection,

accessioning inactive records, and ensuring that temporary records no longer of value are securely disposed.

Working with Markets Management

IM provided on-site assistance to Markets Management as they started up the new Municipal Services Corporation and closed down operations at 55 Byward Market Square. Clients were advised regarding their records responsibilities and assisted in the review and capture of Official Business Records in all formats. An analysis of the contents of their shared drive was provided, allowing staff to better deduce what required capturing as records and what could be deleted. IM also handed the accessioning of inactive physical records to off-site storage and coordinated secure shredding services for temporary records destruction.

Working with Accessibility

The Accessibility Office implemented a procurement verification process. Each purchaser at the City must now ensure accessibility is taken into consideration prior to making any purchases. Under the *Accessibility for Ontarians with Disabilities Act, 2005*, all of the City's procurements must incorporate accessible design, features and criteria, unless it is not practicable. Documentation must be kept on how accessible procurement requirements were addressed; either the purchase met the accessibility requirements, or the purchase was exempt, or there is justification to support why the requirements were not met. This documentation must be made available in the event of an audit.

IM worked with Accessibility to ensure records related to this process are captured. Two new classifications were created for this work: AODA Accessibility Procurement Verification and AODA Compliance Documentation.

Beyond this work, IM made efforts to ensure their own processes were AODA compliant. The labels used on file folders were assessed and font sizes were changed. Training documentation is now produced using accessible formats and colours.

Working with HR: Training Videos

While classroom training can be an excellent way to learn, there are times when that amount of time and effort is not possible. In order to address this, HR has been working

on developing training videos in multiple areas across the City. IM took note of this opportunity and reached out to HR for assistance.

HR staff taught IM training staff how to use video making software. IM then went on to make their own training videos. These are now available to all staff on Ozone.

With the BIMS upgrade, some minor changes to the way BIMS looked and operated occurred, while the main functionality stayed the same. Staff who had been trained on BIMS previously might not need a half-day, in-class session to get up to speed. Seventeen (17) new videos were developed to address the circumstances. These videos allowed staff to quickly understand what had changed with BIMS, all from the comfort of their own desk.

In 2017, the IM Training page had 1,700 unique visits. There was a telling increase of visits when the BIMS upgrade launch took place in July.

While intensive classroom training will always be required to meet diverse adult learning styles, training videos meet specific, just-in-time training needs and fit some learning styles. They can be used to provide a broad overview, or address a specific question or topic. IM foresees a great deal of development in this area. When the BIMS system is replaced, video training will play a major role.

Working with ITS: the City Tech Stop

ITS has been working to improve the ways they engage with City staff on their technical issues. They opened a “City Tech Stop” at the Mary Pitt Centre, a counter service where staff could talk with ITS in person. Their hope in 2017 was to open a similar counter at City Hall. But there was no available space.

IM and ITS worked together to provide a location. Part of a records office was taken away, for ITS to use. In exchange, ITS provided office space for the storage of physical records. Shelving had to be disassembled, files moved, walls built, and security updated for doors. The result of this cooperation is that ITS now has a City Tech Stop at City Hall.

Working with ITS: Two Upgrades to RMS

In January of 2017, an upgrade of RMS was completed. The primary purpose of the upgrade was to wrap the application in “ThinApp”, a bubble to isolate it and protect it

from network upgrades. In this way, changes to Windows (such as software patches), will not affect RMS functionality. This makes the app sustainable until 2022. The total cost of this project, including licensing fees, was \$23,649. This was under the allocated budget of \$45,000 as the licenses were less expensive than anticipated.

A second change to RMS also took place in 2017. This smaller, operational project dealt with the following issue. The disposition process requires collections of related records to be identified as ready for destruction, bundled together by business unit, and organized into multiple “disposition packages”. Archives must review and sign off on these. The packages are then presented to business unit owners to sign off for destruction. Clients or the Archives may wish to order back files, review them, and analyze the records in question. All of this work takes time, sometimes upwards of several months. If, during this lengthy process, the metadata of a file is changed in any way, the disposition package needs to be adjusted, or possibly even scrapped and reorganized.

This operational project added a status of “In Disposition” to RMS. This status allows IM staff to “freeze” a volume, preventing changes to the metadata while the disposition process takes place. This will result in fewer disposition packages having to be redone or scrapped. It is expected that this will greatly improve the efficiency of disposition work.

No additional changes to RMS are planned or expected for the next five (5) years.

Working with ITS: BIMS Upgrade

BIMS is the electronic records system used at the city. At the end of 2016, the existing version of BIMS was no longer supported by the vendor. In order to make BIMS sustainable until the end of 2018, an upgrade was required. This project was successfully completed in July of 2017. The complexity of the project was due to in-house configuration of the system as well as new features and settings requiring to be integrated or disabled. The overall goal was to keep BIMS as much the same as it was previously. This was the approach as there are plans to replace the system in the next two years.

The BIMS upgrade project was expected to cost \$231,500. It in fact came under budget by \$62,750. This was thanks to the following: QA was done by an internal resource,

there was no need to touch contingency funds and lastly, the technical architect contract came under budget.

A key achievement of the work was that there was no client downtime during business hours as part of the deployment.

This upgrade has made BIMS sustainable until the end of June, 2018. At that time, the support agreement ends once more. The intention going forward is that BIMS will not be upgraded again. Instead, IM and ITS will arrange to buy extended support from the vendor.

Making BIMS sustainable in this fashion will allow the time necessary to investigate a replacement EDRMS.

Working with ITS: The (Electronic Document and Records Management System) EDRMS Replacement Project

Work began on finding a replacement for BIMS in 2016, with staff doing a survey of the marketplace. An Request for Information (RFI) for the replacement system was issued in April 2017. Eleven vendors responded. From that, vendors were asked to provide proof of concept demonstrations, which took place in January and February of 2018. This RFI work will establish what specific requirements will be requested when it comes time to start the Request for Proposal in late 2018.

The EDRMS that replaces BIMS must be an intuitive, sustainable, low cost solution to City recordkeeping needs. Disposition of electronic records is a must, and vendors will be asked to demonstrate the reality of their disposition processes.

This multi-year work is ongoing.

IM and the Future

Records are a foundational accountability mechanism and is at the core of what we all do. Records are no longer a bureaucratic, administrative chore resulting in basements full of paperwork. We are living in the information age, which also means we are in the age of having to define an information governance plan. Many exciting projects are rapidly approaching. IM is eager to take them on, and continues to assist all the lines of business across the corporation.

Document 3

Summary of IM Planned Activities for 2018 and Beyond

EDRMS (Electronic Document and Records Management System) Replacement Project

Information, like time and money, is a city asset that must be managed in an accountable and transparent manner. The BIMS replacement project is a mandatory business capability as part of the corporate shift to electronic records. Due diligence process is being conducted to identify EDRMS vendor capabilities, cost competitiveness, and their match to the city environments.

Key deliverables include the following:

- RFI (completed Q1 2018)
- Proof of concept sessions for requirements definition (completed Q1 2018)
- Assess Province of Ontario, Vendor of Record, VOR-1020 - Enterprise Information Management Software & Services (ongoing)
- Assess EDRMS installations in Canadian municipalities (ongoing)
- Define available budget
- RFP
- Procurement
- Configure and launch the new e-records system and maintain in 2019.

Funding will follow the “New Intake Process for IT Projects” as per memo from the general manager of Corporate Services and City Treasurer, dated November 30th, 2016.

IM will purchase extended IT support from the BIMS vendor, which will keep the system operating until 2020, to address any unforeseen project timeline slippage.

Records Storage and Handling Contract

The Request for Tender (RFT) for the storage and handling of records by an off-site commercial vendor needs to be renewed. The physical records inventory in off-site storage is currently estimated at 120,000 boxes.

Key deliverables include the following:

- A review and update of the RFT, in consultation with City of Ottawa Archives and RFT forwarded to Supply group, and
- Posting the RFT to MERX.

Secure Consoles and Shredding Contract

The RFT for secure consoles and shredding services needs to be renewed.

Key deliverables include the following:

- A review and update of the RFT and forwarded to Supply group, and
- Posting the RFT to MERX.

Document 4

City of Ottawa Archives 2017 Results

This supplementary document expands on the high-level report of the Archives Branch for the year 2017 contained in the 2017 Information Management and City Of Ottawa Archives Annual Report and Records Retention and Disposition By-Law 2003-527 Amendments.

Barrack Hill Cemetery

In late 2016, Archives and Protocol Branch were tasked with the responsibility to ensure that the remains found during construction at three separate locations in the City's downtown were properly reinterred. After review, it was confirmed that these remains were, or had been previously located in the former Barrack Hill Cemetery, and had not been moved (as were other remains) when the Cemetery was closed.

Barrack Hill Cemetery, Bytown's first public cemetery, was located on a two-acre plot of land in the region of the city block surrounded by modern-day Sparks, Elgin, Albert, and Metcalfe Streets. The cemetery was originally established by Lieutenant-Colonel John By and was used from ca.1827 to ca.1845. The individuals buried at Barrack Hill Cemetery lived alongside the founders of the nation's capital and were its earliest settlers. Archives staff managed the design and production of 52 burial boxes and coffin plaques reflective of early 19th century burial practices for the human remains found from the original Barrack Hill Cemetery and delivered to the Canadian Museum of History forensic anthropologist. The boxes were fabricated by City of Ottawa carpenters. Staff also wrote the preliminary text for the large bronze plaque to be placed at Beechwood Cemetery to identify the remains and worked with local company Ottawa Brass and the Office of Protocol to fabricate the plaques. Archives Reference staff researched land use, especially regarding construction, and reviewed newspapers for notices of cemetery use and of the sale of cemetery lots by Nicholas Sparks. Furthermore, the Archives set up a display of historic maps, illustrations and photographs of Ottawa at the Canadian Museum of History and at Beechwood Cemetery for the public viewing of the human remains from the Barrack Hill Cemetery in September.

Canada 150 celebrations

Archives fully supported Council's priority to engage in Canada 150 celebrations in the course of its routine business practices, with Reference staff very active in supporting internal clients with information requests specific to the celebrations, as well as through several special programming initiatives:

- PHOTOTTAWA150 – The City of Ottawa worked in conjunction with CHOO/COPO to create a five-panel display of their Canada 150 photo project. The display was set up in the Councillors' Lounge for the CHOO/COPO gathering of council and moved to the ground floor of City Hall near the info desk to bring awareness to the project.
- Canadian Society of Civil Engineering Exhibit – The City of Ottawa Archives worked with city infrastructure staff to create an Ottawa module for this Canada 150 exhibit highlighting civil engineering projects that helped shaped Canada. The exhibit was set up near the info desk on the ground floor of City Hall.
- OPL Dominion Day Strawberry Social – Archives installed Ashes: A City Shaped by Fire and Taverns and Troublemakers exhibits at Nepean Centrepointe Branch, OPL.
- Ottawa Rowing Club's Kitchissippi Flotilla – Archives loaned archival material to celebrate both the Ottawa Rowing Club's and Canada's 150th anniversaries.
- Time Capsule Témoin 2017 - Planifier, préparer, coordonner le projet pour le Bureau du Maire. Faire la liaison avec les divers intervenants dans la communauté, incluant les conseillers et les citoyens.
- Exposition pour le Centre de retraite de Vanier - Planifier, faire la recherche, sélectionner, et coordonner avec le programme d'Art publique. Assurer la rédaction de vignettes dans les deux langues officielles.

Expanded exhibits program

In addition to the Barrack Hill Cemetery and various Canada 150 displays, Archives undertook more than a dozen other exhibits, many located at City Hall, coordinating with other City staff in celebrating and commemorating some of Ottawa's important people and events. With treatments, mounts and condition reports, new display cases, matting

and framing items supported by Conservation staff, the Archives' exhibit program was comprised of over two dozen separate exhibitions:

- Vimy 100th Anniversary Commemoration Event – Archives worked with the Governor General's Foot Guards Regimental Museum and the Regimental Museum of the Cameron Highlanders of Ottawa to produce an exhibit on the history of Vimy Ridge focusing on Ottawa's participation. The exhibit was set up in Jean Pigott Hall.
- Grey Cup Display – Archives developed a three (3) panel display to promote the 2017 Grey Cup game. The display focused on the history of the game in general, when Ottawa hosted the Grey Cup and when Ottawa played in the Grey Cup. The display was on the ground floor of City Hall and was in the Sports Hall of Fame for the day the Grey Cup was in Ottawa and near Council Chambers for the Henry Burris Key to the City event (see below).
- Host City Juno Award – To promote the Juno Awards, the Host City Juno Award was displayed by the security office on the main floor corridor at City Hall. It was moved to Jean Pigott Hall for one day for a Juno event leading up to the awards.
- Canadian Tire Centre – Archives mounted a portion of the Archives' 2008 hockey exhibit. Additionally, the Archives collaborated with the Ottawa Senators to curate four display cases of hockey artifacts and memorabilia at the Canadian Tire Centre in celebration of the Ottawa Senator's 25th anniversary, the NHL's 100th anniversary and the 125th anniversary of the Stanley Cup.
- Nepean High School – Archives installed Ottawa Rocks! exhibit panels and audio video components in the library at Nepean High School in October for a 50th school reunion. The exhibit was also made available to high school students using the library, taking classes in the library and class tours from the music teacher.
- Charlotte Whitton Ontario Heritage Trust Plaques – Archives worked with City roads staff, the Federal Government and the Ontario Heritage Trust to remove two aluminum plaques along the riverbank at Green Island, to refurbish them, and to install them in the Heritage Building.

- Poets Pathway – Archives coordinated the installation of the final plaque and boulder of the Poets Pathway at James Bartleman Centre
- Gallery 112 – Archives continued its annual programming of exhibits produced by Archives, by local artists through the City of Ottawa Community Art Program, and by third party cultural and heritage groups in its 840 square foot exhibit gallery.
- Canadian Museum of History – Archives loaned archival materials for travelling exhibit 'Hockey in Canada: More than just a Game', Pointe-à-Callière, Cité d'archéologie et d'histoire de Montréal.
- Glebe Centre Inc. (Abbotsford House) – Archives loaned archival materials for Doors Open display.
- Nepean Museum and the Ottawa Sports Hall of Fame – Archives loaned archival materials for displays.

The Archives also put forward a full program of City exhibits:

- Barbara Ann Scott Exhibit – Opened in 2012, the exhibition saw over 17,000 visitors in 2017, its final year before closing in 2018.
- Mayors Portrait Gallery – The second floor corridor of the Heritage Building, known as the Mayors Portrait Gallery, displays portraits of all Mayors since the inception of Bytown in 1847. Portraits are generally paintings, although there are some photographs. There is a montage of the Mayors with no original portrait in the collection. A 2017 addition to the Gallery was a recently conserved portrait of John Scott, the first Mayor of Bytown.
- Mayors Gifts – Along the walls of the Mayors Portrait Gallery are 12 showcases that display a selection of the Mayors Gifts collection, including two new cases. One public art showcase in the Mayors Boardroom is also used to display a Mayor's gift.
- Chains of Office – This showcase situated next to the cafeteria discusses mayoral regalia and represents five former municipalities within the County of Carleton by displaying their Chains of Office.
- HMCS Ottawa – This small display located near the Council Chambers consists of a ship's bell and a presentation frame of the HMCS Ottawa

- Keys to the City – Located along the main floor corridor of City Hall, this display consists of presentation frames listing the recipients of the Key to the City of Ottawa and a selection of plaque mounted photographs of recipients
- Rideau Township Civic Government Exhibit – The former Council Chambers in the North Gower Client Service Centre holds a permanent exhibit on the Civic Government of Rideau Township and former North Gower and Marlborough Townships.
- Doors Open / Coffee in the Mayor's Boardroom – Archives set up a two-showcase display on mayoral regalia for Doors Open. An added feature of the display was the unveiling of the recently acquired and conserved John Scott portrait, the first Mayor of Bytown, subsequently hung in the Mayors Portrait Gallery.

Additionally, the Archives coordinated with the Office of Protocol on several special exhibitions:

- Henry Burris Key to the City – The City of Ottawa Archives working with the Office of Protocol developed a 10-showcase display of the collection of Henry Burris for the Key to the City event.
- Thailand Mayor's Gift – A silver presentation cup, a gift from Thailand in 1967, was put on display in the Mayor's Boardroom at the request of the Office of Protocol
- Beijing Week – A selection of gifts from Beijing, China to previous Mayors were put on display in the Mayor's Boardroom at the request of the Office of Protocol.

Key conservation activities

The conservation and reframing of an 1848 oil portrait of John Scott, Bytown's first Mayor, which was an element in the extensive support for these exhibitions and loans, was the highlight of the treatments completed in 2017. This painting by renowned pre-Confederation portraitist William Sawyer now hangs in the Heritage Wing, Mayor Portrait Gallery. Conservation also treated five plans of Lemieux Island waterworks and sewage infrastructure. Dirty, torn, and ravaged by tape, these plans, once conserved, were safe to scan and to be preserved. Thanks to training, the Conservator was able to introduce several important treatment innovations to the laboratory. This included

cyclododecane, to preserve wax seals on legal documents during treatment, calcium phytate, to neutralize the acid in iron gall ink, and Gellan™ gum, the latest technique for washing fragile paper documents. Conservation also manufactured the Belstein test for harmful plastics (PVC).

Monthly review of pests and trends tracking showed a slight decrease in 2017. In all, Archives staff remediated 93 boxes of hazardous archival holdings over the past year with mould and pest protocols, including the fumigation of 50 boxes of corporate archival documents moved from an uncontrolled storage area at 951 Clyde Avenue to the Archives vaults. Nevertheless, there remains a longstanding Quarantine backlog. The conservator investigated several technological innovations in the remediation of mould-infested documents. Gamma Ray technology, vacuum freeze-drying and multi-spectral imaging were researched in an attempt to find a method of eliminating toxic levels of mould on the most damaged documents in quarantine. Furthermore, the Conservator shared Integrated Pest Management knowledge and experience with conservators at the Canadian Museum of Nature and the Head of Conservation at Library Archives Canada. This exchange was highly valuable and aided the creation of new pest management rules written in 2017 for all staff using the Archives' vaults.

Conservation was active in Emergency Response, coordinating recovery of over 100 boxes following water infiltration into the Archives' storage area at North Gower Client Service Centre. This included follow up recommendations, the updating of the Rideau Branch Emergency Response Plan, and the remediation of five posters recovered which had mould.

Conservation surveyed archival photographic collections to identify those requiring cool or cold storage for their preservation and to check for the presence of unstable cellulose nitrate negatives. A non-destructive Diphenylamine nitrate spot test was created in the conservation lab for this purpose. In 2017, an expensive industrial freezer holding thousands of negatives was replaced free of charge, even though it was no longer under warranty, because the Conservator had carefully documented performance issues over the past two years.

Throughout the year, the conservator offered preservation advice for many public requests on many topics, including: photograph preservation for family collections; the

relocation and conservation of a stone façade for the Institut Jeanne d'Arc of Ottawa; and, advising the Head of Conservation at the ROM, digital preservation. Specialized expertise was provided for Time Capsules in 2017. This included preservation printing recommendations for the 2067 Time Capsule and housing recommendations for packing contents. The conservator rushed to offer expertise one evening in 2017 when infrastructure work revealed the 1982 Rideau BIA Time Capsule to crews from Enbridge and Ottawa Hydro.

The Archives conservation unit offered over 1200 hours of specialized training to interns from Queen's University, the University of Guadalajara and Algonquin College in 2017. Conservation ethics in treatment choices was a constant underlying theme. The Conservator herself undertook training as well, to improve and increase her own knowledge base in the latest technological innovations in treatment and preservation. This included three CCI training sessions on ink conservation, modern information carrier preservation, and risk assessment. Giving back to her profession, she lectured at the Université de Québec en Outaouais offering a basic introduction to the field of conservation, its evolution, and the importance of preservation.

Routine Disclosure block review

In 2017, Archives submitted to the Manager, Legislative Services, a block review of 55 metres of Board of Control records (1908-1980) as preliminary submission for Routine Disclosure consideration. Current access to the Board of Control records requires review by an Archivist prior to access given to a researcher to determine if any restrictions apply in accordance to Municipal Freedom of Information and Protection of Privacy Act, MFIPPA, R.S.O. 1990, c. M.56. Upon the completion of review, records are identified as either open or restricted. If a restriction is required, the type and limitation of the restriction is identified. Due to the volume of material, the process may be time consuming for both researchers and staff. There is increasing interest in the types of records found within the Board of Control. Determination of access is an increasing time pressure for staff. The Block Review of the Board of Control fonds recommended that all Board of Control records be opened.

Pre-amalgamation records

About 90% of archived municipal records are records of the City of Ottawa's former municipalities, created prior to 2001. In 2015, the Archives analysed these pre-

amalgamation boxes and found that a large number contained transitory records with no archival value. Many boxes were half-empty, decreasing the capacity and life span of the Archives' vaults. The Archives developed a five-year compression strategy to remediate this inefficient state of affairs, ensuring that official vital and archival records are kept through macro-appraisals, while compressing partially filled boxes to maximize space used and removing transitory records. In almost two years, the Archives has appraised almost 12,000 boxes of pre-amalgamation records, resulting in the compression of the equivalent of about 3500 boxes, prevented the archiving of more than 9500 boxes of transitory records, and archived almost 2500 boxes of vital records of former municipalities.

A large portion of pre-amalgamation records are still with City departments with inactive and active status. Collaborative projects with IM are being developed to prevent duplication of processes, resources and reduce cost as more records are archived. As pre-amalgamation records come up for disposition, the records are appraised by the Archives, and only vital records are transferred, while others are sent to follow IM's disposition.

Since a large number of these pre-amalgamation records were catalogued by IM manually, however, and information on their total bulk was not available to the Archives or even calculable by IM at the time of the building of the new Central Archives facility, no vault space was allocated for these records. As these manually catalogued pre-amalgamation records are processed by IM following archival appraisal, the net effect is that the long-range storage capacity of the Archives' vaults is negatively impacted by pre-amalgamation records which are transferred.

Establishment

Archives continues to optimize its staff complement subsequent to the 2016 reorganization into the Office of the City Clerk and Solicitor. While planning a new intermediate position starting in 2018 to bridge the gap between professional and technician levels, Archives also had two staff members seconded in 2017 to ATIP and Elections Branches within Legislative Services. This cross-fertilization of understanding will benefit all staff in Legislative Services branches by allowing for a greater understanding of the full range of its services.

Collaboration

Ottawa Public Library (OPL) - Archives continued to foster a rich relationship with OPL over the course of 2017, pursuing several avenues of collaboration to highlight the contemporary relevance of the historical records of the corporation and the communities of Ottawa. An archivist participated in the OPL's Heritage Ignite! event, illustrating the combined research possibilities across its various branches and collections. Archives provided assistance and temporary wall panels to the Scottish Society of Ottawa to mount the Scottish Diaspora Tapestry at the Main Branch, OPL. Also at the Main Branch, Archives installed panels and AV equipment from the popular Ottawa Rocks! exhibit, with the Conservator attending a related Show & Tell event there as well. The Archives set up a display of large format archival photographs on the Main Branch's third floor. Archivists also planned and coordinated the transfer of public civic reports and minutes from the Ottawa Room, forwarding duplicates to the Ottawa Resource Room at Carleton University.

Groupe de recherche sur la culture francophone à Ottawa - Participer, contribuer en tant qu'experts auprès du Groupe.

Ottawa Culture Research Group – The Archives also continued its membership in this research group.

Ottawa Archives Consortium - Steps toward establishing a consortium of Ottawa organizations with archival interests or practices for mutual support and assistance proceeded modestly in 2017 with preparations and initial conversations with several potential community stakeholders. These planning steps will be transformed in 2018 into various implementation activities, including meetings, documentation, and other steps.

Civic records acquisition

Archives acquired approximately 2700 boxes of civic records in 2017, including records of pre-amalgamation municipalities, amounting to almost 800 linear metres. The records were comprised mostly of textual records, photographic images, plans and drawings. Amongst the official original records received were Council and committees minutes, by-laws, agreements, reports, assessment rolls, provincial vital statistics including marriage certificates, and the records of the Police Board and other local boards and

arms-length entities. Further work repatriated certain civic records of former Torbolton Township (1849-1895), which had been in the custody of the Archives of Ontario.

Private records acquisition

Archives acquired approximately 6 linear metres of cultural property in 2017, mostly comprised of textual records and thousands of photographic images but this year also including the marble cornerstone from the Union St.-Joseph-du-Canada building. Other notable items included among these acquisitions were:

- Bottom family bible, a Vermont Bible, published in Battleboro in 1818 by John Holbrook using the best contemporary papermaking and printing techniques. It belonged to Vermont native Isaac Bottom, who recorded in it the births of his three children in North Gower Township, where the family had settled by 1825.
- Ottawa Boiler Works factory photographs, documenting the 1908 expansion of the W.J. Campbell & Sons Ottawa Boiler and Machine Works factory, located at the corner of Wellington Street and Broad Street, later known as the International Marine Signal Company building. This building was reported to be the longest in the British Empire at the time of its completion.
- Ottawa Little Theatre's collection of over 1500 photographs, including the lobby cards for many of its performances.

In addition, Archives represented the City in receiving the gift of two large monuments:

- Lord Stanley's Gift Monument, a metal sculpture located on the Sparks Street Mall representing the original bowl dedicated in 1893 by Lord Stanley. The result of a public campaign to commemorate this gift, the sculpture is made of metal ribs resembling the bowl, accompanied by a large stylized hockey puck, within a representational ice rink decorated with one puck for every Cup-winning team.
- The Human Rights Monument (the Canadian Tribute to Human Rights), located adjacent to City Hall at the corner of Lisgar and Elgin streets. Designed by Montreal artist and architect Melvin Charney in red granite and concrete, it was unveiled by the fourteenth Dalai Lama in 1990. The Monument includes texts in English and French and in 73 Indigenous languages found in Canada.

Donors of cultural property acquired by the City Archives in 2017

(Reported under Delegation of Authority By-law 2016-369, Schedule C, Article 36)

John Banks, Stratford, ON
Biblion Book Club, Ottawa, ON
Miriam Bishop, Belleville, ON
Eleanor Brady, Ottawa, ON
Dan Brisebois, Ottawa, ON
Lois Brownlee, Ottawa, ON
Canadian Nordic Society, Ottawa, ON
Canadian Tribute to Human Rights Inc., Ottawa, ON
Claridge Homes Inc. , Ottawa, ON
Jeen Coulas, Ottawa, ON
Ted Farnworth, Ottawa, ON
Heather Ferguson, Ottawa, ON
Rae Finley, Ottawa, ON
Ian Garlick, Peterborough, ON
Carolyn Gauthier, Ottawa, ON
Betty Hill, Ottawa, ON
Historical Society of Ottawa, Ottawa, ON
Jacquelin Holzman, Ottawa, ON
Margaret Howland (deceased), Vancouver, BC
Janet Irwin, Ottawa, ON
Don Joy, Ottawa, ON
Valerie Knowles, Ottawa, ON
Lord Stanley's Memorial Monument Inc., Ottawa, ON
Loucon Metal Ltd. , Ottawa, ON
Manotick Classic Boat Club, Ottawa, ON
Alan McCullough, Ottawa, ON
George Neville, Ottawa, ON
Ottawa Field-Naturalists Club, Ottawa, ON
Ottawa Little Theatre, Ottawa, ON
Ottawa Public Library, Ottawa, ON
Ottawa Tennis and Lawn Bowling Club, Ottawa, ON
Don Patterson, Ottawa, ON
Audrey Renton, Ottawa, ON
Rideau Township Historical Society, Ottawa, ON
Garret Rivington (deceased) , Ottawa, ON
Emma Robbins, Sooke, BC
Leslie Savage, Toronto, ON
Georgina Tupper, Ottawa, ON
Laura Tupper, Ottawa, ON
Saanich Archives, Saanich, BC
R.P. Scott, Ottawa, ON

Jim Whitridge (deceased) , Ottawa, ON
Denice Willis, Ottawa, ON

Document 5

City of Ottawa Archives Strategic Initiatives for 2018

Activity	Strategic Importance
Improve / streamline CDA process	GP2 – Advance management oversight through tools and processes that support accountability and transparency
Cull non-archival material from Legacy transfer	GP2 – Advance management oversight through tools and processes that support accountability and transparency
Working collaboratively with IM, process manual accessions	GP2 – Advance management oversight through tools and processes that support accountability and transparency
Develop Archives Consortium	HC4 – Support Arts, Heritage, and Culture GP1 – Strengthen public engagement + Responding to 2014 Royal Society of Canada Expert Panel Report <i>The Future is Now</i>
Engage under-represented communities through documentation planning	HC1 – Advance equity and inclusion for the city’s diverse population HC4 – Support Arts, Heritage, and Culture
Respond to Truth and Reconciliation Commission Report	HC1 – Advance equity and inclusion for the city’s diverse population
Develop long-range plan for exhibitions	GP1 – Strengthen public engagement
Respond to display requests from Mayor’s Office / Protocol	EP1 – Promote Ottawa HC1 – Advance equity and inclusion for the city’s diverse population HC4 – Support Arts, Heritage, and Culture GP1 – Strengthen public engagement
Develop and implement strategy to engage City staff / improve knowledge in the corporation of Archives products and services	GP2 – Advance management oversight through tools and processes that support accountability and transparency
Develop Archives Comprehensive Preservation Plan	HC4 – Support Arts, Heritage, and Culture GP2 – Advance management oversight through

	tools and processes that support accountability and transparency
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