

## **2020 Annual Report on the Archives**

### **BACKGROUND**

#### **Authority and mandate**

The Archives Branch serves the community, the organization and visitors by acting as the guardian of the City's corporate memory and documentary heritage, ensuring that municipal records documenting municipal rights, privileges and obligations are preserved and accessible. The Archives oversees the City's responsibilities under sections 253 and 254 of the *Municipal Act, 2001* (the Act) to preserve and provide access to its records. It also supports the work of Information Management (IM) Branch, responding to Section 255 of the Act, by advising on the length of records retention periods and by authorizing the destruction of records with no archival value once they have completed these periods.

In addition, the Archives actively pursues an additional mandate to aid Ottawa's diverse communities in keeping their own archival records (ACS2007-CPS-CSF-0004).

Following on this secondary mandate, the Archives ensures the survival of documentation concerning the lives of Ottawa's residents, the organizations they create and their contributions to the community, while also increasing awareness of the City's rich heritage through research, interpretation and promotion.

The Archives Branch is centred in its Central Archives, located at the James Bartleman Centre, 100 Tallwood Drive. The Central Archives provides leadership, policies, procedures, guidelines and standards consistent with best archival practices. All Archives staff are located at the Central Archives, as is the main public-facing Reference Room. While researchers often come to James Bartleman Centre to conduct research, or increasingly conduct research online as described in the Discussion section of this report, Archives staff also go into the community to provide advice or instruction on archival matters, helping historical societies, cultural groups, families and individuals take care of their own historical records.

#### **Corporate policy**

The Archives is responsible for two corporate policy instruments that direct City staff on how to manage their records:

1. The Official Gift Policy supplies a framework defining and governing the receipt and disposition of official gifts as records of the municipality.
2. Continuous Disposition Authorities remain the primary policy instrument that determines the disposition of Official Business Records created and/or used by the municipality.

The Archives also participates regularly in reviews of the corporate Donation Receipt Policy.

### **Information management systems**

The City uses three separate information management systems to manage its archival records, with some overlap in their intended functionality:

1. RMS is used to manage City records that have been designated as archived.
2. BIMS is used to manage in electronic form City records that have been designated as archived.
3. MINISIS is used to manage private collections of archival records, as well as certain City records that have been transferred directly, repatriated, or recovered by the Archives.

As described in the Discussion section of this report, the Archives' statutory recordkeeping obligations, and those of its internal clients, have remained in effect throughout the COVID-19 pandemic. Accordingly, the Archives has adapted its services to ensure that both statutory recordkeeping obligations and public health protocols are respected during the ongoing pandemic.

### **DISCUSSION**

The year 2020 was quite remarkable for the Archives Branch, as it was for the other services of the City of Ottawa, for its residents, their organizations, and their businesses. As described in this report, through a commitment to its mandate and agility, the Archives was able to continue to offer services required by legislation and respond to circumstances created by COVID-19. Despite constraints, the Archives succeeded in guaranteeing the preservation, acquisition, and access to the information for which it is entrusted. Certain operations and planned strategic objectives were modified or postponed. Not only were the manner of access and the transmission of information requested through Reference Services affected, but 2020 also brought the

large-scale adoption of telework by team members. The Archives supplanted work by improving its business practices, notably, by the additional training of team members and by spending time to develop or improve research guides to aid researchers.

### **COVID-19 response – One City, One Team**

Throughout the course of 2020, Archives staff supported colleagues with the pressures associated with COVID-19. This included a variety of formal redeployments and other functions in support of Ottawa Public Health, the Translation Services Unit, and the Emergency Operations Centre. The Archives also supported the Clerk's statutory duties during the 2020 Cumberland By-election, including supporting the tabulation of results and applying the statutory retention requirements for ballots and other election records.

### **Staff reductions**

The Archives' staff complement has recently been affected by pressures in other service areas. In late 2019, a position, and related compensation, was transferred from Archives to Council Support Services (CSS). This transfer was a result of increased administrative pressures arising from Councillors' Offices. For some context, there have been no changes to the staffing complement in CSS since amalgamation. While there has been no change to the staff complement, there has been significant growth pressures. In particular, there has been significant growth associated with adhering to the Council Expense Policy, public disclosure of Office expenses on ottawa.ca, the requirements around corporate cards, a continually high number of ATIP requests under MFIPPA and adherence to same, and increased demand associated with providing technology to the offices. In late 2019, these pressures reached a "tipping point" when there was a need for Council Support Services to provide increased human resource support to, and engagement with, Councillors' Assistants.

In 2020, management conducted an operational review at Archives in order to respond to increased pressures on statutory requirements in the Office of the City Clerk. As a result of this review, two positions were declared redundant: Archival Research Assistant and Conservator.

The position and compensation budget associated with the former Archival Research Assistant position was retained by Archives and repurposed to an Information Management Assistant. This Information Management Assistant will support the civic records programs, namely responding to the recordkeeping requirements of Council and Committee Services. This will support the Clerk's requirements under Section 228 of the *Municipal Act, 2001* and the organization's responsibilities under sections 253,

254 and 255 of the same legislation. This new position will also serve an important operational function to ensure that web accessibility requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)* are being respected.

Meanwhile, the position and compensation budget associated with the former Conservator position has been repurposed to create a new leadership position in the Accessibility Office. This new position is responding to the organization's growing pressures associated with the wide array of federal, provincial and municipal accessibility requirements.

The conservation and research functions have been distributed and absorbed through various positions and professional services in a manner that is more effective and efficient. However, the Archives is facing staffing pressures in other areas, which impedes the branch's ability to deliver on its strategic priorities and statutory requirements. As such, as part of the 2022 Budget process, the Archives will be submitting growth pressures for two new positions to respond to new information governance challenges, including more new technical skills, in an increasingly digital age. This pressure is expected to become particularly acute starting in 2021 since, for the first time, the Archives is expected to receive for disposition review a large volume of records that were "born digital" and remained digital throughout the course of their lifecycle.

## **Continuance of statutory requirements and public access requirements**

### Continuance of statutory recordkeeping requirements

Modern archives were created to underpin democratic rights by providing the community with access to public records and thereby promoting accountability and transparency. Throughout 2020, society endured various COVID-19 restrictions, including various province- and region-wide closures, stay-at-home orders, and new public health protocols such as wearing masks and physical distancing. With these COVID-19 provisions, public access to Archives came under a unique threat. All the while, the City's statutory recordkeeping obligations under the *Municipal Act, 2001*, the *Municipal Freedom of Information and Protection of Privacy Act*, the *Records Retention and Disposition By-law* (By-law No. 2003-537, as amended), along with those found in approximately 70 other pieces of legislation, have remained in effect during the pandemic.

The Archives, in addition to ensuring the continued preservation of records, has adapted to ensure that record retrievals continue in a safe manner during the pandemic,

including those in support of the City’s Legal Services and groups that were deemed “essential,” such as Building Code Services.

### Reopening the Reference Room to the public

Throughout Q2 and Q3 of 2020, the Archives worked with its Health and Safety Consultant, Facility Operations and the Service Recovery Task Force to ensure that its public-facing services were reopened and communicated in a manner that respected public health protocols. During this time, the Archives worked with these colleagues to identify and mitigate various risks associated with welcoming the public back to the Reference Room. This included training for staff, the provision of floor markings for physical distancing, acrylic barriers, handwashing stations, and a “by appointment” registration process. The Archives has also increased its capacity to provide its clients with virtual services, such as virtual consultations and the increased digitization of records.

The Archives moved with agility to ensure that reference services could continue despite the new obstacles. That said, delivery on other aspects of the branch’s corporate mandate was affected by the necessary closure of the James Bartleman Centre and a temporarily decreased staff complement. Similarly, while activity in some community functions came to a near standstill, private records acquisitions thrived as the Archives pivoted to concentrating on born-digital materials for its new COVID-19 Collection, so that overall work on community functions was able to remain overall on par with other years.

### **Community engagement initiatives**

#### COVID-19 Collection

While various Archives staff were redeployed and supporting colleagues in other service areas, the remaining Archives staff undertook the responsibility to effectively document these exceptional times. In collaboration with uOttawa, Carleton University, and Capital Heritage Connexion, in the summer of 2020 the Archives launched an initiative to encourage the community to contribute records of its pandemic experience.

This project received considerable interest from the public including 33 donations at the time of this report, along with positive media coverage, during an objectively difficult time.

#### Letters to Santa

For many years, during the holidays, the Archives has hosted a “Letters to Santa” family event at the James Bartleman Centre. (Letters form a key component of historical archives, and letter writing is an important skill.) During this annual event, children use various resources to write their letter to Santa. The event also includes making crafts, decorating cookies, and the Mayor reading a traditional holiday story. After the event, the letters were transferred to Canada Post for delivery to the North Pole.

While an in-person event was not possible in 2020, with the support of the Office of Protocol, the Archives adapted so that the annual tradition could continue in a safe format. Families were invited to register for a free Letter to Santa Kit, which included letter writing supplies, activity sheets, paper crafts, and a hot chocolate packet. The kit also included a link to an online holiday story read by the Mayor and several Members of Council. Thanks to the promotion by the Mayor and Councillors, the initiative was “sold out,” with all 400 kits being collected by the community.

### **Private records donations**

Despite the challenges associated with COVID-19 in 2020, the Archives continued to bolster its community collections through private donations. Subsection 8(1) of Schedule “C” of the *Delegation of Authority By-law* (By-law No. 2020-360, as amended by By-law No. 2021-8), provides as follows:

1. The City Clerk, the Manager, Legislative Services, and the City Archivist individually are delegated the authority to negotiate, approve, conclude, and execute agreements related to the long-term deposit of library and archival materials in the City Archives, including executing deeds of gift and letters of acknowledgement as required, provided that such agreements:
  - a) are in accordance with applicable City policies;
  - b) are related to approved departmental programs and objectives; and
  - c) are within approved budget limits.
2. The exercise of delegated authority pursuant to subsection (1) shall be reported to the appropriate Standing Committee at least once in each calendar year.

In accordance with the reporting requirement of the by-law, the Archives acquired cultural property from the following donors in 2020:

*Donors of cultural property acquired by Central Archives in 2020*

B. Beattie, Ottawa  
C. Brown, Ottawa  
J. Bruce, Ottawa  
Canadian Red Cross Society, Ottawa  
A. Carroll, Ottawa  
M. Carter, Embrun  
L. Chamillard, Ottawa  
B. Charron, Ottawa  
I. Chtchegoleva, Ottawa  
R. Copestake, Ottawa  
K. Dalrymple, Ottawa  
L. De Carli, Ottawa  
E. Dreessen, Ottawa  
A. Emery, Ottawa  
K. Ethier, Ottawa  
D. Farley, Ottawa  
M. Fleury, Ottawa  
Gallery 101, Ottawa  
A. Grandinetti, Ottawa  
A. Griffiths, Kidderminster (England)  
H. Heyck, Ottawa  
Hintonburg Community Centre, Ottawa  
J. Inch, Ottawa

D. Jesmer, Ottawa  
D. Johnson, Ottawa  
M. Kendall, Ottawa  
R. Klassen, Ottawa  
J. Lamarche, Ottawa  
M. Lamarre, Ottawa  
J. Landriault, Ottawa  
R. Laybourne, Ottawa  
R. Lemoine, Ottawa  
L. Lesh, Ottawa  
A. Marion, Ottawa  
T.V. Murray, Ottawa  
H. Nahabedian, Toronto  
Mary Nash, Ottawa  
Ottawa Home Economics Association, Ottawa  
Ottawa Jewish Archives, Ottawa  
S. Pilon, Ottawa  
P. Robb, Ottawa  
D. Sale, Pakenham ON  
S. Sharkey, Ottawa  
L. Turner, Ottawa  
J. Weerasinghe, Ottawa  
P. Winkelaar, Ottawa  
J. Wright, Ottawa



## *Donors of cultural property acquired by Rideau Archives in 2020*

H.R. Armstrong, Ottawa

W. Cryderman, Ottawa

H. Dunbar, Ottawa

C. Gruchy, Ottawa

V. Kirkwood, Kemptville ON

B.A. Lamirande [through Gloucester Historical Society], Ottawa

D. Mather, Ottawa

### **Annual summary and statistics**

With 2020 being an abnormal year, Archives activity dropped in aggregate, especially relating to its corporate mandate. Yet the benchmark statistics below nevertheless also show that, over this year despite the pandemic and its effects and restrictions (including redeployed staff), the Archives did not lag very far behind overall expected results, with its community work holding steady and its public engagement through reference and outreach being significantly more than ever.

As usual, the principal work of the Archives in 2020 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, preservation housing, conservation treatments, and archival mentorship.
- Re-appraising, reviewing and identifying archived corporate records to ensure discovery and long-term access.

#### Public services

Number of Research Inquiries

Number of Research Hours

#### Total

1,843
10,739

Number of Patrons Served Daily (all sources)	14
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Number of Unique Patrons	116
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Unique web pageviews	1,150,216
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Operation

Number of Days in Operation	296
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Number of Days Facility Open to the Public	132
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Number of Saturdays	48
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Number of Bookings	107
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Attendance (Archives)	667
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Attendance (Meetings)	778
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Reproductions	379
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Vault Circulation	2,312
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Collections

New Reference Room Acquisitions	38
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New Community Acquisitions	54
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New Corporate Appraisals	67
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New Corporate Terms and Conditions Verification	11
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Holdings On-site (li.ft)	53,891
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Holdings Off-site (li.ft)	2,220
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Volunteers (all sources)

Number of Volunteers	127
Volunteer Hours Contributed	4,318.5

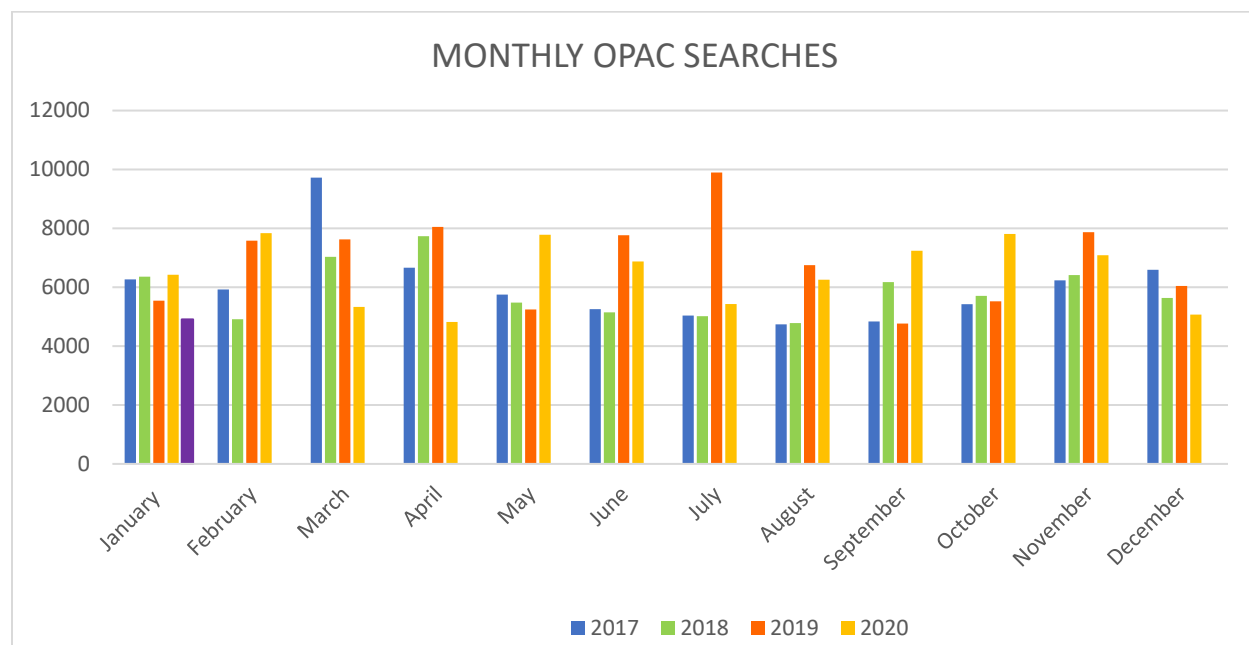
Programming and outreach

Number of programs, workshops, and outreach	15
Number of exhibitions (incl. postponed)	30
Facebook followers	2,466

Based on staff's analysis of operational statistics, it is apparent that COVID-19 most negatively affected the Archives' primary corporate and, less so, its reference functions. These impacts can be largely attributed to the compulsory closure of the facility, which was only open in 2020 for half of its usual hours of operation. Nevertheless, elements under the community archives mandate, including outreach and exhibitions, generally held their own or even outperformed average years through an ability to flex, largely due to greater adoption of digital solutions in these areas.

Indicative of this was use of the Ottawa Museums and Archives Catalogue (OMAC), the online catalogue shared by the Archives with a number of museums in the City. Monthly search totals were up an average of nine per cent overall during the first 10 months of the year. Three months within the pandemic period of 2020 – May, September and October – saw the highest ever total for those months, reinforcing that the Archives was most effective during the pandemic through its digital access.

## Monthly search totals for Ottawa Museums and Archives Collections (OMAC) online catalogue



### Media

- *Mix Métiers : Archiviste Anne Lauzon – TFO*
- *City of Ottawa archivist, goes down memory lane, discovering Ottawa's history – CBC*
- *Sketchbook illustrates our lives at home during the pandemic – CTV News*
- *Portraits of the Pandemic: City archives wants your lockdown artifacts, no matter how mundane – CBC News*
- *The COVID collection: How Ottawa's archivists are recording the pandemic – Ottawa Citizen*
- *City of Ottawa Archives asks for your memories to remember the COVID-19 pandemic – CTV News*
- *COVID-19 Collection: Archivist John Lund – 1310 News*
- *COVID-19 Collection: Archivist John Lund – CFRA*
- *Our Ottawa: Ottawa's History with Paul Henry – CBC TV*

- *Rideau Street – CBC / Ottawa Citizen*

### **Archives for all: Augmented operations through a collaborative system**

The Archives serves Council and City staff in all departments requiring preserved City records, including minutes, by-laws, agreements, policies, plans, reports, and files, to make informed recommendations and decisions or to confirm past decisions or policies. The Archives is also used by genealogists, historians, academics, students, biographers, architects, land planners, environmentalists, and any citizen seeking to know the history of Ottawa.

Each year, the Archives partners with several community heritage groups at several different points of contact established within City-owned facilities. The Archives works closely with three important partners within the space of the Archives' Reference Room itself, acting as a hub that connects the branch's researchers with members of the community engaged in related research:

- *Archives of the Eastern Ontario Outaouais Region*

Focus: Religion  
 Partner: United Church of Canada  
 Involvement: UCC archivist  
 Collaboration start: 1985  
 Resource: Archived church records

- *Ottawa Genealogy Centre*

Focus: Genealogy  
 Partner: Ontario Genealogical Society - Ottawa Branch  
 Collaboration start: 1999  
 Resource: OGS – Ottawa Branch library  
 British Isles Family History Society of Greater Ottawa library  
 United Empire Loyalists, Sir Guy Carleton Branch library

- *C. Robert Craig Memorial Library*

Focus: Rail transport  
Partner: C. Robert Craig Memorial Library  
Collaboration start: 2000  
Resource: Print materials on the history of rail transport

These organizations store their research materials at the James Bartleman Centre, which provides public access to them through Reference staff, with each group retaining ownership, custody and management responsibilities for their own resources. In exchange for this, and some office space for their volunteers, the partners supply assist Archives' staff with reference requests.

Moving to external sites of collaboration, the Archives also connects with community heritage groups at a grassroots level to achieve its community archives mandate at two other heritage hubs (in a decentralized access model):

- *Rideau Archives*, North Gower

Focus: North Gower, Marlborough and Rideau Townships  
Collaboration start: 2002 (Archives established 1990)  
Resource: Archival records, reference materials, meeting space

- *Gloucester Research Centre*, Leitrim

Focus: Old Gloucester Township  
Partner: Gloucester Historical Society  
Collaboration start: 2002  
Resource: Research materials and assistance

The Archives is currently working with new partners to collaborate on additional hubs across the city.

Finally, the Archives also reaches out across the City through exhibition spaces and monuments dedicated to displaying the City's heritage, providing the Archives with external points of contact with residents and visitors alike. One site of engagement, at the James Bartleman Centre, is a gallery which features exhibitions developed by the

Archives or its partners, as well as local and regional heritage and arts organizations through partnership with Community Arts:

- *Gallery 112*

Focus: Various

Partner: Community Arts Program Unit (City) and others

Collaboration start: 2011

Resource: Gallery space

The Archives also manages seven more sites – galleries and monuments – for communicating Ottawa’s heritage to citizens and visitors.

- *Barbara Ann Scott Gallery, City Hall*

Focus: Citywide themes

Control start: 2012

Resource: Gallery space

- *PPCLI Memorial, Lansdowne Park*

Focus: Military

Partners: PPCLI Association

Lansdowne Urban Park Section (City)

Control start: 2014

Resource: Monument

- *Mayors Gallery*, City Hall
  - Focus: Ottawa mayors
  - Partners: Protocol (City)
  - Control start: 2014
  - Resource: Gallery
- *Lord Stanley's Gift*, Sparks St. Mall
  - Focus: Sports
  - Partners: Sparks St. BIA
  - Control Start: 2017
  - Resource: Monument
- *Canadian Tribute to Human Rights*, Elgin St.
  - Focus: Social
  - Control Start: 2017
  - Resource: Monument
- *Ottawa Sports Hall of Fame Gallery*, City Hall
  - Focus: Sports
  - Partners: Ottawa Sport Hall of Fame Board
  - Control Start: 2019
  - Resource: Gallery
- *Annex Gallery*, City Hall
  - Focus: Citywide themes
  - Control Start: 2020
  - Resource: Gallery

**Strategic alignment and elements**



In 2019, the Archives realigned its strategic direction toward the draft Term of Council Priorities 2019-2022:

1. Economic Growth & Diversification

*Encourage economic growth and diversification by supporting business investment and expansion, talent attraction and retention, showcasing the city's bilingual and multicultural character, and branding Ottawa as a place to be.*

2. Integrated Transportation

*Enable effective mobility through a sustainable, accessible and connected city transportation system.*

3. Thriving Communities

*Promote safety, culture, social and physical well-being for our residents.*

4. Environmental Stewardship

*Grow and protect a healthy, beautiful, and vibrant city that can adapt to change.*

5. Service Excellence Through Innovation

*Deliver quality bilingual services that are innovative and continuously improve to meet the needs of individuals and diverse communities.*

6. Sustainable Infrastructure

*Ensure sustainable infrastructure investment to meet the future growth and service needs of the city.*

7. Thriving Workforce

*Promote bilingual Service Excellence by supporting a workforce that is healthy, diverse, adaptive and engaged.*

The following outlines the specific strategic elements adopted by the Archives to pursue these Term of Council Priorities, but it should be noted that the Archives, by its very nature, supports all seven goals by making its information collections available to other City departments.

Note also that The Office of the City Clerk does not currently oversee any of the City's Strategic Initiatives.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Identify pre-amalgamation inactive and records to be archived</i>	<i>1,3,4,5,6</i>	<i>continuing</i>

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In 2019, the Archives identified almost 2.5 million civic legacy pre-amalgamation records on the RMS system still inactive that have not yet been transferred to the archives. The identification did not include legacy pre-amalgamation records being acquired or reclassified in the system since 2004, such as all Kanata records, or file-by-carton boxes newly accessioned in the systems. In 2020, Information Management uploaded Kanata records in the record system. The Archives will develop a plan to analyze the data and perform a term of verification as part of the appraisal to ensure vital records civic records can be transferred to the Archives in compliance with the proper approved disposition authority for pre-amalgamation records once a complete set of information is made available.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Improve / streamline CDA process</i>	<i>3,5,6</i>	<i>completed</i>

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Work on this element was completed in 2020.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Cull non-archival material from Legacy transfer</i>	<i>5,6</i>	<i>slowed / delayed</i>

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This year 11 tertiaries – part of series of archived records created by 11 business units – were identified by the Archives for reappraisal in 2020. Various series of pre-amalgamation records from various business units have been identified by IM to be returned to offsite storage with an inactive status and were thus retrieved permanently from the Archives vaults, inventories and data bases. These records were large part election, pension and heritage financial files. The change in status from archived to inactive was mainly due to changes to the Corporate Records Classification Scheme (CRCS), even though pre-amalgamation records dating before 2004 are not ruled by the CRCS. Culling these 138 boxes from the Archives

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holdings represents space recuperation of almost 40 shelves, or 1,560 linear feet in the vaults.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Working collaboratively with IM, process manual accessions</i>	5,6,7	<i>paused</i>

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Physical distancing restrictions and the redeployment of resources to help manage the COVID-19 pandemic prompted the Archives to review the deadlines, and focus its efforts on two particular elements, namely reclassification and the identification of sets of pre-amalgamation documents.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Implement block review protocol in support of Active Dissemination / Routine Disclosure</i>	3,5	<i>slowed / delayed</i>

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Memorandum submitted to Management in Q1 of 2020 and approved to move forward with Block Review of Board of Control records. Put on hold, with priority shift of COVID-19 pandemic response. Goal is to institute Block Review of Board of Control records by Q3 of 2021.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Implement substitution protocol and develop Digitization Priorities and Planning Tool</i>	1,3,4,5,6	<i>paused</i>

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In 2019 the Archives moved forward in partnership with IM to test the implementation of a substitution protocol and develop digitization priorities for physical records. IM initiated a digitization pilot project, however, the project prematurely concluded. After reviewing the available technology the Archives staff believe that they can provide a stable and reliable digital substitution program for records and shall continue to pursue and review the options available to do so. Given the reallocation of resources to other projects in response to the COVID-19 pandemic, the digital substitution project is on hold until 2022.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop Archives Comprehensive Preservation Plan</i>	4,5,6	<i>continuing</i>

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The development of a Comprehensive Preservation Plan, in line with the Archives tenth anniversary at the James Bartleman Centre, will commence in 2021.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop Heritage Hub network (formerly called Archives Consortium)</i>	3,5,6	<i>slowed / delayed</i>

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Having been approached by several local heritage groups 2014-2018 for assistance in dealing with archival matters, but looking to support these groups in this activity collaboratively and avoid the Archives' taking over (as had happened with the Historical Society of Ottawa's collections), the Archives began looking at consortium/network concepts to deliver on this aspect of its community mandate. In 2019-2020 a concept of reimagining its existing branches (Rideau and Gloucester) as heritage hubs was selected, but initial work with Goulbourn Township Historical Society to set up a new hub at the Goulbourn Municipal Building stalled in 2019 due to construction work needed there. This work was completed 2020, and planning will resume in 2021, with coordination with Facility Operations once pandemic restrictions have been lifted.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Engage under-represented communities through documentation planning and other approaches</i>	3,5	<i>slowed / delayed</i>

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In 2019, analysis of records holdings from a cultural heritage perspective suggested that local Lebanese and Indian/South Asian communities were least visible or engaged in the Archives in comparison to current community size. While some headway was made in 2020 with planned engagement, assisted by Cultural Development and Initiatives, with the local Lebanese and Indian/South Asian communities, the pandemic curtailed any significant development of this strategic element, which will resume in 2021. In Q4 of 2020, additional planning began on

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further initiatives to increase diversity at the Archives, both in terms of records acquisition and the development of the Archives as a safe space for LGBTQ2S+ and BIPOC communities. In 2021, a strategic plan will be created to address LGBTQ2S+ and BIPOC issues. It will be in line with the City’s Corporate Diversity and Inclusion Plan. Archives staff will work with the Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service. Finally, 2020 also saw the Archives supporting the Griot in Me project, a community-led initiative to train Canadian Black youth in the National Capital region to be the next community archivist, by providing three in-person, two-hour training sessions in February and March on core archival processes, and a presentation on public access and outreach. Also provided advice for a written guide on Archives.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Documenting the COVID-19 pandemic</i>	3,5	<i>new</i>

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The coronavirus pandemic has obviously had a dramatic effect on the City of Ottawa, and to ensure effective documentation of this the Archives, working in consultation with Carleton University, University of Ottawa, and Capital Heritage Connexion, took the unusual step of seeking items for a specific collection not based on provenance but on the theme of the pandemic. Effective media relations garnered a number of interviews and articles about this project.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Respond to Truth and Reconciliation Commission Report by partnering with Indigenous communities on multiple initiatives</i>	3,5,7	<i>slowed / delayed</i>

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While response to the COVID-19 pandemic put a hold on further building of the Archives relationship with Indigenous communities and organizations, a revival of the process has begun in Q1 of 2021. The Archives has submitted a request to the Ottawa Aboriginal Committee to assist in the establishment of liaisons with Ottawa based urban Indigenous organizations. A focus on developing relationships with urban Indigenous groups in Ottawa is a priority in 2021. This process will include

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determining how the Archives current holdings reflects Indigenous issues and how the Archives may support community archives and other memory initiatives.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop long-range plan for exhibitions</i>	<i>1,3,6</i>	<i>slowed / delayed</i>

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A draft exhibit manual was completed in 2020 and will be finalized in 2021. The established schedule of exhibits, formed in 2019, was impacted by the COVID-19 pandemic. A new three-year plan is in development and will help staff moving forward as long-range plans are finalized following the pandemic. Activities to further highlight collections virtually in various social media formats has been underway throughout the pandemic.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop interpretation plan for Ottawa Sport Hall of Fame</i>	<i>1,3,5,6</i>	<i>continuing</i>

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A community-focused exhibit program was drafted for the Ottawa Sport Hall of Fame but has not yet been finalized with the OSHF Board of Directors. A long-term community exhibit plan will be developed in 2021. Plans for the Ottawa Sports Awards display have been underway and approved by the partners. Updates and additions to this display will commence once the exhibit reopens.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Respond to display requests from Mayor's Office / Protocol to increase community engagement</i>	<i>1,3,4,5</i>	<i>continuing</i>

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During 2020, the Archives planned and developed exhibits/displays for the Mayor's Office and Protocol. Execution of many events were halted due to the pandemic; work will continue for some once regular activities resume. Exhibits include the following displays:

- Chains of Office storage case

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- Ottawa Citizen Anniversary Key to the City display
  - Order of Ottawa display revamp
  - BNA Act planning
  - Archives Awareness Week 2020
  - Netherlands – Enduring Bonds
  - Mayor and Councillor video for Letters to Santa
  - Mayor’s Gifts – new intro panels installed; two additional display cases to be installed in 2021
  - Ottawa Sports Hall of Fame Legends Inductee media event (February 19)
  - Design, fabrication and installation of a replacement plaque for the York Street Millennium Fountain, in response to a citizen’s concerns.
  - Installation of new gallery infrastructure in the Heritage Annex – the new hanging system was installed in the beginning of 2020 and allows for a flexible gallery space for upcoming events in the Heritage Building.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop and implement strategy to engage City staff / improve knowledge in the municipality of Archives products and services</i>	1,5,6,7	<i>continuing</i>

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Several reference guides have been developed for City staff. These have been made accessible and are now posted online for staff and the public. The Archives internal outreach activities included events such as Archives Awareness Month (cancelled due to COVID-19) and *In the Loop* article submissions. The creation of an Ozone web page was also part of this campaign and is now live. The Archives branch page includes an overview, various resources and over 10 research guides.

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<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
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<i>Improve workflow to respond better to client requests for copies of archival materials, especially photographs</i>	1,3,5	<i>slowed / delayed</i>
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In 2020, staff identified the need for an electronic photo order form for ease of use for virtual requests. Staff will investigate the creation of an electronic form for 2021.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Improve copyright documentation to improve dissemination and use by clients</i>	1,3,5	<i>new</i>

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Review of copyright status of archival material in the Archives' descriptive database started in 2020, included review of the Terms Governing Use validation list for revision and some updating of descriptions. Copyright review of descriptions will be an ongoing process.

Work was also started on developing a copyright guide for researchers, planned to be completed in 2021.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Improve descriptions of current archival material and increase online availability of descriptions</i>	1,3,5,6,7	<i>slowed / delayed</i>

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This program element consists of re-describing archival records to current professional standards or fully describing legacy collections, many of which are City records created outside the records management system, and which require significant contextual research to identify and illustrate their archival and historical value. These descriptions are made available in the Archives' online catalogue, and are used by researchers, such as City staff and Ottawa residents, to locate and gain access to records in the branch's holdings. Staff re-described over 2,000 items at the collection level in 2020, including corporate planning records, those of community organizations, and rare photographic collections from the nineteenth century. However, the Archives also experienced significant delays in this area as a result of pandemic staff redeployments, workforce adjustments, lack of access to physical records, and a focus on reference operations when staff began to return to the office. As a result, significant municipal collections, such as the 30 linear metres



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of Carleton County records (which include pre-1969 land use records), could not be processed as planned. This in turn has increased the cost to store such records (since processing allows for box compression); has compromised the City’s ability to locate and access them; and has increased the potential for reputational damage to the City. Moreover, it has delayed citizen access to these records. The Archives is refocusing its descriptive efforts in 2021 to high priority collections to adapt to the challenges experienced in the last year.

Strategic Element	Priorities	Status
<i>Improve client tools for self-directed learning and resource discovery</i>	1,3,5,6,7	<i>continuing</i>

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The Archives has a multi-pronged approach to developing client research tools, which includes improving the online Ottawa Museum and Archives Catalogue with revised/new descriptions of its holdings, and offering research guides for self-directed learning.

In 2019, the Archives began developing a new series of Customer and Research Service guides on how to most efficiently use the Archives; 11 AODA compliant guides are now available on the Archives’ webpage. The remaining guides will be completed and published in 2021. As well, the Archives began developing a thematic research guide on Urban Renewal collections in its holdings that will allow researchers to easily discover this material. This guide will be completed in 2021 and will also be made available online. Further thematic guides will be developed in the coming years to improve self-directed resource discovery and provide a valuable resource for community outreach.

Several smaller online resources have been developed during 2020 to provide access to the collection. This includes the Rideau Township Historical Society 30th Anniversary virtual celebration, a new accessible PDF version of the Billings Family virtual exhibit, and collection highlights for Black History Month, Artwork on Ottawa, Canada by author William H. Carre, rare books in the Special Collections, and more. The Archives Branch is constantly improving client research tools in order to allow researchers to identify and gain access to records. This work includes updating the Archives’ online research catalogue with revised/new descriptions of its holdings, and offering guides for self-directed learning.

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In 2020, the Archives shifted to enhancing remote access to existing descriptions of the branch’s holdings in response to the COVID-19 pandemic, since staff and researchers were unable to physically access material for much of the year. This project, to be completed in Q1 of 2021, has entailed digitizing legacy paper-based finding aids for over 90 archival collections that will be made available through the Archives’ research database.

Planning has also begun for usability improvements to the database, which will further facilitate research for record descriptions online. In response to the pandemic, the Archives also prioritized the publication of a customer service guide for donors, supporting both regular acquisitions and for COVID-19-specific material in relation to the Archives’ COVID-19 Collection project. Additionally, 12 guides to types of Archives’ holdings were made AODA compliant and published on the City’s webpages. Four other guides originally planned for 2020, including one on corporate urban renewal collections, have been delayed by the pandemic response and workforce adjustments. These will be completed in 2021-2022.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Develop and implement strategy to increase awareness for the Archives and its products and services</i>	1,3,5	<i>new</i>

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The Archives highlights its services, enhances knowledge, and raises awareness through tours, online media, events, participant surveys, print materials, and community exhibits and partnerships. These were heavily affected by the pandemic, with the result that planned activities for Archives Awareness Month, Heritage Day, and exhibits (De La Salle COVID-19 exhibit, Gallery 112 Black History month exhibit, as well as other community artists exhibits) were postponed due to facility closure. During the pandemic, a call for donations was launched specifically to Ottawa businesses and the general public. The COVID-19 Collection was created to help the Archives collect and preserve Ottawa's COVID-19 experience. In collaboration with uOttawa, Carleton University, and Capital Heritage Connexion, the Archives worked to gather records (virtual-only until physical distancing measures are relaxed) documenting Ottawa’s experience of the pandemic’s various phases. As with the 2017 Ward Time Capsule, gathering these records will help future generations understand the times we are living through. This program attracted significant media attention and helped to raise awareness for the Archives’

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role in Ottawa’s community. The ninth annual Letters to Santa event was reimagined as a hybrid event due to the evolving situation of the COVID-19 pandemic. The program included a free Letters to Santa Activity Kit consisting of holiday crafts and activities, letter writing supplies, a hot chocolate packet and a card with a link to a unique online holiday video. In addition to the 450 kits distributed by the Archives, modified versions of the kits were offered by Councillors, reaching a total of 783 participants.

<b>Strategic Element</b>	<b>Priorities</b>	<b>Status</b>
<i>Archives Management System lifecycling</i>	3,5,6,7	<i>new</i>

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The Archives has used MINISIS Integrated since 2006 as its archives management system, supporting accessioning, description, space management, client registration, conservation, as well as access through the MINISIS-hosted Ottawa Museums and Archives Collections. As MINISIS nears the end of its contract, it is anticipated that City Procurement will put out an Request For Information (RFI) to get a sense of what other options are available and to ensure that the City is obtaining the best value.