



# Evaluation of the Public Programming Activity of the Community Outreach and Support Program (2016–2021)

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The Evaluation Function  
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## EXECUTIVE SUMMARY

This report presents the results of the evaluation of the public programming activity under the Community Outreach and Support Program at Library and Archives Canada (LAC). Public programming<sup>1</sup> includes exhibitions, public events, loans to other institutions, and partnerships with Canadian and international institutions. Canadians have access to LAC's collection through its public programming. The evaluation of public programming is included in the 2020–2025 Departmental Program Evaluation Plan (DPEP) approved by the Departmental Performance Measurement and Program Evaluation Committee (DPMPEC). It is the first time this component has been evaluated.

## EVALUATION SCOPE, OBJECTIVES AND METHODOLOGY

The evaluation covered a five-year period, from 2016–2017 to 2020–2021. It examined:

- The achievement of short- and medium-term results under the performance measurement strategy;
- To what extent public programming satisfies the interest of users;
- To what extent public programming has been an effective means of increasing the LAC collection's visibility; and
- Which best practices could improve LAC's public programming approach.

The evaluation was conducted in accordance with the Treasury Board Policy and Directive on Results (2016). It was based on a mixed approach combining sources of qualitative and quantitative data, including a literature and internal document review, interviews with key informants and an analysis of financial and performance information.

## FINDINGS

LAC has a considerable and diverse public programming that enables the delivery of its mandate. However, the public programming activities are isolated and not well integrated. There are also several internal and external factors that impact the planning and implementation of activities and the achievement of expected short- and medium-term results. Public programming needs better planning and coordination at the organizational level to identify the most relevant partnerships and activities, target audiences and means of dissemination—including online dissemination—to provide better access to Canadians.

The evaluation also revealed that the COVID-19 pandemic encouraged the exploration of online dissemination options to facilitate access for Canadians living outside the National Capital Region. Although promising, online dissemination does come with challenges that LAC will need to address. Interviewees mentioned that planning virtual events is different from in-person events where people are invited to attend over a given period of time, at the end of which the activity is concluded. Online dissemination also requires expertise in user experience and investment to acquire the infrastructure needed for this type of public programming.

Regarding the performance measurement strategy, the evaluation found that it does not take into account the nature and diversity of LAC's public programming. As a result, program performance was not effectively monitored. The performance measurement strategy and the indicators therefore need to be updated to ensure a more effective follow-up on the short- and medium-term results and to support the decision-making process.

Moreover, despite the existence of public programming at LAC, what it encompasses exactly still needs to be defined and a common understanding of it throughout the organization must be ensured. There is also a need to better align public programming objectives with corporate communication priorities. Interviewees indicated that the lack of a corporate communications plan, including a marketing strategy, was limiting the ability of public programming to be aligned with LAC objectives. There are therefore no formal mechanisms for making sure that public programming satisfies the interest of users. The team responsible for events, which in the beginning had been seen as a marketing research team, saw its role limited to supporting promotion efforts for public programming activities. However, marketing research is needed to continually ensure that public programming remains relevant to users.

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<sup>1</sup> This evaluation takes into account in-person events only. Virtual events and social media were excluded.

Interviewees mentioned the challenges with LAC's financial situation and the need to look at public programming from an efficiency-seeking perspective. Although employees have demonstrated creativity in organizing relevant activities for users, the lack of stable and predictable funding affects their ability to plan activities such as exhibitions, which require years of work to design. Interviewees also pointed out the importance of Ādisōke. The joint facility with the Ottawa Public Library (OPL) is seen as a step in the right direction. They said that Ādisōke will enable LAC to offer public programming in a purpose-built facility and that the new building will facilitate the hosting of in-person, virtual and hybrid events, making it easier to reach Canadians outside the National Capital Region in an efficient manner.

As for partnerships, they remain an effective method for LAC to reach more Canadians. Interviewees indicated that through these partnerships, the LAC collection was visible to Canadians outside the National Capital Region, where LAC has no physical presence. They did mention, however, that there is a need to establish clear criteria for selecting and implementing partnerships that help in achieving LAC's mandate.

The evaluation revealed that the TD Summer Reading Club has been an undeniable success. This partnership between LAC and TD Bank could help greatly inspire the relevance and effectiveness of LAC's public programming as a whole.

## **RECOMMENDATIONS**

In the interest of continuous improvement, program management should:

1. Establish an organizational strategy that will define what LAC's Public programming consist of, its objectives, the target audiences and the means of dissemination in support of LAC's mandate. This strategy should take into account the departmental communications plan;
2. Put in place a mechanism for planning and coordinating the implementation of public programming activities at the corporate level for greater efficiency, consistency and relevance for users; and
3. Update the Performance Measurement Strategy for the Community Outreach and Support Program, to take into account the nature and diversity of Public Programming activities and facilitate the monitoring of the achievement of the expected short- and medium-term results.

## **MANAGEMENT'S RESPONSE AND ACTION PLAN**

Management's response to the recommendations, as well as the proposed action plan, are presented in Appendix A.

## 1. INTRODUCTION

This report presents the results of the evaluation of the public programming<sup>2</sup> activity under the Community Outreach and Support Program (COSP) at Library and Archives Canada (LAC). The evaluation was included in the 2020–2025 Departmental Program Evaluation Plan (DPEP) approved by the Departmental Performance Measurement and Program Evaluation Committee. It is the first time this component has been evaluated.

## 2. EVALUATION OBJECTIVES AND METHODOLOGY

### 2.1 Evaluation scope and objectives

The evaluation covered a five-year period, from 2016–2017 to 2020–2021, and examined:

- The achievement of short- and medium-term results under the performance measurement strategy;
- To what extent public programming satisfies the interest of users;
- Whether public programming has been an effective means of increasing the LAC collection's visibility; and
- Which best practices could improve LAC's approach in this area?

### 2.2. Methodology and data sources

The evaluation was conducted in accordance with the Treasury Board Policy<sup>3</sup> and Directive<sup>4</sup> on Results (2016). The methodology was based on a mixed approach combining sources of qualitative and quantitative data, including a literature and internal document review, interviews with key informants and an analysis of the financial information and performance. The methodology is presented in greater detail in Appendix B. Given that the performance<sup>5</sup> data were limited, the evaluation team mitigated this deficiency by triangulating data from other sources.

## 3. PROGRAM PROFILE

### 3.1 Description of public programming

Public programming is a key component of the COSP. This program was introduced on April 1, 2018, following LAC's adoption of a new Departmental Results Framework. Public programming<sup>6</sup> helps disseminate the LAC collection through exhibitions, public events, loans and partnerships with Canadian and international institutions. It includes activities organized exclusively by LAC or with its partners.

### 3.2 Public programming activity resources

Table 1 presents the resources allocated to public programming for the 2016–2017 to 2021–2022 period.

Description*	Fiscal Years				
	2016–2017	2017–2018	2018–2019	2019–2020	2020–2021
Funding for the public programming activity (in Canadian dollars)					
Actual expenditures	1,583,329	1,388,104	1,170,013	1,001,483	979,472
Total LAC expenditures	114,500,637	127,416,749	124,630,164	134,354,195	130,379,206
Percentage of expenditures in relation to total LAC expenditures	1.38%	1.09%	0.94%	0.75%	0.75%
Human resources (full-time equivalents – FTEs)					
Actual FTEs	13.01	12.38	10.6	11.0	10.76

\* Actual expenditures include salaries and other operating costs.

Source: Financial Services and Procurement Branch, Library and Archives Canada.

<sup>2</sup> This evaluation takes into account in-person events only. Virtual events and social media were excluded.

<sup>3</sup> Policy on Results: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300>

<sup>4</sup> Directive on Results: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31306>

<sup>5</sup> In terms of the indicators mentioned in the Program's performance measurement strategy.

<sup>6</sup> Before April 2018, this program activity was part of the Program Alignment Architecture (PAA) under the Access Program (2.3).

### 3.3 Limits of this evaluation: Logic model and performance measurement strategy

The evaluation team wanted to validate the logic model and performance indicators and the degree to which they make it possible to understand the chain of results and take into account the progress made. Program management has indicated it is planning a review of the current performance measurement indicators, specifically those pertaining to immediate and intermediate results. The purpose here is to identify new indicators that will make it possible to provide better reports on the performance of the public programming activity. Consequently, certain current indicators were not used in this evaluation. The evaluation team compensated for this situation by using other available data sources.

## 4. FINDINGS

### 4.1 Achievement of short- and medium-term results under the performance measurement strategy

To examine the extent to which the expected short- and medium-term results were achieved, the evaluation focused on the state of public programming at LAC, the results achieved and the extent to which the performance measurement strategy remains relevant for the monitoring the expected results.

#### 4.1.1 State of public programming and achievement of short- and medium-term results

**Finding 1:** There is diverse public programming at LAC. To achieve the expected results, there is a need for better planning and coordination at the organizational level, which would improve selection of partners, activities, target audiences, themes, dissemination channels, including online dissemination in order to reach Canadians in all regions.

*There is diverse and considerable public programming at LAC. However, this public programming consists of isolated activities that are not well integrated.*

The *Library and Archives of Canada Act*<sup>7</sup> stipulates that LAC's mission is to make the documentary heritage known to Canadians and to anyone with an interest in Canada and to facilitate access to it. Section 8.1.e of the Act also stipulates that Librarian and Archivist of Canada has powers to establish programs and encourage or organize activities such as exhibitions and performances, to make known and interpret the documentary heritage. Public programming activities at LAC consist mainly of exhibitions, public events (e.g., conferences, book launches) and loans to other institutions. It should be noted that the public programming activities identified are organized by LAC teams or in partnership with Canadian or international institutions.

### Exhibitions

The fundamental mission of any exhibition is to make collections accessible and available to the public<sup>8</sup>. Exhibitions are therefore an important component of public programming. Interviewees mentioned the importance of exhibitions. They also indicated that organizing exhibitions is a complex process, takes a long time (one to three years), involves numerous internal partners and requires compliance with the provisions of the *Access to Information Act*, *Privacy Act* and copyright restrictions.

The members of the team responsible for exhibitions stated that their goal is to showcase the collection by creating interesting experiences for visitors, by making them aware of the diversity and wealth of the collection, and by making each visit a personalized experience of Canadian history and culture. To that end, LAC professionals use their expertise to help create relevant and interesting exhibitions. The exhibitions therefore showcase archived "treasures" preserved by LAC and make them available to users. Some examples include exhibitions at 395 Wellington in partnership with the Canadian Museum of History, National Gallery and the Glenbow Museum.

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<sup>7</sup> <https://laws-lois.justice.gc.ca/eng/acts/l-7.7/FullText.html>

<sup>8</sup> *Archives and Records: The Journal of the Archives and Records Association*, June 26, 2015.

Interviewees mentioned the travelling exhibition organized by LAC on the Métis people, which travelled to 10 different communities in Western Canada. This exhibition was a great success and contributed to expanding the visibility of the LAC collection while facilitating access for Canadians outside the National Capital Region. Interviewees also indicated that travelling exhibitions satisfy an important need for small regional organizations that do not have the means to create their own exhibitions.

LAC also gave preference to collaborative projects by creating curated physical exhibitions in art galleries, museums, parks and the Rideau Canal (during Winterlude). Although these exhibitions were not on site, they are considered as part of LAC exhibition program. Over the last few years, being able to exhibit within the walls of others has enabled LAC to reach more Canadians through travelling exhibitions and collaborations with regional partners<sup>9</sup>.

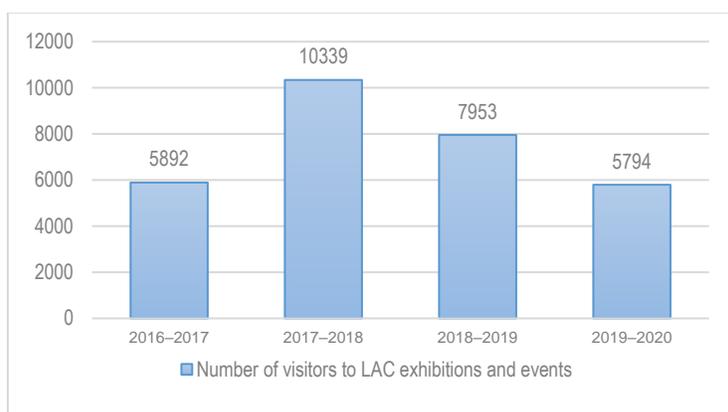
### In-person Public Events<sup>10</sup>

Every year, LAC organizes numerous public events that are also an important component of its public programming. Public events are in large part organized for an attending public. They include conferences and book launches organized by LAC or in partnership with other institutions. Some examples include:

- The “Signature Series” that has been ongoing since 2015. The Signature Series consists of original interviews regarding the archives conducted with people who have made a donation to LAC.
- Openings, book launches and workshops to which LAC invites partners such as the Ottawa Writers Festival, the Association des auteur(e)s de l’Outaouais, the University of Ottawa and Carleton University.
- The support provided by LAC to activities and celebrations as part of the 150th anniversary of Canadian Confederation.

The interviewees were unanimous in pointing out the importance of public events as the main components of LAC’s public programming and as tools promoting access to the LAC collection for Canadians. Public events are therefore very important in creating awareness for LAC and its collection. Interviewees asked what the point of LAC’s collection would be if Canadians did not have access to it. Figure 1 provides an overview of the popularity of exhibitions and events. It should be noted, however, that the significant increase in participation in 2017–2018 was essentially due to the 150 years of Confederation celebrations.

**Figure 1:** Number of visitors to LAC exhibitions and in-person public events



Source: Public programming data

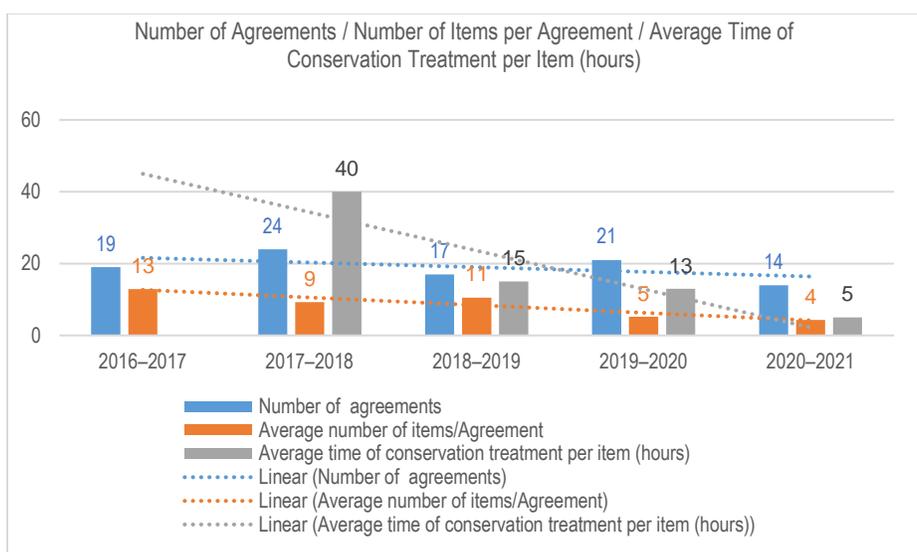
<sup>9</sup> The “Portraits in the Street” exhibition in Cupids, Newfoundland, for example.

<sup>10</sup> This evaluation takes into account in-person events only. Virtual events and social media were excluded.

## Loans to other institutions

Although not perceived as an integral part of public programming, loans to other institutions were taken into account in this evaluation since they are considered as another means of creating visibility for the LAC collection. Interviewees indicated that loans are complex and required a lot of work of employees. For example, for each loan, the items must be prepared, i.e., conservation work must be done before sending the item to the partner and in some cases special packaging must be prepared to ensure that the item is not damaged during transportation. Figure 2 presents data on loans from the LAC collection to other institutions. By lending collection items to regional partners, the collection receives greater visibility from Canadians living outside the National Capital Region. Loans, therefore, help LAC expand its audience by accessing a clientele of partners that often know nothing about LAC and its collection. Examples cited included the 100th anniversary of the War Amps and the 30th anniversary of the Japanese Canadian Redress.

**Figure 2:** Data on LAC's loan



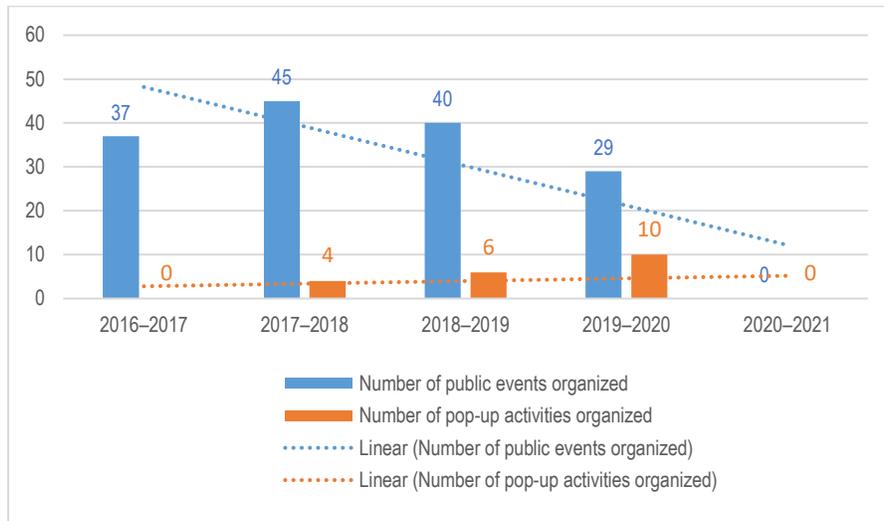
Source: Public programming data.

Interviewees indicated that loans to other institutions and collaboration between internal and external partners work well. However, analysis of the data indicates a downward trend in terms of the number of agreements signed and the number of loaned per agreement for the period evaluated. The data also indicates a similar trend in the average conservation treatment time per item with the exception of 2017-2018, the year of the 150th anniversary of the Confederation.

## Internal and external factors impact the planning and implementation of public programming.

Until recently, a significant portion of public programming activities (e.g. public events) were organized following pop-up requests from senior management without prior planning. According to Figure 3, from 2017-2018 to 2019-2020, the number of requests increased, whereas there was a decrease in the number of public events organized during the same period. Interviewees indicated that the numerous pop-up requests had a negative impact on budgets, employee workloads and the organization of planned activities. Although they acknowledged that these requests were opportunities for expanding the collection's visibility, they questioned the relevance of requests that were not in line with LAC's mandate. They also mentioned there had been a significant drop in these types of requests over the last two years, which is confirmed in Figure 3 below.

**Figure 3: Number of in-person public events and pop-up activities organized per year**

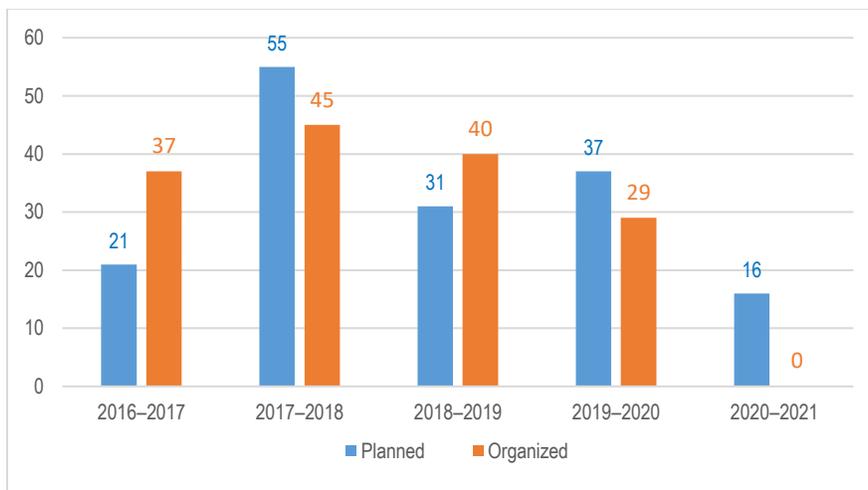


Source: Public programming data.

(\*) In 2020-2021, in-person events have been cancelled due to the Covid 19 pandemic

The evaluation also revealed that the number of planned and organized events differed greatly from one year to the next. As indicated in Figure 4 below, in some years, public programming organized more events than it planned. Moreover, in 2020-2021, the COVID-19 pandemic forced the cancellation of all public in-person events.

**Figure 4: Number of planned versus organized in-person events**



Source: Public programming data.

(\*) In 2020-2021, in-person events have been cancelled due to the Covid 19 pandemic

Interviewees indicated that most of the time, events take place as planned. However, sometimes a partner will cancel an event for reasons beyond its control. That is one of the reasons why the number of actual events is often lower than those planned. Despite limited resources, sometimes more events take place in addition to those planned in order to seize opportunities that manifest through a partner. Interviewees mentioned the difficulty of planning events with no clear vision or objectives.

They also indicated the need for more coordinated effort and collaboration between the sectors organizing activities, as well as an organizational approach for better integration and more consistent public programming. For example, a sector will organize a commemorative activity that coincides with an activity organized by another sector that is not related.

The document review revealed the existence of a committee to support public programming activities. This committee reportedly included external members, but its last year of activity was in 2018. The evaluation was unable to determine why this committee ceased activities and whether there are plans to reinstate it as none of the interviewees mentioned it. Given the need for a coordinating structure, it would be important to understand the reasons why the committee ceased to operate and to explore the possibility of reinstating LAC's public programming needs.

*Ādisōke is the name of the future joint facility of LAC and the Ottawa Public Library (OPL). It will include a common meeting area that would serve the public services provided by LAC and OPL. In the Anishinābemowin language, Ādisōke means the art of storytelling. More than 1.7 million visitors are expected each year, which will greatly improve access to the LAC collection for Canadians.*

***The COVID 19 pandemic has prompted the exploration of online delivery options that can facilitate access for Canadians living outside the National Capital Region. While promising, LAC will need to address the challenges of virtual public programming.***

In the past, virtual public programming at LAC consisted of disseminating images that offered little interactivity and was held during a predetermined period like in-person events that took place in the Alfred Pellan Room. According to interviewees, the Pellan Room was neither designed nor equipped for hosting public programming events. They indicated that the construction of the joint facility with OPL was a step in the right direction.

Interviewees mentioned the positive impact of the COVID-19 pandemic, forcing the exploration and implementation of options for disseminating events virtual or in a hybrid format<sup>11</sup>. They did, however, point out the need to better align these events with users' habits. It is no longer a matter of organizing events to be held on a fixed date which users had to respect, but rather making content available to allow users to view it at their convenience. Public programming should therefore be more adaptive to the needs and habits of Canadians and not the other way around.

The challenges inherent in disseminating online activities were also pointed out, namely the planning of events disseminated online, which is different than planning in-person events that last for a given period of time. Organizing virtual events also requires expertise in user experience and investments in technology, which is a financial challenge for LAC.

**4.1.2 Performance measurement and monitoring of expected results**

***Finding 2: There is a need to update the performance measurement strategy and the associated indicators, to more effectively measure the results and support the decision-making process.***

***There is a need to update the performance measurement strategy and implement formal mechanisms for collecting performance data to monitor expected results and support management decisions.***

The evaluation confirmed the need to update the performance measurement strategy for public programming. Even at the design phase of the evaluation's terms of reference, it was apparent that the performance indicators did not take social media into account as a means of disseminating public programming. The evaluation also revealed a lack of formal mechanisms for collecting and analyzing user satisfaction data. Interviewees indicated that there are discrete initiatives for

<sup>11</sup> Hybrid events combine the opportunity for virtual presentations and the organization of in-person events.

measuring user satisfaction, such as post-exhibition surveys and feedback from partners. They also mentioned that there is a lack of a horizontal and integrated approach for facilitating the monitoring of expected results for public programming as a whole.

## 4.2 Relevance of LAC public programming for users

**Finding 3: The lack of a common definition for public programming that would be shared by all internal LAC stakeholders makes it difficult to achieve the expected results and to reach new audiences.**

To examine the issue of relevance, the evaluation sought to establish the extent to which LAC's public programming satisfies the interest of users.

***There is a need to define what public programming at LAC is, what it encompasses, and to ensure it is commonly understood throughout the organization.***

The main LAC teams involved in public programming are public services, communications and the former Corporate Secretariat<sup>12</sup>. Most of interviewees mentioned several activities as being part of LAC public programming, but it was difficult to get a common definition. They mentioned the lack of a clear definition of public programming at LAC. Furthermore, whereas certain activities were considered by some to be an integral part of public programming, others felt it was completely outside of it. This was the case for loan and the TD Summer Reading Club.

The lack of a clear definition of public programming and what it encompasses makes it difficult to set and achieve objectives. Some of interviewees indicated that the priority seemed to be solely to draw participants in order to fill a room<sup>13</sup>, giving the impression that little importance was placed on public programming at LAC. However, the document review confirmed that, under the *Library and Archives Canada Act*<sup>14</sup>, one of the powers held by the Librarian and Archivist is to establish programs and encourage or organize activities, such as exhibitions and performances, to make known and interpret the documentary heritage. The interviewees also expressed willingness to better define public programming at LAC and to target new audiences, particularly young people.

***There is a need to better align public programming objectives with organizational priorities, to better define the scope of public programming, the target audiences and the best means for reaching them.***

Interviewees indicated that there is no comprehensive vision for public programming at LAC and that there is a need to clarify the goal of public programming, the objectives to be achieved and the audiences to be reached. It was also mentioned that the LAC mandate does not explicitly<sup>15</sup> refer to public programming as one of the tools for facilitating the Canadians' access to their documentary heritage.

The evaluation also revealed the lack of a corporate communications plan at LAC. Interviewees indicated the lack of a corporate communications plan affects the ability of public programming to align its objectives with organizational priorities. There are other constraints that LAC is facing such as simultaneous interpretation services and access to its events by people with reduced mobility. The construction of the joint LAC-OPL facility is expected to address these issues.

***Formal data collection mechanisms are necessary to ensure the relevance of public programming for users.***

Although for certain activities, a feedback request is sent to participants, the data compiled are not systematically used to ensure the relevance of public programming at LAC. Interviewees pointed out challenges such as the lack of expertise in marketing and public opinion research limitations at the federal government level. They suggested that feedback for the purposes of public programming should not be considered public opinion research. It was also indicated that for loans,

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<sup>12</sup> The Secretariat ceased to exist on July 1, 2021.

<sup>13</sup> This is in reference to the Alfred Pellon Room located at 395 Wellington Street in Ottawa.

<sup>14</sup> <https://laws-lois.justice.gc.ca/eng/acts/l-7.7/page-1.html>

<sup>15</sup> <https://www.bac-lac.gc.ca/eng/about-us/Pages/our-mandate.aspx>

partners be asked to provide feedback on the relevance of those loans to their audiences. This effort, although commendable, is based on the interpersonal relationships between LAC's and its partners' employees and is not a formal mechanism for collecting data to ensure the relevance of public programming to users.

### 4.3 The efficiency<sup>16</sup> of public programming in increasing the visibility of the LAC collection

**Finding 4: There is a need to improve LAC's public programming efficiency by establishing clear processes, stable funding mechanism, as well as effective partnerships.**

To examine the issue of efficiency, the evaluation looked at whether existing public programming processes were understood by all stakeholders, the use of resources and to what extent public programming has contributed to increasing the visibility of the LAC collection.

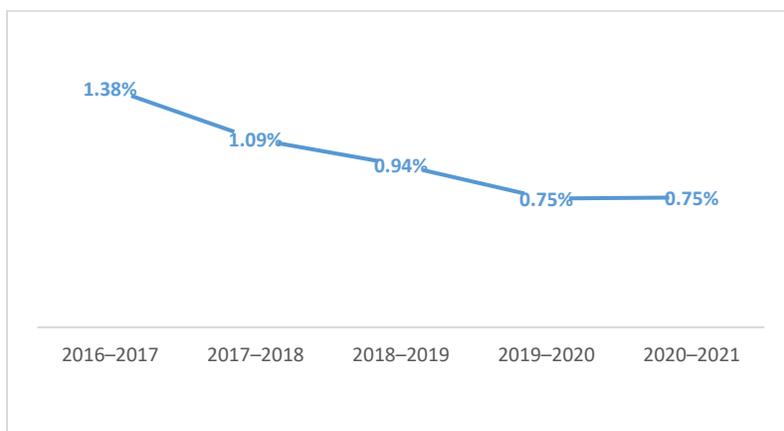
***There is a need to establish clear processes and better coordinate public programming at LAC.***

Public programming activities generally involve several internal stakeholders. According to interviewees, it is not always apparent who does what when organizing an activity. Task duplication when organizing activities or collaborations was mentioned. It was pointed out that there is a need to clearly communicate about the processes involved in creating an event or exhibition and to ensure better coordination between internal stakeholders, namely curators, communication advisors, user experience staff, international affairs staff, LAC experts, content managers and IT.

***Although employees have demonstrated creativity in organizing relevant activities for users, the lack of stable and predictable funding affects their ability to plan activities such as exhibitions, which require years of work to design.***

The evaluation revealed that public programming employees have demonstrated a great deal of creativity in organizing relevant activities for users. However, they did mention the challenge associated with the lack of a stable funding that would enable them to plan over the long term and conduct activities in an efficient manner. Once a project has been initiated, the funding should be available for the duration of the project to maintain LAC's credibility with its partners. There is therefore a need a for a funding mechanism or other means to ensure funding for the entirety of activities that have already been approved. Figure 5 below clearly illustrates the budgetary deficit and shows the change in expenditures for exhibitions and events as a percentage of LAC expenditures. We can see that expenditures decrease from 1.38% to 0.75% of total LAC expenditures, which confirms the lack of resources mentioned by most of interviewees. With the upcoming opening of the joint facility, there is a need to ensure an appropriate level of funding.

**Figure 5:** Public exhibition and event expenditures as percentage of total LAC expenditures



Source: Financial Services and Procurement Branch at LAC.

<sup>16</sup> According to the Policy on Results, effectiveness refers to the impact of a program or policy and the extent to which it is achieving its expected results. Efficiency refers to the extent to which resources are used to produce the expected results.

***Partnerships are an efficient way for LAC to reach more Canadians, specifically those living outside the National Capital Region. There is a need, however, to establish clear criteria for selecting and implementing partnerships that support the achievement of LAC's mandate.***

Under the *Library and Archives Canada Act*, an important element in the LAC's mission is to support the development of the library and archival communities. Article 8 (1) (e) from the Act also specifies the powers held by the Librarian and Archivist of Canada, one of which is to “establish programs and encourage or organize any activities, including exhibitions, publications and performances” and to sign agreements with other libraries, archives or institutions in Canada and abroad.

Interviewees indicated that most of the public programming activities took place in the National Capital Region and often at times best suited to the participation of retired people. They indicated this limited the participation of Canadians living outside the National Capital Region, suggesting a need for greater accessibility for all Canadians.

The evaluation revealed the importance of partnership agreements for public programming. Partnerships, including loans to institutions and travelling exhibitions, such as for example “*Hiding in Plain Sight*” organized in partnership with the Manitoba Métis Federation and the Métis National Council, created greater visibility for the LAC collection among Canadians living outside the National Capital Region. Through these various partnerships, LAC collections gain greater visibility and reach new audiences. Partnerships therefore contribute in a significant manner to LAC's ability to make its collection accessible. Moreover, in the vast majority of cases, steps were taken to let people participating in local events know that the items were on loan from LAC. Interviewees mentioned the need for LAC to optimize the effectiveness of agreements negotiated with partners, namely for events, exhibitions and loans. For this, they suggested that:

- Future agreements specify the nature of the collaboration, the type of partnership planned and the possibility for LAC to expand its audience using its partners' distribution lists.
- Public programming relies a lot on the regional anchoring of partners to increase the visibility of its collection and to reach out to new audiences, namely young people, who are the most promising clientele over the long term for LAC.

This need was confirmed by the document review conducted as part of this evaluation. In fact, the 2019–2022 Three-year Plan indicates that the organization made a commitment to increase and improve public interaction opportunities to help make its collections better known, by placing an emphasis on young people. However, interviewees pointed out that LAC needs to have a strategy for seizing opportunities that the joint facility would offer.

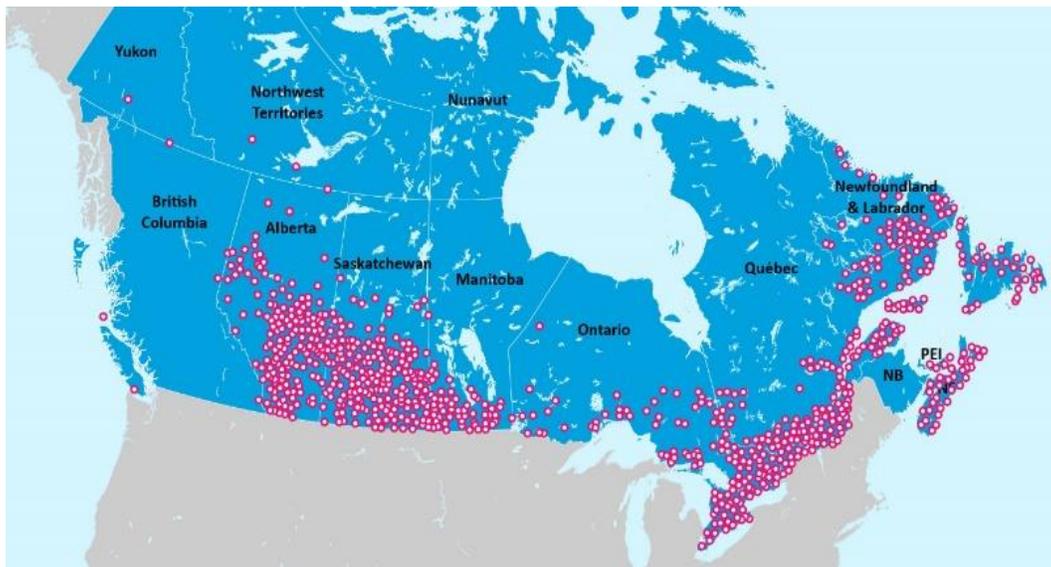
#### **4.4 Best practices for improving public programming at LAC**

**Finding 5: There exist good practices, including LAC's own successes, that public programming could learn from to increase its relevance, effectiveness and efficiency.**

***LAC successes could be used to improve the relevance and effectiveness of its public programming.***

Although interviewees questioned whether it should be included under public programming, the TD Summer Reading Club has been a remarkable success for LAC. The biggest reading program in Canada, it is bilingual, free, aimed at children of all ages and offered from coast to coast.

**Figure 6:** Geographic presence of the TD Summer Reading Club



Source: TD Summer Reading Club website

The program was designed to take into account Canada's linguistic duality. LAC developed the entire Francophone component while the Anglophone component was developed by the Toronto Public Library in consultation with the National Libraries Committee. These are original products, not just a simple translation. Thanks to the Reading Club, LAC is also reaching young Canadians aged 6 to 12 and official language minority communities.

Interviewees pointed out the effectiveness of this partnership between LAC and TD Bank. The Club highlights Canadian works, authors and illustrators, while inviting children to discover the pleasure of reading that will carry on throughout their lives. In 2021, more than four million children were registered across the country and 97% of them were considering registering again next year on the Web and through the 2,200 participating public libraries. The TD Summer Reading Club is also a very efficient program. With funding from TD Bank, the Club has cost absolutely nothing for LAC. Visibility of LAC and its collection is also ensured since materials available to the participants carry LAC's logo and the suggested items on the reading list are part of its collection. It is a winning public-private partnership for both parties as TD Bank is also getting a lot of visibility through this program. LAC could explore similar partnership opportunities to fund the other components of its public programming while taking into account the limitations of its position as a national institution.

***LAC should offer more virtual and hybrid activities to reach Canadians outside the National Capital Region and to increase the efficiency of its public programming.***

Interviewees indicated that the future of public programming at LAC rested on virtual and hybrid events that would enable Canadians from across the country to access them at their convenience. This could consist of live broadcast events, including the possibility for users to view them after the event. It will no longer be a question, as it was in the past, of inviting users to come at a fixed time for a predetermined period, but rather making an event available so they can access it whenever it is convenient for them.

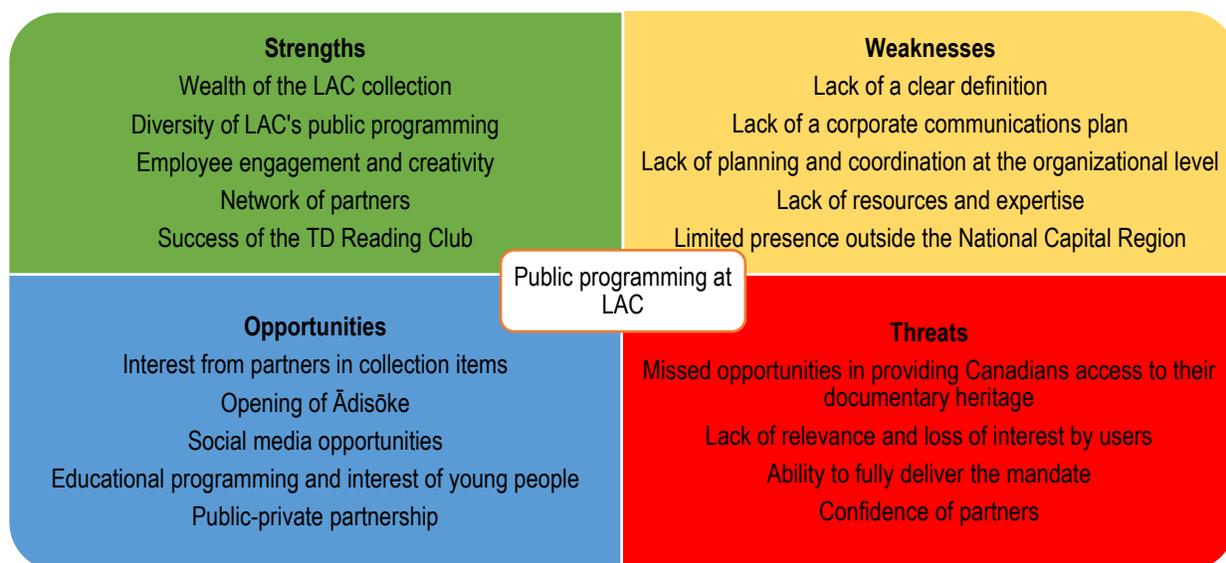
The evaluation revealed that organizing virtual events was more efficient than in-person events and made it possible to reach Canadians across the country. According to the interview data, organizing an in-person event costs an average of \$3,500, whereas a virtual event costs \$800.

## 5. CONCLUSIONS

The evaluation of the COSP public programming component concluded that:

- There is diverse public programming at LAC, but it needs more planning and coordination at the organizational level to meet short- and medium-term performance objectives;
- There is a need to define and establish a public programming strategy for LAC, that takes into account the departmental communication plan, and clearly identifies the objectives, target audiences, means and an adequate governance structure for greater relevance and effectiveness;
- There is a need to update the performance measurement strategy to take into account the nature and diversity of the activities and facilitate the monitoring of the achievement of short- and medium-term results; and
- There is a need to explore the possibilities offered by public-private partnerships, digital technologies and social media to reach Canadians and to take advantage of opportunities stemming from the opening of the joint facility with OPL. To do this, LAC could take advantage of best practices and its own successes to increase the relevance and effectiveness of its public programming.

The chart below illustrates the key findings from the evaluation of public programming.



## 6. RECOMMENDATIONS

In the spirit of continuous improvement, program management should:

1. Establish an organizational strategy that will define what LAC Public programming consists of, its objectives, the target audiences and the means of dissemination in support of LAC's mandate. This strategy should take into account the departmental communications plan;
2. Put in place a mechanism for planning and coordinating the implementation of public programming activities at the corporate level for greater efficiency, consistency and relevance for users; and
3. Update the Performance Measurement Strategy for the Community Outreach and Support Program, to take into account the nature and diversity of Public Programming activities and facilitate the monitoring of the achievement of the expected short- and medium-term results.

**APPENDIX A: MANAGEMENT ACTION PLAN**

Recommendation	Management's Response	Actions	Planned Completion Date	Lead
<p>1. Establish an organizational strategy that will define what LAC's Public programming consist of, its objectives, the target audiences and the means of dissemination in support of LAC's mandate. This strategy should take into account the departmental communications plan.</p>	Accepted	<p>1. Update the definition of public programming</p> <p>2. Establish a strategy for the period 2022-2025</p>	<p>December 2022</p> <p>December 2022</p>	DG, Programming and Engagement
<p>2. Put in place a mechanism for planning and coordinating the implementation of public programming activities at the corporate level for greater efficiency, consistency and relevance for users.</p>	Accepted	<p>3. Increase capacity and clarify roles within the team</p> <p>4. Create and implement an annual planning cycle</p> <p>5. Use a collaborative approach to coordinate implementation</p>	<p>December 2022</p> <p>March 2023</p> <p>March 2023 and after</p>	DG, Programming and Engagement
<p>3. Update the Performance Measurement Strategy for the Community Outreach and Support Program, to take into account the nature and diversity of Public Programming activities and facilitate the monitoring of the achievement of the expected short- and medium-term results.</p>	Accepted	<p>6. Update the performance measurement strategy</p> <p>7. Compile data to assess impact on users</p>	<p>June 2023</p> <p>June 2023 and after</p>	DG, Programming and Engagement

## APPENDIX B: EVALUATION METHODOLOGY AND QUESTIONS

### METHODOLOGY

Various data collection methods, both qualitative and quantitative, were used in conducting this evaluation. The performance measurement indicators and the potential data sources are presented below. An evaluation matrix was prepared to guide the evaluation process.

Methodology	Description
<b>Documentation review</b>	A review was conducted of the administrative and financial documents of the Communications Branch and the Public Services Branch. Performance statistics and other internal documents were also consulted.
<b>Interviews</b>	Between March and July 2021, 13 interviews were conducted with the directors general, managers and employees at the Communications Branch and Public Services Branch, internal partners and external organizations.
<b>Performance data</b>	The performance data from the Performance Information Profile were collected, analyzed and used in the evaluation report, when the data were available.

The use of multiple collection methods and data triangulation helped corroborate the findings. This methodology respects the Treasury Board's Policy on Results (2016).

### EVALUATION MATRIX

The following table presents the various data sources used by the team responsible for the evaluation to answer the evaluation questions.

Evaluation Questions	Data Sources		
	Literature and Internal Document Review	Interviews with Managers and Employees	Performance Data
To what extent have the expected short- and medium-term results been achieved?	x	x	x
To what extent does public programming satisfy the interest of users?	x	x	
To what extent has public programming been an effective means of increasing the visibility of the LAC collection?		x	x
Are there best practices that could help improve LAC's approach to public programming?	x	x	

## APPENDIX C: PERFORMANCE MEASUREMENT STRATEGY

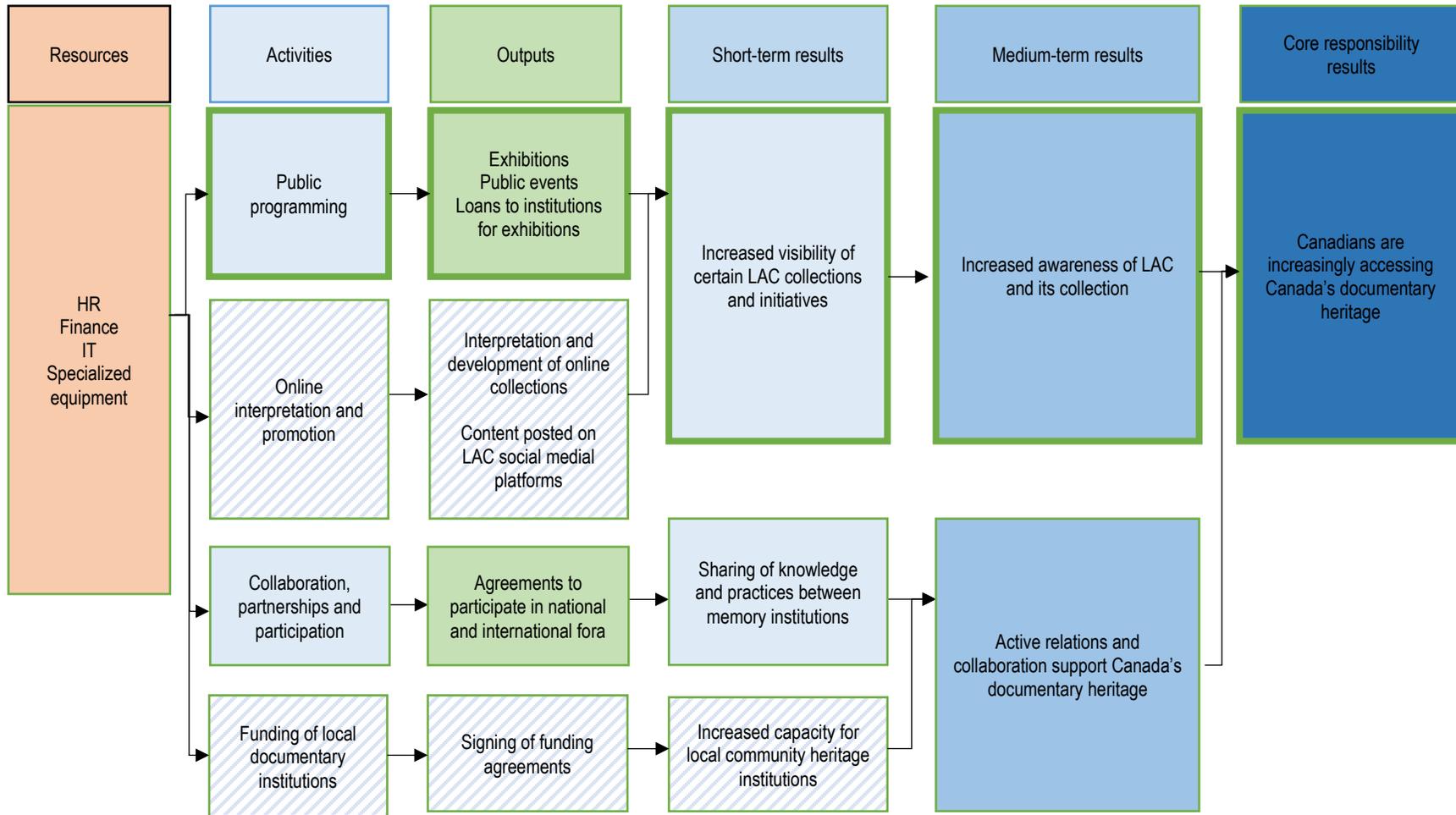
The evaluation took into account the data collected during the targeted period, for the targeted indicators from the Performance Information Profile (PIP), as well as the indicators from the Performance Measurement Framework (PMF). The data were examined when they were available.

Key Activities	Logic Model Element	Indicator	Definition	Data Collection Frequency	Responsibility for Data Collection
<b>OUTPUTS</b>					
Public programming	Exhibitions	Number of exhibitions launched per year	Total number of exhibitions produced or co-produced at LAC (395 Wellington) or at a partner's facility. Does not include the exhibitions produced exclusively by other institutions using LAC collections.	Annual	Public Services Branch
	Public events	Number of public events	Total number of public events managed throughout the year by LAC or in partnership with other organizations; held in LAC facilities or in partner facilities.	Quarterly	Communications Branch
		<ul style="list-style-type: none"> <li>Number of experts who contributed to public programming</li> <li>Number of contributions from the Private Archives Branch, the Published Heritage Branch and the Government Records Branch</li> </ul>	Total number of contributions from Private Archives, Published Heritage and Government Records to events and public programming. Contributions include support for exhibitions, LAC public events, visits from public figures, social media and the drafting of blogs and articles.	Quarterly	Private Archives, Published Heritage and Government Records
	Loans to institutions for exhibitions	Number of new loan agreements concluded	Includes LAC material loans to institutions for external exhibitions.	Annual	Public Services Branch
		Number of hours spent in conservation treatment for loans and exhibitions for special events	Total number of hours devoted to conservation treatment to support loans, exhibitions and special events	Quarterly	Conservation Manager, Preservation Branch
<b>IMMEDIATE RESULTS</b>					
Public programming	Increased visibility of certain LAC collections and initiatives	Number of blogs viewed	To come	Annual	Public Services Branch
		Number of podcast listens	To come	Annual	Public Services Branch
		Number of Flickr views	To come	Annual	Public Services Branch
		Number of shares and comments on social media: Facebook, Twitter, Instagram and YouTube	The total number of times visitors share, react or comment on content that we post allows us to measure the extent to which we are reaching our audience, provides an indication of the number of people interested in our collections and activities, and indicates what content resonates the most with our audience.	Quarterly	Communications Branch
<b>INTERMEDIATE RESULTS</b>					
Public programming	Increased awareness of	Number of people registering for the LAC events distribution list	Total number of people from the public, LAC employees and the media registered on the LAC marketing distribution list for public events.	Quarterly	Public Services Branch

Key Activities	Logic Model Element	Indicator	Definition	Data Collection Frequency	Responsibility for Data Collection
	LAC and its collection				Communications Branch
		Percentage of added subscribers on social media: Facebook, Twitter, Instagram and YouTube	Total number of new subscribers on LAC social media: Facebook, Twitter, Instagram and YouTube.	Quarterly	Communications Branch
<b>ULTIMATE RESULTS</b>					
Public programming	Canadians are increasingly accessing Canada's documentary heritage	Number of participants who attended exhibitions and events organized by LAC or in collaboration with other organizations	The indicator measures the number of people attending each event or exhibition involving LAC or its partners. It measures the number of people who had access to the LAC collection during events or exhibitions. The number of people present measures LAC's contribution to the visibility and vitality of our collection.	Quarterly	Public Services Branch Communications Branch

APPENDIX D: LOGIC MODEL

Logic Model for the Public Programming Activity<sup>17</sup>, 2016–2017 to 2020–2021  
 (The shaded elements were not evaluated as part of this evaluation)



<sup>17</sup> The evaluation team used the logic model for the Published Heritage Acquisitions and Treatment Program, established for the Performance Information Profile (PIP). It also used the key activities, outputs and indicators found in the Program Alignment Architecture, under “Documentation of Canadian Society” (2.1), and which was in place in the period prior to April 2018. The indicator details can be found in Appendix C.

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