



# InterPARES 3 Project

International Research on Permanent Authentic Records in Electronic Systems

TEAM Canada

**Title:** Case Study 04 – Canadian Tourism  
Commission (CTC): Policies and Procedures for  
Management and Preservation of Digital Assets  
used for Marketing and Promotion

Case Study Report

**Status:** Final (public)

**Version:** 1.3

**Date Submitted:** February 2012

**Last Revised:** December 2013

**Author:** The InterPARES 3 Project, TEAM Canada

**Writer(s):** Sherry L. Xie  
School of Library, Archival and Information Studies,  
The University of British Columbia

**Project Unit:** Research

**URL:** [http://www.interpares.org/ip3/display\\_file.cfm?doc=ip3\\_canada\\_cs04\\_final\\_report.pdf](http://www.interpares.org/ip3/display_file.cfm?doc=ip3_canada_cs04_final_report.pdf)

## Document Control

Version history			
<u>Version</u>	<u>Date</u>	<u>By</u>	<u>Version notes</u>
1.0	2012-02-12	S. Xie	Draft of final report.
1.1	2012-02-12	A. Allen	Minor formatting changes.
1.2	2013-05-19	R. Preston	Minor content and copy edits for public version.
1.3	2013-12-09	R. Preston	Added acknowledgements.

**Table of Contents**

A. Overview ..... 1

B. Statement of Methodology ..... 2

C. Description of Context..... 2

*Juridical-administrative*..... 2

*Provenancial* ..... 2

*Procedural* ..... 3

*Documentary*..... 4

*Technological*..... 4

D. Narrative Answers to the Project’s Applicable Research Questions..... 5

E. Bibliography of Relevant Material ..... 7

F. Findings, Recommendations and Products..... 7

Acknowledgements..... 8

## Case Study Report

### A. Overview

The Canadian Tourism Commission was established by the Treasury Board's Order in Council P.C. 1995-110 of January 31, 1995 as a Special Operating Agency. Bill C-5, An Act to establish the Canadian Tourism Commission, was tabled by the Minister of Industry and given First Reading in the House of Commons on 15 October 1999, which would make CTC into a Crown corporation under Schedule III (Part 1) of the Financial Administration Act and governed by Part X of that Act. The proposed change of legal status is intended to give the Commission "more flexibility and freedom to achieve its goal of partnering with the tourism industry and the federal government to sustain a vibrant and profitable national tourism industry." With the status of a Crown corporation, CTC would enjoy greater administrative, financial and personnel independence.<sup>1</sup>

The CTC has its head office in Vancouver, BC. It also maintains a small corporate office in Ottawa, ON, and a number of international offices in nine countries, located in Mexico city, London, Paris, Düsseldorf, Beijing, Seoul, Tokyo and Sidney; U.S. offices are in Seattle, Portland (OR), San Francisco, Los Angeles, Dallas, Atlanta, Washington D.C., Chicago, Detroit, New York and Boston.<sup>2</sup>

In September 2007, the CTC proposed to the InterPARES 3 Project to be one of its test-bed partners. The then records management program proposed three potential case studies, including the study of all business applications/databases in the organization, e-mail management, and Web records management. This report discusses none of these original case study proposals but rather one that was derived from studying the contexts of the three original proposals. This derived proposal focused on the management and preservation of digital images.

This final case study report is incomplete due to the CTC's decision, in June 2010, to withdraw as a test-bed partner from the InterPARES 3 Project.

---

<sup>1</sup> Government of Canada. *Bill C-5: An Act to Establish the Canadian Tourism Commission*. Available at <http://dsp-psd.pwgsc.gc.ca/Collection-R/LoPBdP/LS/362/c5-e.htm>.

<sup>2</sup> CTC, *Annual Report, 2006*, 38. Available at [http://www.corporate.canada.travel/docs/about\\_ctc/2006\\_Annual\\_Report\\_Eng.pdf](http://www.corporate.canada.travel/docs/about_ctc/2006_Annual_Report_Eng.pdf); CTC, *Corporate Plan Summary, 2007-2011*, 6-7. Available at [http://www.corporate.canada.travel/docs/about\\_ctc/CorpPlan\\_2007-2011\\_summary\\_eng.pdf](http://www.corporate.canada.travel/docs/about_ctc/CorpPlan_2007-2011_summary_eng.pdf); CTC Web site, *Careers*. Available at [http://www.corporate.canada.travel/en/ca/about\\_ctc/careers/index.html](http://www.corporate.canada.travel/en/ca/about_ctc/careers/index.html).

## **B. Statement of Methodology**

The Graduate Research Assistants (GRAs) had a series of on-site meetings with the then CTC RM program to explore the best way of addressing the wide range of RM concerns displayed in the original proposal. After meeting with the key stakeholders in the business units relevant to the identified RM concerns, the then RM program determined to focus on the development of policies and procedures needed to manage digital images residing in the CTC's most important information system—i.e., its digital assets management system—and the proposal was approved subsequently by the InterPARES 3 researchers. Following on this decision, the GRAs conducted an analysis of the CTC's various contexts, a diplomatic analysis to assess the digital images as to their records status, and on-site interviewing to answer questions regarding records.

## **C. Description of Context**

### **Juridical-administrative**

The CTC is a parent crown corporation established by its enabling act in 2001. The legal environment in which it operates constitutes a number of laws in addition to its enabling legislation, such as the *Financial Administration Act 1985*, *Federal Accountability Act 2006*, *Official Languages Act 1985*, *Access to Information Act 1985*, *Privacy Act 1985*, etc.

The CTC is governed by a Board of Directors, which consists of twenty-six members and is operated in partnership with the public and private sectors. The Chairperson and the President & CEO are appointed by the Governor in Council. The remaining directors are appointed by the Minister of Industry with the approval of the Governor in Council. The Deputy Minister of Industry Canada is an ex-officio director. The CTC has an accountability framework that specifies accountability structure: the President & CEO is accountable to the Board of Directors; the Board of Directors is accountable to the Minister of Industry for the stewardship of the corporation; and the Minister of Industry is accountable to Parliament for all CTC activities.

### **Provenancial**

The Commission's mandate is to work with the governments of the provinces and the territories and the Canadian tourism industry to promote the interests of that industry and to market Canada as a desirable tourist destination.

Under the President & CEO, who is aided by an Executive Services Manager and an Executive Assistant, five Vice Presidents are responsible for Sales, Marketing, Planning & Evaluation, Corporate Affairs and Corporate Secretary, and Finance, respectively. These VPs oversee a varying number of departments or offices.

The CTC's operational functions include: marketing, sales, communications and public relations, research, planning and evaluation, and business development. Currently, the CTC's Strategy department is heavily involved in "business development and initiatives to leverage Canada's 2010 Olympic and Paralympic Games opportunities."<sup>3</sup>

The business unit that is responsible for the management of MediaBin is E-Marketing, whose Executive Director reports to VP Marketing. However, the digital assets manager, who is responsible for the day to day work of MediaBin, reports to the head of Publishing.

### **Procedural**

Regarding the images used by the display campaign, the six Diplomatic phases for the transaction of issuing an image from MediaBin are:

1. **Initiative:** The introductory phase of any procedure is "constituted by those acts, written and/or oral, which start the mechanism of the procedure."<sup>4</sup>
  - The initiative phase is indicated by the Digital Assets Manager's receiving of a request through MediaBin for the use of image(s); in this example, for a display campaign.
2. **Inquiry:** This preliminary phase "is constituted by the collection of the elements necessary to evaluate the situation."<sup>5</sup>
  - In this phase, the Digital Assets Manager confirms that the images can be issued to the requester by consulting the relevant guidelines, such as to ensure that the images are appropriate for the campaign, and that the images have not been overused in previous campaigns. The Digital Assets Manager will also confirm that the images are 'rights-ready' for the proposed use.
3. **Consultation:** This phase is "constituted by the collection of opinions and advice after all the relevant data has been assembled."<sup>6</sup>

---

<sup>3</sup> Canadian Tourism Commission, "About CTC - Strategy/Canada's 2010 Olympic and Paralympic Games." Available at [http://www.corporate.canada.travel/en/ca/about\\_ctc/our\\_organization/](http://www.corporate.canada.travel/en/ca/about_ctc/our_organization/).

<sup>4</sup> Luciana Duranti, *Diplomatics: New Uses for an Old Science* (Lanham, MD: Scarecrow Press, 1998), 115.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

- The Digital Assets Manager may consult with the requesters to ensure that appropriate images are chosen for their purposes.
4. ***Deliberation:*** This phase is “constituted by the final decision-making.”<sup>7</sup>
    - The Digital Assets Manager, as gatekeeper, makes the decision whether to issue the requested image(s).
  5. ***Deliberation control:*** This phase is “constituted by the control exercised by a physical or juridical person different from the author of the document embodying the transaction, on the substance of the deliberation and/or on its forms.”<sup>8</sup>
    - The Digital Assets Manager may verify the appropriateness of the selected images. There is normally no need for a third party to authorize the action; however, in cases where there is a doubt, the Brand Manager is then involved.
  6. ***Execution:*** “The documents created in this phase are the originals of those embodying the transactions.”<sup>9</sup> In other words, the execution phase results in the issuing of the first record capable of producing the consequences intended by its author.

### **Documentary**

Regarding the images used by the display campaign: Because of the former lack of a records management program at the CTC, there is at present no clearly documented internal structure to the CTC fonds. This structure will be identified and developed in the near future.

### **Technological**

The technological context in which the images are created is that of the digital camera used by the photographer. The images are therefore created by a number of different technological environments, but they all result in a TIFF file format.

The images are then managed by MediaBin, which provides centralized management for digital assets and makes them accessible to geographically dispersed users. MediaBin’s manufacturer claims that it is the only commercial digital asset management system designed to work with “original” master assets, meaning that it dynamically generates variations or derivatives from masters and delivers them on request. Its three major functions are to:

1. maintain masters for the latest version of every asset;
2. instantly locate correct source files; and
3. quickly generate variations for other media.

---

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid., 116.

The program contains a number of protected patents, such as: the high-volume media processing engine, which is capable of rendering on-demand transformations in a quick manner; the “Content-Based Image Recognition,” which has a visual search capability enabling users to find requested images according to analysis of visual criteria (e.g., shapes, colours and textures); the “Rendition Management,” which enables users to find the original highest-resolution (and up-to-date) source image from which a fuzzy .gif image originally derived from a MediaBin asset; and fractal scaling, which enables users to scale up an image in resolution or size it up to several hundred percent beyond its original resolution with astonishing clarity.

The implementation and deployment of MediaBin in the CTC has two phases: phase one being the establishment of a centralized database/repository for digital assets, which was completed recently, and phase two being the construction of Web services applications, which is still under development. The implementation and maintenance process involves collaboration between the E-Marketing unit in the CTC and IBM Canada. For the time being, the services to be provided by the second phase are offered by a commercial service provider, CleanPix.<sup>10</sup>

#### **D. Narrative Answers to the Project’s Applicable Research Questions**

Materials in MediaBin are generated by a number of activities such as collecting, using and managing digital assets. The purposes of generating these materials are both general and specific. Some are created for the overarching purpose of assisting the CTC’s marketing function, others (while still within the overarching purpose) are specifically created for projects such as consumer awareness and promotion events, media involvement, display and e-mail campaigns, and publications including Web sites. Although mainly intended for marketing purpose, the images can be used by anybody who has access to the Internet, through a gatekeeping process (i.e., verifying and approving/rejecting request). For example, upon approval, students can use the images for their assignments and the public can download images for non-commercial use. MediaBin has a metadata schema that has a field called “source,” from which information about manually-added or auto-extracted is available. In general, according to the Digital Asset Manager, most metadata elements selected from this set are manually added

---

<sup>10</sup> To access CleanPix, go to <http://www.cleanpix.com/cleanpix/Home>, type in “Canadian Tourism Commission CTC” in the search box, click the research result and then type in the password “getridofme”.



and the main purpose of creating metadata is for discovery. According to the Executive Director of E-Marketing, there are currently fifty elements for each asset, which are created with different user needs in mind. In the future, they intend for some auto metadata to be provided by the photographer.<sup>11</sup>

The records are primarily .jpeg, .TIFF, .mov and .wmv files; there are also RAW, Quark, Adobe Illustrator, MS Word, .pdf and .txt files. TIFF image files are masters. As TIFF images, they have only one component.<sup>12</sup> Each (potential) record is given a file name, which serves as a unique identifier. It defines the source of the record (the CTC, a partner or the media), the year it was acquired, a sequential number defining its collection, a sequential number that defines it within its collection, and its rights management status (see, for example, the sample images in CleanPix).<sup>13</sup>

In the case of creating images, both accuracy and reliability are ensured through the use of guidelines for photographers. A verification process also exists for checking images against these guidelines before they are accepted into MediaBin. It is the responsibility of the Digital Asset Manager to then apply metadata correctly. There are no policies, procedures or tools explicitly about authenticity. Access control is in place. The functionality provided by MediaBin “allows for a large level of variation between users.” The variables include: access to asset tiers, gatekeeping on a tier basis, whether or not an asset is watermarked, access to different asset types (images, video, logos, graphic files), and whether or not the CTC expects an uploaded artwork. There are also different administrative functions that can be assigned to users on a case-by-case basis. There is also a business sense not to make changes to masters because they are the sources from which variations can be derived. Generally, there is no intention to make changes to the records; they are kept as TIFF files, as they were originally accepted.<sup>14</sup> After creation, they are sent to MediaBin, either through e-mail attachments (rare, due to file size), DVD, or FTP server (also, Internet uploading in the future). The server for MediaBin is provided by IBM and is physically in Ottawa. IBM backs up these images using DVD/CD. No changes are made to masters.

---

<sup>11</sup> More information needs to be collected to answer this question.

<sup>12</sup> The re-proposed case study will look at more materials than just images, so more information needs to be collected accordingly.

<sup>13</sup> There are new developments regarding this question.

<sup>14</sup> Again, if the scope is enlarged, then more types of materials than just images will need more information to be collected.

No transfers of these records have yet been made to Library and Archives Canada. There is some consideration of making MediaBin also a digital archives, at least for those digital assets that are also records, if not for all digital records. This has not yet been determined, as the retention schedules under which these records will fall are under development.

## **E. Bibliography of Relevant Material**

Xie, Sherry and Sarah Romkey (May 2008), "Case Study 04 Contextual Analysis: Canadian Tourism Commission, v1.0," InterPARES 3 Project, TEAM Canada.

Xie, Sherry and Sarah Romkey (May 2008), "Case Study 04 – Canadian Tourism Commission (CTC): Records Research Questions, v1.0," InterPARES 3 Project, TEAM Canada.

Xie, Sherry and Sarah Romkey (May 2008), "Case Study 04 – Canadian Tourism Commission (CTC): Recordkeeping Systems Research Questions, v2.1," InterPARES 3 Project, TEAM Canada.

Xie, Sherry (May 2010), "Case Study 04 Contextual Analysis: Canadian Tourism Commission, v2.0," InterPARES 3 Project, TEAM Canada.

Xie, Sherry (May 2010), "Case Study 04 – Canadian Tourism Commission (CTC): Records Research Questions, v2.0," InterPARES 3 Project, TEAM Canada.

Xie, Sherry (May 2010), "Case Study 04 – Canadian Tourism Commission (CTC): Recordkeeping Systems Research Questions, v2.1," InterPARES 3 Project, TEAM Canada.

## **F. Findings, Recommendations and Products**

This case study was not completed due to the organizational changes of the test-bed. The CTC's senior management decided to pause on pursuing any projects not directly relevant to market complaining or too expensive to maintain, which resulted in a high turnover of employees in some units, including the Procurement Unit to which the RM program belongs. The directors of the Procurement Unit, the Information Technology Unit and the E-Marketing Unit all left the organization at almost the same time. Because the case study was based on the support of these three directors, it simply could not continue when they left the organization.

## **Acknowledgements**

The InterPARES Project would like to thank the test-bed partners, researchers, and graduate research assistants who participated in this case study:

### *Test-bed Partners:*

Elisheba Muturi, Records Management Coordinator, 2007-2008

Sherry Xie, Records Management Coordinator, 2008-2010

### *Researchers:*

Luciana Duranti, Project Director, TEAM Canada

Randy Preston, Project Coordinator, TEAM Canada

### *Graduate Research Assistants:*

Patrick Ansah, 2010

Yolanda Bustos, 2010

Sarah Romkey, 2007-2008