



# National Archives of Canada

1997-98  
Estimates

Part III

Expenditure Plan

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Expenditure Plan

Approved

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Minister of Canadian Heritage

# Preface

This document is a report to Parliament to indicate how the resources voted by Parliament have or will be spent. The format of this Expenditure Plan has been modified dramatically from those of previous years. The new, streamlined format which reflects the approaches taken by some of the departments involved in the "Improved Reporting to Parliament Project" is intended to make the National Archives' Expenditure Plan more useful and readable without reducing the level of disclosure. This Expenditure Plan focuses on higher level, more strategic information in the context of both plans and performance.

The document has four components:

- A **Message from the National Archivist** contains a brief executive summary.
- The **Departmental Plan** for the period 1997-2000 provides information on the funding found in the 1997-98 Estimates and the associated initiatives and performance expectations.
- The **Departmental Performance Report** for 1995-96 provides information about the program and financial performance for the 1995-96 fiscal year.
- The **Supplementary Information** section provides more detailed information, particularly on performance and plans.

The Departmental Plan and the Departmental Performance Report are each divided into three sections:

- A summary which provides enough information for the reader to understand the National Archives and the major issues in its Plan or Report.
- An overview which provides more details of the Plan or Report at the departmental level.
- A final section providing details by Business Line.

In accordance with Operating Budget principles, human resource consumption reported in this document will be measured in terms of employee full-time equivalents (FTEs).

**NOTE: For the reader with limited time, the summary will give a basic understanding of the National Archives Program.**

- **Summary of the Departmental Plan** page 5&6
- **Summary of the Performance Report** page 25

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# I. A Message from the National Archivist

The National Archives of Canada is part of the family of national heritage institutions which constitutes the Canadian Heritage Portfolio. Within the Portfolio's broader goal of protecting Canada's heritage, the National Archives takes pride in its specific mission to preserve the collective memory of the nation and the Government of Canada and to contribute to the protection of rights and the enhancement of a sense of national identity. Archives are, after all, a key source of continuity with both our individual and collective past. Who we are, where we came from, the people and events that built this nation are all reflected in the wealth of archival records preserved by the National Archives. By ensuring that citizens have access to this rich archival heritage, the National Archives contributes to an understanding of Canada and of ourselves, as Canadians.

In this year which marks the 125th anniversary of the National Archives, we must also look to the future if we are to continue as a vibrant institution in the 21st Century. Our priorities for the planning period 1997-2000 focus on four key areas:

*Implementing Focus on People initiatives* to encourage an organizational culture characterized by teamwork, empowerment and accountability;

*Obtaining adequate accommodation* to provide the infrastructure to preserve and make available our archival heritage into the next century;

*Implementing an integrated electronic records program* to meet the challenges of new formats of archival records; and

*Delivering quality services to Canadians* to ensure that our services continue to meet the needs of our users and enhance access to our archival heritage.

Given the reality of diminishing resources for public institutions, it is also clear that in order to continue to fulfill our essential mandate, we must continue to focus on our core activities: the preservation of archival records; the facilitation of the management of government information; and the provision of access to archival holdings. This direction is demonstrated by our plans to continue focussing our acquisitions, explore better ways of preserving electronic information, use information technology to enhance access to our holdings and seek partnerships, sponsorships and alternative means of delivering our program.

The National Archives' priorities have not, in fact, changed radically from what was envisioned two years ago for 1995-96. Our performance report indicates that we have been making progress in streamlining operations (e.g., re-engineering of the federal records centres), making it easier for Canadians to use our holdings (e.g., the integration of public service points and the launch of the National Archives Internet site) and finding alternative resources to deliver our program (e.g., sponsorship of exhibitions and support for acquisitions). I am confident that we will continue to attain our objective to preserve and make available our archival heritage for the benefit of all Canadians.

Jean-Pierre Wallot  
National Archivist

## II. The Departmental Plan

### 1. Summary of Departmental Plans and Priorities

Business Line	Expected Results	Outcomes	Time Frame
<b>Holdings Development and Management</b>	Application of <i>Acquisition Orientation for the National Archives 1995-2000</i> to reduce acquisitions of records from private sector	Focussed development of archival holdings through use of acquisition resources to support core collecting areas  Improved cooperation with Canadian archival community	1997 - ongoing
	Reactivation of preservation activities following move to Gatineau Preservation Centre; holdings maintenance program implemented	More efficient management of archival holdings through integrated operations, preventive conservation approach	1997-98
	Implementation of standards for intellectual control of archival records	Improved access to archival records	1997 - 2000
	Implementation of electronic records program	Increased appraisal and acquisition of electronic records; improved preservation of electronic records	1998-99 and ongoing
<b>Management of Government Information</b>	Priority given to disposition of records of defunct, downsized government institutions	Preservation of corporate memory of federal government	1997-98 and ongoing
	Establishment of electronic records management prototypes and implementation strategies; approval of government-wide records management standard; development of guidelines on description of electronic records	Improved guidance to federal government institutions	1997-98
	Consolidation of Federal Record Centre space	More economical management of federal government information	1998-99

<b>Services, Awareness and Assistance</b>	Development and implementation of electronic access initiatives: public access module, electronic diffusion of communication products	Enhanced access to Canadian archival heritage through integrated access and broader dissemination of NA information	1997-ongoing
	Development and implementation of client feedback mechanism	Services more responsive to client needs	1997-98 and ongoing
	Plan for block declassification of government records	Enhanced access to archival records	1997-98
	Resource development initiatives including sponsorships for opening of Gatineau Preservation Centre, a permanent exhibition and digitization of attestation papers	Alternative source of resources for delivery of NA program	1997-98
	Reduction of Canadian Council of Archives grants and contributions; reduced involvement in International Council on Archives	Diminished direct assistance to the archival community	1997-98 1998-99
<b>Administration</b>	Implementation of management renewal strategy and continuous learning initiatives	Improved operation of NA through teamwork, problem-solving, inclusive management	1997-98 and ongoing
	Transfer of custody of Gatineau Preservation Centre	Administrative savings	1999-2000
	EPA submission for renovation of West Memorial Building	Implementation of second phase of NA long-term accommodation strategy	1997-98
	Obtaining a nitrate vault facility	Improved preservation of archival records on nitrate; continuation of NA long-term accommodation strategy	1998-99
	Technical support for electronic access initiatives, electronic records program and departmental records system	Improved delivery of NA program	1997-98 and ongoing



## 2. An Overview of the National Archives and its Plan

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### ***Our Mission***

**To preserve the collective memory of the nation and of the Government of Canada and to contribute to the protection of rights and the enhancement of a sense of national identity.**

Since its beginnings in 1872, the National Archives of Canada (NA) has been preserving the collective memory of the Canadian people and the federal government. Underpinning this mission is the corporate vision "to make the documentary memory of the nation available to all Canadians for their use, well-being and enjoyment".

### **Roles and Responsibilities**

The dual role of the National Archives as both a national heritage institution and an administrative arm of the federal government was confirmed in legislation in 1987. The *National Archives of Canada Act* accords the National Archives four key responsibilities:

- to conserve and facilitate access to private and public records of national significance
- to be the permanent repository of records of government institutions and ministerial records
- to facilitate the management of records of government institutions and ministerial records
- to encourage archival activities and the archival community

Two other legislated responsibilities of the National Archivist identified in the *Act* are:

- the authority over the disposition of the records of federal government institutions and ministerial records;
- the authority to request the required deposit (at cost) of a copy of any

audio-visual record.

The *Act* also identifies certain discretionary powers of the National Archivist relating to records including:

- acquisition, custody and control
- identification, classification and preservation;
- provision of research access (subject to lawful restrictions);
- dissemination of information on archives through exhibitions and publications;
- provision of advice on standards and procedures;
- provision of reproduction and other services pertaining to management of government records to government institutions;
- central servicing of government personnel records;
- provision of government records storage facilities;
- training in archival techniques and management of records;
- participation in cooperative activities with the archival and information management communities, and
- provision of professional, technical and financial support in aid of archival activities and the archival community.

### **Organization**

The National Archives of Canada operates under the direction of the National Archivist who is a Governor-in-Council appointee with the delegated authority of a deputy head. The

institution reports to Parliament through the Minister of Canadian Heritage.

The National Archives is composed of the Office of the National Archivist, the Office of the Assistant National Archivist and four branches (see Organization Chart in Supplementary Information - Appendix 1). The Directors General of the Archives Development and Preservation Branch, the Client Services and Communications Branch, the Management Services Branch and the Information Management Branch report to the National Archivist. Also reporting to the National Archivist is the Assistant National Archivist who is responsible for the Archives Headquarters

Accommodation Project, Regional Operations (federal records centres) and such corporate functions as strategic planning, policy coordination, internal audit and program evaluation.

### Program

In order to fulfill its mission as the collective memory of the nation, the National Archives delivers a program consisting of four business lines: Holdings Development and Management; Management of Government Information; Services, Awareness, and Assistance; and Administration.

**Figure 1: 1997-98 Resources by Organization and Business Line (\$000)**

National Archives Program								
Branches	Holdings Development and Management*		Management of Government Information		Services, Awareness and Assistance*		Administration*	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Office of the National Archivist						1,878	3	533
Office of the Assistant National Archivist							11	865
Regional Operations			92	3,857				
Archives Headquarters Accommodation Project**								1,412
Archives Development and Preservation Branch	207	15,865	32	2,350	15	684		
Client Services and Communications Branch					118	6,995		
Management Services Branch							79	7,560
Information Management Branch							50	4,164
<b>TOTAL:</b>	<b>207</b>	<b>15,865</b>	<b>124</b>	<b>6,207</b>	<b>133</b>	<b>9,557</b>	<b>143</b>	<b>14,534</b>

\* \$3,688,000 and 39 FTEs in these Business Lines are used to provide administrative, conservation and exhibition services for the National Library.

\*\* An additional 10 FTEs are associated with this project.

## **Key planning factors**

### ***Budget Reductions***

Ongoing Treasury Board budget cuts and Program Review reductions will have a profound impact on the future of the National Archives Program. Fewer resources have necessitated the gradual narrowing of the interpretation of the National Archives mandate to strictly essential program activities. The fiscal reality also means that the National Archives must rely upon partnerships with the private sector, strategic alliances with other government departments, the implementation of some user fees, and resource development projects in order to realize the successful delivery of its programs.

### ***Government Restructuring***

Because of its continuing role as the permanent repository of records of federal institutions, Program Review's reductions across government have a direct impact on the National Archives. Government restructuring will increase pressure on the National Archives to modify its operations in order to handle the expected influx of records from downsized and defunct government programs.

### ***New Technologies***

Rapid changes in information technology challenge the National Archives to preserve those parts of Canadians' documentary heritage which may exist only in computer databases, in audio-visual media, on optical discs and CD-ROMs, and in satellite transmissions.

The emergence of the Information Highway offers the NA new opportunities for reaching Canadians and changes the expectations of clients

who seek instant, easy access to archival records and research tools in electronic form.

At the same time, the National Archives, like other federal institutions, must improve its own business processes and use office automation to reduce the cost of doing business. However, in order to take advantage of the benefits accruing from automation, the National Archives must be able to make "up front" capital investments, a difficult proposition in a time of fiscal restraint.

### ***A Changing Clientele***

The NA seeks to serve a clientele that is changing as an aging population with more leisure time begins to enjoy its archival heritage and as special interest groups seeking redress and protection of their rights begin to use archival records. These two factors, in combination with the traditional inevitable growth in archival holdings, will put additional pressures on the NA's programs and result in heavy demands for its services. The NA must strive to serve more clients with the same or fewer resources and meet the government's priority of quality service to the Canadian public.

### ***National Identity***

Archives have always played an important role in helping Canadians understand who we are by preserving the records which document our origins, struggles and achievements. In a period when concerns about national unity and cultural identity are prominent in the minds of many Canadians, ensuring access to our rich archival heritage is vital. The institution must continue to explore new and economical ways of enhancing awareness of this heritage among Canadians across the country.

## Strategic Priorities, 1997-2000

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These strategic priorities of the National Archives reflect the shared vision of the institution in the 21st century which evolved from a recent management conference. This future view of the National Archives reaffirms its essential dual role as both a **national heritage institution**, documenting the Canadian experience through public and private records in all media and accessible to all Canadians, and an administrative **arm of government**, supporting the management of federal government information.

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<p><b>Implement Focus on People Initiatives</b> The NA will continue to encourage an organizational culture characterized by teamwork, empowerment and accountability. Initiatives will focus on assisting people affected by Program Review downsizing, more inclusive corporate management, recognizing achievements and maintaining expertise.</p>	<p><b>Obtain Adequate Accommodation</b> The National Archives will continue efforts to fulfill its long-term accommodation strategy. Adequate accommodation is essential if the National Archives is to preserve and make available Canada's documentary heritage and support the management of government information through the provision of economical records centre space.</p>
<p><b>Implement an Integrated Electronic Records Program</b> In fulfilling its responsibilities to acquire, preserve and make available archival records and to facilitate the management of government information, the NA is increasingly challenged by the proliferation of electronic records. In order to meet this challenge, the NA will develop and implement an integrated electronic records program.</p>	<p><b>Deliver Quality Services</b> The National Archives prides itself on its ability to provide services of high quality to its users. In keeping with the government's Quality Service Initiative, the NA will continue its efforts to be responsive to user needs, and make use of alternative delivery mechanisms, partnerships and sponsorships in order to broaden access to archival information in a period of limited resources.</p>

### Resource Plans

#### Departmental Overview

(thousands of dollars)	Main Estimates* 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
<b>Total Main Estimates</b>	<b>49,827</b>	<b>46,163</b>	<b>43,103</b>	<b>43,163</b>
Revenue Credited to the Consolidated Revenue Fund	125	125	125	125
Estimated Cost of Services by Other Departments	17,961	16,032	16,121	16,121
<b>Net Cost of the Department</b>	<b>67,663</b>	<b>62,070</b>	<b>59,099</b>	<b>59,159</b>

\* Does not reflect Supplementary Estimates...Actual Main Estimates only

## Spending Authorities

### A. Authorities for 1997-98 - Part II of the Estimates

#### Financial Requirements by Authority

Vote	(thousands of dollars)	<b>1997-98 Main Estimates</b>	1996-97 Main Estimates
<b>National Archives</b>			
80	Program expenditures	41,689	45,697
(S)	Contributions to employee benefit plans	4,474	4,130
<b>Total Agency</b>		<b>46,163</b>	<b>49,827</b>

#### Votes - Wording and Amounts

Vote	(dollars)	<b>1997-98 Main Estimates</b>
<b>National Archives</b>		
80	National Archives of Canada - Program expenditures, the grants listed in the Estimates and contributions	41,689,000

**Net Cost of the Program by Business Line**

(thousands of dollars)

**1997-98 Main Estimates**

<b>Business Lines</b>	<b>Operating</b>	<b>Capital</b>	<b>Grants and Contributions</b>	<b>Gross Total</b>	<b>Statutory Payments</b>	<b>Gross Expenditures</b>	<b>Less: Revenue Credited to the Vote</b>	<b>Total Main Estimates</b>
Holdings Development and Management 15,865	15,865			15,865		15,865		
Management of Government Information	6,207			6,207		6,207		6,207
Services, Awareness and Assistance	7,679		1,878	9,557		9,557		9,557
Administration	13,122	1,412		14,534		14,534		14,534
	<b>42,873</b>	<b>1,412</b>	<b>1,878</b>	<b>46,163</b>		<b>46,163</b>		<b>46,163</b>

**Other Revenues & Expenditures**

Revenue credited to the Consolidated Fund	125
Estimated Cost of services by other Departments	16,032

**Net Cost of the Program**

**62,070**

### 3. Details by Business Line

Appropriated Planned Spending by Business Line								
Business Lines	Main Estimates* 1996-97		Main Estimates 1997-98		Planned 1998-99		Planned 1999-00	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Holdings Development and Management	16,357	222	<b>15,865</b>	<b>207</b>	15,103	198	15,125	198
Management of Government Information	7,579	151	<b>6,207</b>	<b>124</b>	5,941	118	5,955	118
Services, Awareness and Assistance	9,782	135	<b>9,557</b>	<b>133</b>	9,391	132	9,401	132
Administration	16,109	158	<b>14,534</b>	<b>143</b>	12,668	137	12,682	137
<b>Total</b>	<b>49,827</b>	<b>666</b>	<b>46,163</b>	<b>607</b>	<b>43,103</b>	<b>585</b>	<b>43,163</b>	<b>585</b>

\* Does not reflect Supplementary Estimates ... Actual Main Estimates only.

**Explanation of Change:** The major items contributing to the net decrease of \$3,664,000 or 7.3% in the 1997-98 requirements over the 1996-97 Main Estimates are:

	<b>(\$000)</b>
• planning phase of renovations to West Memorial Building	1,112
• adjustment to employee benefit plan	344
• reinstatement of salary increments	164
• program review reductions	(3,576)
• Gatineau accommodation project resources	(1,700)
• miscellaneous	(8)

# Holdings Development and Management

**Objective:** To develop and manage the National Archives holdings of records of national significance.

## Roles and Responsibilities

- appraise and acquire private and public records of national significance
- serve as the permanent repository of records of federal government institutions and of ministerial records (**acquisition**)
- arrange and describe archival records to permit intellectual and physical control for reference and access (**control**)
- ensure long-term survival of archival records (**conservation**)

## Influences on the Business Line

At the heart of the National Archives program are the archival records the institution acquires, conserves and makes available to the Canadian public and, ultimately, to future generations. Fiscal pressures continue to be the primary influence on this business line which consumes the largest percentage of the institution's resources. While the National Archives has reaffirmed its continuing role as a *total archives* ( i.e., preserving records in all media formats, from both private and public sources), the institution must become more selective about the records it acquires. Similarly, shrinking resources limit what can be spent on arranging and describing records. Given the ongoing costs of long-term records preservation, the NA must pursue the most cost-effective conservation approach.

## Key Initiatives

**Acquisition Orientation:** Reductions in the level of acquisition of private sector records will continue in 1997-98, in line with the *Acquisition Orientation for the National Archives 1995-2000*. This recently approved strategy calls for reductions in the collecting of architectural, business, religious and multicultural records and the papers of MPs and Senators. The National Archives will also rely more heavily on fund-raising for the purchase of "big ticket" private sector acquisitions.

With government restructuring and downsizing, the continued influx of public records can be anticipated. However, the NA will reduce the resources used to appraise and acquire government records, thus leading to broad brush strokes in decisions about what to acquire and what to allow to be destroyed.

## Intellectual Control of Archival

**Records:** In co-operation with the Canadian archival community, the National Archives continues its work on the introduction of consistent standards for accessioning, arranging and describing archival records. The departmental goal is to use these standards to describe archival records in all media within a single automated system called MIKAN. In 1997-98, a number of databases will be migrated to the new system, data clean-up will



begin and the descriptions of related records in various media will be linked.

**Gatineau Preservation Centre:** As the National Archives completes a series of moves of archival records, equipment and personnel to the Gatineau Preservation Centre, a period of adjustment will be needed before the NA can take full advantage of the integration of preservation activities in one facility. A holdings maintenance program will be developed and will complement the

existing conservation, treatment, copying and training programs. Custodial staff will supervise the move of records throughout the year while at the same time maintaining the daily circulation of records and bringing new acquisitions under physical control and resuming the loans program. Stabilization, treatment and copying units will spend time reassembling, re-calibrating and testing equipment before the conservation laboratories are fully operational.

Expected Result	Outcome
Application of <i>Acquisition Orientation of the National Archives 1995-2000</i> to reduce acquisitions of private sector records.	Focussed development of archival holdings through use of resources for core collecting areas. Improved cooperation with Canadian archival community
Reactivation of preservation activities following move to Gatineau Preservation Centre and implementation of holdings maintenance program	More efficient management of archival holdings through integrated operations and preventive conservation approach
Implementation of standards for intellectual control of archival records	Improved access to archival records

### Financial Details

Appropriated Planned Spending								
Service Lines	Main Estimates 1996-97		Main Estimates 1997-98		Planned 1998-99		Planned 1999-00	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Acquisition	3,862	55	<b>3,336</b>	<b>44</b>	3,172	43	3,176	43
Control	6,429	89	<b>6,524</b>	<b>89</b>	6,041	82	6,050	82
Conservation	6,066	78	<b>6,005</b>	<b>74</b>	5,890	73	5,899	73
<b>Total</b>	16,357	222	<b>15,865</b>	<b>207</b>	15,103	198	15,125	198

# Management of Government Information

**Objective:** To preserve the corporate memory of the Government of Canada.

## Roles and Responsibilities

- control the records destruction process throughout the federal government (**control of records destruction**)
- encourage, support and evaluate the implementation of standards and procedures concerning the management of recorded information in government institutions (**management of recorded information**)
- advise government institutions in the management of their recorded information (**management of recorded information**)
- manage a network of records centres across the country (**records centres operations**)

## Influences on the Business Line

The restructuring of the federal government is a major influence on the business line. The emergency disposition of records occasioned by government downsizing is an extra responsibility which must be accommodated within the National Archives' planned approach to the appraisal and disposition of government records. As federal programs are terminated, devolved or privatized, their related records must be managed and disposed of in a manner that safeguards the continuing needs of government and of citizens for the records of defunct programs. When downsizing occurs, the related records must be appraised at that time, and the permission of the National Archivist

obtained (i.e., through Records Disposition Authorities) to alienate or destroy records without archival and historical value. The influx of records also has an impact on the operations of federal records centres which must accommodate additional volumes of government records at the same time that they must consolidate space.

Technology is also changing the government record and how it is managed. As electronic communications and information technologies become the norm in federal government institutions, a shift is taking place away from traditional paper-based record keeping. More and more, federal government institutions will seek guidance on many aspects of the management of their electronic records.

## Key Initiatives

**Emergency Disposition:** The NA will continue to give priority to the disposition of the records of federal government institutions downsized as a result of Program Review. This necessary emphasis will mean less resources can be devoted to the appraisal and disposition of records within the planned approach, thereby reducing the number of non-emergency Records Disposition Authorities issued by the NA.

**Guidance to Government:** A number of initiatives will enhance the ability of government institutions to manage the records, regardless of media, which

are required to support decision-making and the delivery of government programs and services, and to permit institutions to meet their legislative and policy requirements:

- Prototypes illustrating best practices and strategies for the management of electronic records in electronic work environments will be established.
- Automated records management systems will be sanctioned for government-wide adoption through the Treasury Board Secretariat's Shared Systems Initiative.
- Advice will be offered through responses to requests from over 700 federal government programs.
- Guidance will be developed on the description of electronic government records.
- In cooperation with the Treasury Board, the NA will advance the establishment of a government-wide records management standard.
- The general records disposal schedules will be revised.

**Records Centre Operations:** The Federal Records Centres provide central storage and protection for dormant records, retrieval, and disposal services for government departments and agencies both in Ottawa and the regions; the same functions are performed for personnel-related records of former civilian and military federal employees. Located in Halifax, Quebec City, Montreal, the National Capital Region, Toronto, Winnipeg, Edmonton, and Vancouver, the Centres serve to provide substantial savings to government. In 1997-98, the Centres will continue to realize operational efficiencies, including maintaining the low ratio of records disposed of to records accessioned. They will also continue efforts to consolidate facilities in areas where they are operating out of more than one building. While the Centres will be handling an influx of records from defunct government programs, resource reductions will require them to focus further on core services.

Expected Result	Outcome
Priority given to disposition of records of defunct, downsized government institutions	Preservation of the corporate memory of the federal government
Establishment of electronic records management prototypes and implementation strategies; approval of government-wide records management standard; development of guidelines on description of electronic records	Improved guidance to federal government institutions
Consolidation of Federal Record Centres space	More economical management of federal government information

## Financial Details

Appropriated Planned Spending								
Service Lines	Main Estimates 1996-97		Main Estimates 1997-98		Planned 1998-99		Planned 1999-00	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Control of Records Destruction	1,243	21	<b>1,265</b>	<b>18</b>	1,248	18	1,251	18
Management of Recorded Information	1,062	14	<b>1,081</b>	<b>14</b>	1,069	14	1,072	14
Records Centre Operations	5,274	116	<b>3,861</b>	<b>92</b>	3,624	86	3,632	86
<b>Total</b>	7,579	151	<b>6,207</b>	<b>124</b>	5,941	118	5,955	118

## Services, Awareness and Assistance

**Objective:** To support the use and development of the Canadian archival heritage.

### Roles and Responsibilities

- facilitate access to the holdings of the National Archives (**reference services**)
- provide Canadians with information about the National Archives, its holdings and services (**awareness**)
- encourage and assist archives, archival activities and the Canadian archival community (**community assistance**)

### Influences on the Business Line

The National Archives interacts with a wide variety of clients from researchers consulting archival records on our premises or through decentralized access sites, to members of the general public visiting our exhibitions or reading our publications, to the archival community both in Canada and abroad. Providing quality service in both official languages to these clients remains a strategic priority of the National Archives, one which requires being responsive to the changing needs of Canadians. New technology continues to have a significant impact on this business line, both by influencing the way in which archival information is requested, presented and disseminated and by increasing the number of Canadians who now have access to their archival heritage.

Ongoing budgetary reductions are another primary influence on the business line requiring the NA to focus on more economical delivery mechanisms, to pursue sponsorships

and partnerships and to reduce the amount of assistance available to the archival community.

### Key Initiatives

**Quality Service Plan:** In implementing its Quality Service Plan, the NA will streamline services, in particular through taking advantage of information technology to meet increased client demand and expectations. Electronic access initiatives, such as the development of the Internet site, will be pursued not only to serve existing clients in new and more efficient ways, but also to reach out to those Canadians less aware of the National Archives and its services. A specific initiative of note will be the continuation of the development of a "public access module" for the Archival Holdings System. This initiative aims at providing integrated access to a range of information, research guides, finding aids and selected archival records in digital format.

Consultation with clients will continue to be a cornerstone of the NA's Quality Service Plan. Based on information obtained through comment cards and surveys, the NA will develop and implement a more in-depth feedback mechanism with a focus on service areas requiring investigation or modification. The NA will pursue possible cooperation with other archival institutions in Canada in this area.

**Block Declassifications:** Under the terms of the *Government Security Policy*, the National Archives is responsible for the declassification of the government records under its control. During 1997-98, a systematic survey will be undertaken of National Archives holdings to which the *Access to Information Act* applies, with the intention of carrying out block declassifications in a planned fashion in the coming years.

**Electronic Diffusion:** The National Archives will use more non-traditional means for the diffusion of communication products. The NA will develop an Internet component for all of its major communication products, including the permanent exhibition to be launched in May 1997 for the 125th anniversary of the NA. The NA will participate in the CBC/NFB millennium project of producing a major television series on Canadian History and will seek partnership for programming for the specialized television channels. The opening of the Gatineau Preservation Centre in June 1997 will also provide the institution with an opportunity to increase

awareness of the importance of preserving the documentary heritage of the nation and will help to make the NA's mandate better understood by Canadians.

**Sponsorships and Partnerships:** The NA will seek to obtain external funding for the opening of the Gatineau Preservation Centre, the permanent exhibition and the continuation of the digitization of the attestation papers of the Canadian Expeditionary Force (First World War).

**Assistance to the Archival Community:** Grants and contributions administered to the Canadian archival community through the Canadian Council of Archives will be reduced by 6% in 1997-98 and a further 3.5% in 1998-99, in keeping with the National Archives' Program Review reductions. Assistance to the international archival community through participation in the activities of the International Council of Archives will drastically diminish now that the National Archivist's term as ICA president is completed.

Expected Result	Outcome
Development and implementation of electronic access initiatives: public access module, electronic diffusion of communication products	Enhanced access to Canadian archival heritage through integrated access and broader dissemination of NA information
Development and implementation of client feedback mechanism	Services more responsive to client needs
Plan for block declassification of government records	Enhanced access to archival records

Expected Result	Outcome
Resource development initiatives including sponsorship for the opening of Gatineau Preservation Centre, a permanent exhibition and the digitization of attestation papers	Alternative source of resources for delivery of NA program
Reduction of CCA grants and contributions; reduced ICA involvement	Diminished direct assistance to archival community

### Financial Details

Appropriated Planned Spending								
Service Lines	Main Estimates 1996-97		Main Estimates 1997-98		Planned 1998-99		Planned 1999-00	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Reference Services	4,654	108	<b>4,881</b>	<b>108</b>	4,789	108	4,795	108
Awareness	2,008	22	<b>1,622</b>	<b>20</b>	1,597	19	1,598	19
Community Assistance	3,120	5	<b>3,054</b>	<b>5</b>	3,005	5	3,008	5
<b>Total</b>	9,782	135	<b>9,557</b>	<b>133</b>	9,391	132	9,401	132

# Administration

**Objective: To provide administrative support to the operational programs of the National Archives of Canada and the National Library of Canada.**

## Roles and Responsibilities

- guidance to National Archives and National Library managers in the effective and efficient use of human, financial, materiel and accommodation resources (**resource management**)
- management, administrative and technical support for the NA's internal records system, information plans and automated systems (**information management**)
- provision of corporate policy development, strategic program planning, program evaluation, internal audit and executive secretariat (**executive support**)

## Influences on the Business Line

In this business line, a wide range of administrative, informatics and management services support the delivery of the National Archives Program.

The most important factor affecting the Administration Business Line is the budget reductions resulting from Program Review. While resource management services will assist the implementation of Program Review cuts across the department's business lines, at the corporate level, budget reductions will reduce the NA's strategic program planning and policy development. The impact of the Program Review reductions on both the personnel and work processes of

the National Archives also necessitates priority attention to human resource and organizational renewal initiatives. As in past years, a focus of resource management has been the implementation of the department's long-term accommodation strategy - in particular, the construction of the NA's archival storage and conservation laboratory facility in Gatineau. With the construction phase of the Gatineau Preservation Centre nearing completion, emphasis has shifted to the second phase of the accommodation strategy - the renovation of the West Memorial Building.

## Key Initiatives

**Organizational Renewal:** Organization renewal is being driven by the need for a fundamental change in order to solve problems which are impeding the full achievement of the department's mission. Its aim is to build an environment of trust and partnership across the organization. It will do this by creating unified corporate strategies with improved accountability, by establishing collaborative and responsive leadership, and by emphasizing teamwork across departmental functions. Plans for 1997-98 include the implementation of a "management renewal strategy" and "continuous learning" initiatives. Results will be measured in part by use



of a survey which will establish a base line and can be re-administered as required to test progress.

**Gatineau Preservation Centre:** With the completion of the construction of the Gatineau Preservation Centre and the movement of archival records and equipment to the new facility, preservation laboratories and processing areas will be fully operational by 1997-98. For the first time in the NA's history, all preservation activities will be located under one roof.

The official opening of this unique facility is planned for June 1997. Political leaders, government officials, staff of the National Archives and Public Works and Government Services Canada, and the general public will be invited to celebrate this accomplishment in the same year as the 125th anniversary of the National Archives.

The National Archives will continue to prepare for the transfer of custody of the Gatineau building and lands from Public Works and Government Services Canada in April, 1999. The period of time between occupancy in December, 1996 to the transfer date will be used to establish a record of operating costs for this special purpose facility. In addition, the National Archives is currently examining its long term accommodation needs (until 2050), to assist in the efficient planning and use of the Gatineau site.

**West Memorial Building:** The objective of the West Memorial Building Project is to provide new accommodation for the public, archival and administrative functions of the NA. The renovation

of this heritage structure in downtown Ottawa, identified as the Millennium Project of the National Archives, will assist in the revitalization of this "gateway" location on the Confederation Boulevard.

Treasury Board gave Preliminary Project Approval in May 1996. The project consultants are scheduled to begin in April 1997 and the design phase of the project will continue until December 1997. Construction is scheduled to take place from April 1999 to November 2001.

The National Archives will undertake extensive preparation activities in order to occupy the new spaces. Planning for these activities will continue to the end of 1997. With the Effective Project Approval expected in February 1998, the National Archives will implement projects to design and develop the new public spaces, develop and implement a "single window" public access system, equip and furnish the spaces and plan interim and final moves into the new facility.

**Nitrate Vault Facility:** Ensuring the safe storage and preservation of archival records on nitrate film base is another priority as the NA's current storage facility nears the end of its useful life. Plans to construct adequate nitrate film storage vaults are being prepared and a cost-estimate was produced early in 1996-97. National Archives and Public Works and Government Services Canada will be conducting an investment analysis this fiscal year, with a completion date for the entire project to be determined.

**Information Management:** Information management will play a key role in two of the NA strategic priorities: Implement an Integrated Electronic Records Program, and Deliver Quality Services. Plans for 1997-98 will focus on the infrastructure for the transfer, conversion, accessibility and storage of government and private electronic records, technical advice

regarding the feasibility of transferring records and the development of archival expertise with electronic records. As well, the NA will support the hardware and software systems necessary for the control of the NA's archival holdings and for delivering improved access to the holdings of NA on site, at decentralized access sites and via the Internet.

Expected Result	Outcome
Implementation of management renewal strategy; continuous learning initiatives	Improved operation of NA through teamwork, problem-solving, inclusive management
Transfer of custody of Gatineau Preservation Centre	Administrative savings
EPA submission for renovation of West Memorial Building	Continuation of NA long-term accommodation strategy
Obtaining nitrate vault facility	Improved preservation of archival records; continuation of NA long-term accommodation strategy
Technical support for Electronic Access initiatives, electronic records program and departmental records system	Improved delivery of NA program

### Financial Details

Appropriated Planned Spending								
Service Lines	Main Estimates 1996-97		Main Estimates 1997-98		Planned 1998-99		Planned 1999-00	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Executive Support	1,436	15	<b>1,356</b>	<b>14</b>	1,270	14	1,273	14
Resource Management	10,280	90	<b>9,060</b>	<b>79</b>	7,599	74	7,606	74
Information Management	4,393	53	<b>4,118</b>	<b>50</b>	3,799	49	3,803	49
<b>Total</b>	<b>16,109</b>	<b>158</b>	<b>14,534</b>	<b>143</b>	<b>12,668</b>	<b>137</b>	<b>12,682</b>	<b>137</b>

### III. 1995-96 Performance Report

#### 1. Performance Summary

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Business Line	Results Achieved
<b>Holdings Development and Management</b>	<ul style="list-style-type: none"> <li>- <i>Acquisition Orientation of the National Archives 1995-2000</i> developed and implemented</li> <li>- Preservation management activities predominated in preparation for move to new facility</li> <li>- Final report of the "Task Force on the Preservation and Enhanced Use of Canada's Audio-visual Heritage" submitted to Minister of Canadian Heritage</li> </ul>
<b>Management of Government Information</b>	<ul style="list-style-type: none"> <li>- 689 federal programs served through response to requests for advice</li> <li>- Guidance disseminated on the management of electronic records in office support systems</li> <li>- 100 emergency disposition projects undertaken</li> <li>- Increased number of Record Disposition Authorities issued</li> <li>- Efficiencies realized in Records Centres Operations</li> </ul>
<b>Services, Awareness and Assistance</b>	<ul style="list-style-type: none"> <li>- Reference services centralized in one public service point</li> <li>- Review and declassification of records relevant to First Nations land claims, databases and research guide on aboriginal peoples placed on CD-ROM</li> <li>- Number of paper publications reduced</li> <li>- NA World Wide Web site launched and developed</li> <li>- Sponsorships obtained for acquisitions, exhibitions, communications products</li> <li>- Assistance provided to 136 Canadian archival institutions through Canadian Council of Archives</li> <li>- Support to international archival community through assistance in planning for XIII International Congress on Archives in Beijing</li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>- Construction and commissioning of Gatineau Preservation Centre on target</li> <li>- PPA for West Memorial Building prepared and submitted</li> <li>- Automated systems implemented under Archival Holdings System, pilot initiated to test implementation of Rules for Archival Description</li> <li>- Continuous learning program begun</li> <li>- Corporate review of 1993 reorganization carried out</li> </ul>

## 2. Overview of Performance

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In 1995-96, progress continued to be made across the NA Program despite budget reductions, increasing workloads and the requirement to contend with fundamental change on all fronts.

The implementation of a new orientation for private sector acquisition permitted the NA to focus even more rigorously on this aspect of its Program, balancing the reality of resource pressures against the objective of ensuring that records of national significance continue to be collected. With the opening of the Gatineau Preservation Centre nearing, the NA's preservation program concentrated more and more on preparing records for the move into their new, world-class storage facilities. The task force led by the NA, which looked into the future of Canada's audio-visual heritage, submitted its report to the Minister of Canadian Heritage.

The NA continued to advise departments and agencies on the management of government information, issuing draft guidelines on electronic records, diverted its planned approach to records disposition towards meeting the needs of departments affected by Program Review, streamlined and re-engineered federal records centre operations and opened a new records centre in Winnipeg.

The NA remained committed to its public service mission. The amalgamation of reference services in one central location, the release of previously closed documents, the investment in information technology with the Internet and

electronic publishing, and the pursuit of sponsorships and partnerships contributed to maintaining the department's reputation for a high quality of service to the public and to making Canadians aware of the wealth of their archival heritage. The leadership role played by the NA in the international archival community was underlined by the National Archivist's Presidency of the International Council on Archives and the active participation of departmental staff in the events leading up to the Beijing conference to be held in September 1996.

With preparations underway for the move of records and laboratory equipment into the new Gatineau facility, the NA pursued the second part of its headquarters accommodation strategy, the renovation of the West Memorial Building. As part of the Archival Holdings System, a pilot was initiated to test implementation of standardized rules for the description of archival records.

Performance measurement within the NA has generally focussed on the use of staff time since nearly 68% of the departmental budget is allocated to salaries and much of the remainder reflects the fixed costs for various areas of the department's operations. As well, various statistics on workload and operational outputs have been compiled for use by managers in their operational planning and monitoring.

Lately, the NA has initiated a systematic review of its performance indicators with the objective of providing performance information based on program accomplishments and client satisfaction. This emphasis is in agreement with what Parliamentarians have recently stated required in the Estimates documents with regard to performance information and analysis. The priority for the revision of

performance indicators has been the "Services, Awareness and Assistance" business line; as a result, new performance data will be introduced for that sector of the NA Program in the 1996-97 Performance Report. Over the planning period, new indicators will be added for the other business lines comprising the NA Program.

Departmental Appropriated and Actual Spending								
Business Lines	Actuals 1993-94		Actuals 1994-95		Main Estimates 1995-96		Actuals 1995-96	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Holdings Development and Management	20,624	241	18,189	228	16,715	218	17,662	217
Management of Government Information	11,381	214	10,143	192	9,980	184	9,912	174
Services, Awareness and Assistance	10,208	186	11,485	183	10,666	163	10,405	162
Administration	17,479	165	17,729	162	20,958	168	21,698	157
<b>Total</b>	<b>59,692</b>	<b>806</b>	<b>57,546</b>	<b>765</b>	<b>58,319</b>	<b>733</b>	<b>59,677</b>	<b>710</b>

### 3. Performance by Business Line

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#### Holdings Development and Management

**Objective:** To develop and manage the National Archives holdings of records of national significance.

##### Forecast

In the 1995-96 Estimates, the NA forecast:

- dramatic reductions in acquisitions of private sector records, including the complete withdrawal from certain areas of private sector acquisition
- termination of acquisitions from Crown corporations not covered by the *National Archives Act*
- acquisition of government databases limited to 100
- focus on preparations for the move to the new Gatineau facility and the preservation management approach
- development of a Holdings Maintenance program

##### Performance

During 1995-96, acquisition activities focussed on the implementation of the *Acquisition Orientation for the National Archives 1995-2000* which was developed in consultation with the Canadian archival community. The *Orientation* provided the NA with clear direction about its responsibilities for collecting private sector records.

Although the downsizing in government acquisitions was originally targeted at the records of Crown corporations and government databases, this strategy was put on hold until an integrated electronic record program could be developed in 1997-98. Instead, savings were achieved by extending the implementation time of

##### Acquisition Highlights

*In 1995-96, the National Archives acquired records of such notable Canadians as former Prime Ministers Kim Campbell and Joe Clarke, artist Harold Towne and author Robertson Davies. On the public side, significant acquisitions included over 20,000 photographs relating to the history and activities of the Royal Canadian Mounted Police and records of the Kootenay-Okanagan District Office of Indian and Northern Affairs (INA), covering almost 100 years of INA activity in this region.*

the planned approach to records disposition, seeking partnerships for some archival activities in government institutions and streamlining internal processes for appraisal and disposition.

The largest percentage of resources in this business line was devoted to some of the most basic functions of any archives: the arrangement and description of archival records and the production of finding aids. This work

##### Finding Aid Preparation

*During 1995-96, finding aids were completed for such diverse holdings as: Central Registry Files of the Department of External Affairs (1940 - 1963); Manuscript material relating to the Ukrainian National Government in Exile (1919-1992); 900 posters in the Canadian Film Institute collection.*

permits the NA to make their documentary heritage accessible to Canadians, thus contributing to the realization of the corporate strategic priority of delivering quality services.

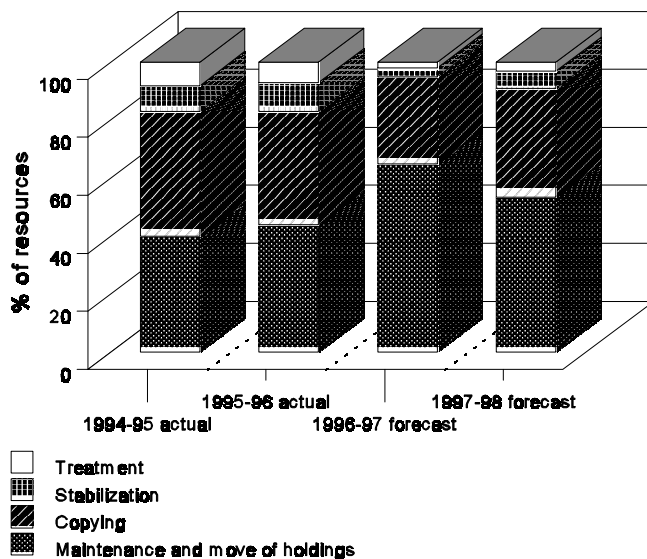
In May 1995, the final report of the "Task Force on the Preservation and Enhanced Use of Canada's Audio-visual Heritage" was presented to the Minister of Canadian Heritage. Throughout 1995-96, preparations were underway for the creation of a not-for-profit alliance to help co-ordinate the preservation of audio-visual archives in Canada.

As expected, conservation activities in 1995-96 focussed on the continuation of the *preservation management* approach, which relies on such preventive conservation measures as proper handling, containerization and storage, and emphasizes the stabilization of large quantities of records. Intensive conservation treatment of individual items is carried out only when necessary, and preservation copying is provided for obsolete or fragile records which will

deteriorate to the point of being unusable, or for records which will be consulted frequently or exhibited internally or through the NA loans programme. Similar stabilization, treatment and copying services are provided to the National Library.

Due to the impending move, most laboratory operations were progressively reduced or shut down. Limited conservation treatment or copying projects were performed on NA holdings. Activities in response to public service requests or emergencies were kept running for as long as it was possible. Therefore, conservators and technicians were made available to participate in the disassembly of laboratory equipment and to help custodians in the preparation of records for the move. The records preparation activities have involved the implementation of automated tracking of archives material, the verification of records, and their recontainerization or packing for safe handling and transportation.

**Figure 2: Distribution of Preservation Resources**



The accompanying chart shows the distribution of the department's preservation resources among the four basic activities of maintenance and move of holdings, copying, stabilization and treatment. The chart illustrates a number of trends in resource utilization. For example, copying is resource intensive due to its dependence on costly supplies and technology. Due to the impending move to the Gatineau Preservation Centre which began in late 1996-97 and continue in 1997-98, resources are heavily weighted to maintenance and move of holdings. Another trend is the emphasis on the stabilization of large volumes of records rather than the treatment of individual items.

# Management of Government Information

**Objective: To preserve the corporate memory of the Government of Canada.**

## Forecast

In the 1995-96 Estimates, the NA anticipated:

- that government restructuring would increase the number of requests from federal institutions for advice about managing information;
- that an increase in the number of defunct government programs would also impact the disposition process by diverting resources away from the production of regular authorities;
- that significant changes would be needed in Record Centre Operations as a result of budget reductions including the elimination or alternative means of delivering some services, the consolidation of NCR records space, the installation of multi-tier shelving and an increase in the rate of disposals.

## Performance

During 1995-96, the National Archives responded to 23% fewer requests for advice from government departments than was originally projected. This may be due to the availability of more relevant information, such as the NA's dissemination of draft guidelines on the management of electronic records, which has eliminated the need for some individual advice requests. During 1995-96, guidance to government departments focussed on the production of guidelines on the management of electronic records in office support systems and on the management of audio-visual records as well as the report, *Thesaurus as a Tool*

*for the Management of Government Information.*

As was expected, in 1995-96 disposition activities relating to downsized departments took increasing precedence, accounting for 100 additional projects. Despite this workload pressure, the number of Record Disposition Authorities issued to departments increased significantly - an increase that can be attributed to streamlined work processes, the smaller size of some projects and a slowing down of work on negotiating new Multi-year Disposition Plans (MYDPs).

**Figure 3 : Multi-year Disposition Results**

	Completed 1995-96	Completed 1994-95
New MYDP signings	6	12
MYDP revisions signed	18	13
Total MYDPs signed	24	25
Authorities	46	24

In 1995-96, Record Centres Operations accomplished a significant budget reduction by streamlining operations, converting the records

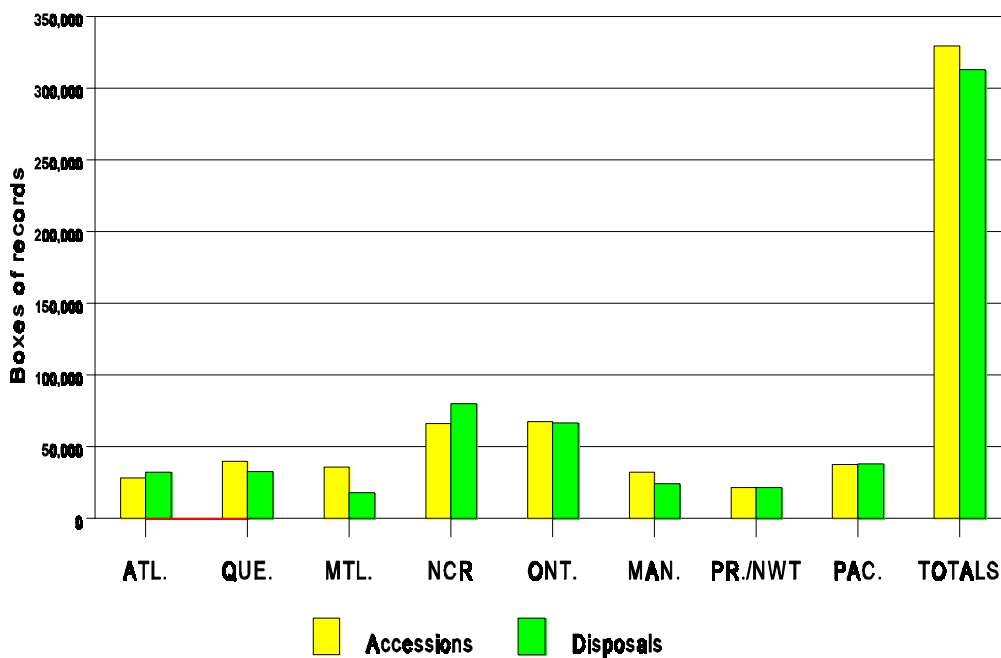


destruction process from a budget to a revenue base and by discontinuing the records pickup and delivery service to departments and agencies. Within the context of their Strategic Action Plan, they re-engineered operations and opened a new Centre in Manitoba that consolidates holdings of two former facilities.

The Centres also improved the ratio of records disposed of to records accessioned. As the graph below

illustrates, the volume of records disposed of virtually equals the volume of records accessioned. Last year, there were four boxes of records accessioned for every three boxes disposed of, and the year before that, there were three boxes accessioned for every two disposed of. This dramatic improvement in the ratio is a result of our records retention and disposition strategic initiatives.

**Figure 4: Federal Records Centres - 1995-96 Accessions and Disposals**



## Services, Awareness and Assistance

**Objective:** To support the use and development of the Canadian archival heritage.

### Forecast

In the 1995-96 Estimates, the NA reflected the importance placed on the needs of the NA clientele by imposing no reductions to reference services and by improving access through the creation of a single public service "window". In addition, the NA forecast:

- a review of all reference services would be carried out in order to improve service to Canadians within the available resources
- access to archival records related to First Nations' land claims would be improved
- significant budget cuts to awareness activities would lead to the use of information technology for communications products in place of traditional paper publications
- the exhibition "Victory Bonding: Canadian Government Communications 1939-1945" would be presented to commemorate the 50th anniversary of the end of World War II.
- a focus would be placed on a resource development strategy
- assistance to the international archival community would remain high due to the NA's involvement in the Beijing Congress
- grants and contributions to the Canadian archival community would be reduced by 5% in 1995-96.

### Performance

In 1995-96 a restructuring of the NA's

#### **Serving Canadians**

*In 1995-96, the NA responded to approximately 45,000 written inquiries, 50,000 telephone inquiries, and 36,000 in-person inquiries. Over 60,000 containers of textual documents, one million photographic and art works, 10,000 hours of audio and visual records and 3,700 maps and architectural plans were consulted. The staff also responded to 4,549 formal requests made under the terms of the Access to Information and Privacy Acts, necessitating the review of 3.85 million pages of archival records.*

reference services led to the centralizing of public service points in one location and the adoption of service standards. The new approach simplified procedures for clients conducting comprehensive research into archival holdings in all media and reduced the timeframe for providing replies to inquiries.

Complementing these services was the continuing availability of information through the NA's decentralized access sites. In 1995-96, consultation of microfilmed holdings at the Vancouver, Winnipeg and Halifax sites located in partner institutions rivalled the number of loans made through the inter-institutional loan service.

In 1995-96, temporary funding received

by the NA in support of First Nations' land claims research allowed the institution to improve access to relevant archival records. A review of restricted blocks of files from the Department of Indian and Northern Affairs in the custody of the NA led to the subsequent

declassification of over 200,000 pages of high research value. In addition, a CD-ROM product in the ArchiVia series, *Aboriginal Peoples*, was produced containing databases and research guides relating to native people.

The number of publications printed on paper decreased from 41 in 1994-95 to 11 in 1995-96, leading to savings in both production and distribution costs. As expected, awareness resources were devoted to information technology projects, in particular the launch of the NA's Internet site.

The site, which attractively combines images, information on services, databases and research guides, also provides a means for clients to forward service requests to the institution electronically. Particularly popular were those portions of the site relating to family history.

***Making Our Archival Heritage Available***

*The Exhibition Victory Bonding and its companion exhibition Victory Spring were presented in Ottawa and viewed by 26,000 visitors. In addition, NA exhibitions continued to circulate throughout Canada (10 sites, 16,000 visitors) and archival material was loaned to institutions in Hamilton, Montreal, Hull, Fort Qu Appelle, Saskatoon, Quebec City, Ottawa and Toronto as well as Washington, D.C., Edinburgh, Scotland and Rotterdam in the Netherlands.*

Through its resource development program, the NA was successful in obtaining sponsorships for the acquisition of the Sir Daniel Wilson sketchbooks, the production of an educational kit on Canada's prime ministers and the exhibition of wartime messages of the Canadian

government. In partnership with Astral Communications, the National Archives and MOVIEPIX also produced the video *Centenary Snapshots* to highlight the preservation of some of Canada's earliest moving images.

1995-96 was the inaugural year of the Friends of the National Archives, a not-for-profit organization that seeks to support the mission of the NA. A key initiative in 1995-96 was the establishment of a fruitful partnership between the Friends of the NA and the Corel Corporation for the production of CD-ROMs based largely on the photographic holdings of the NA.

As part of its mandate, the National Archives provides assistance

in support of a network of archival institutions across Canada through Grants and Contributions to the Canadian Council of Archives (CCA). This funding, which is administered independently by the CCA, is distributed to archival

***Reaching Out to Canadians***

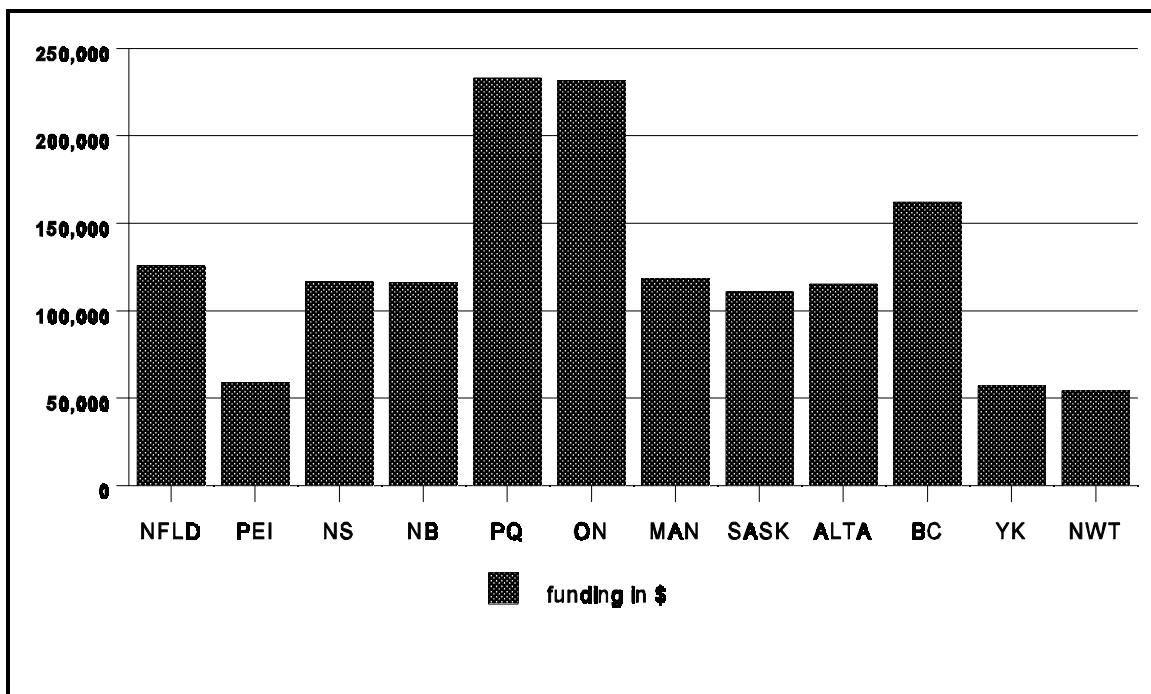
*The NA's Internet site was launched in December 1995. The number of hits on this site were 134,390 in January, 173,137 in February and 291,311 in March 1996.*

institutions in all parts of the country in support of various programs to reduce archival description backlogs, provide conservation of archival records and train archival professionals.

Archives, the NA also supported the archival community outside Canada. A number of staff participated in the preparations for the XIII International Congress on Archives held in Beijing in September 1996.

Because of the National Archivist's Presidency of the International Council on

**Figure 5: Distribution of CCA Funding by Province**



## Administration

**Objective:** To provide administrative support to the operational programs of the National Archives of Canada and the National Library of Canada.

### Forecast

In the 1995-96 Estimates, the NA anticipated that:

- administration resources would be devoted to support of the Gatineau and West Memorial Building accommodation projects;
- program review reductions would reduce overall activity in executive support and administrative services such as finances, personnel, materiel and facilities management and security;
- systems development and data administration would be reduced substantially and the development and implementation of automated systems to assist program delivery would be supported.

### Performance

As expected, a focus on accommodation projects led to significant progress in 1995-96. While the Department of Public Works and Government Services continued to oversee the construction and commissioning of the Gatineau Preservation Centre, National Archives activities centred primarily on preparation for the occupation of the building and move of archival records. The NA engaged the services of a private sector mover,

through a competitive tender process, to transfer assets and certain archival records to the new facility. The NA also began planning for the move of more delicate items, such as paintings, globes and photographic materials.

In 1995-96, the NA prepared a submission for Preliminary Project Approval to renovate the West Memorial Building as the new administrative and public service headquarters of the National Archives.

In the area of information management, automated systems were implemented under the Archival Holdings System to track and manage reference enquiries and to allow description of holdings. While the NA still intends to use the National Library's AMICUS system for the latter purpose if feasible, a pilot project was established using different and more limiting software to test implementing the

Rules for Archival Description.

Creation and launching of the NA's World Wide Web site allowed another avenue of public access.

The content of

the site will be regularly extended according to the established strategy and will actively support the goals of

**Gatineau Preservation Centre**  
*Among the records moving to the NA's new facility in Gatineau are:*  
37 linear kilometres of textual records;  
84,000 folders of maps and oversize paper records;  
25,000 audio tapes and cassettes;  
190,000 reels of motion picture film; and  
a significant number of photographic records, paintings and other media.

the Government contained in the report *Building the Information Society: Moving Canada into the 21<sup>st</sup> Century*.

In 1995-96, plans to acquire a records and document management system were deferred pending the outcome of Treasury Board's RFP for such a system under the Shared Systems Initiative.

Considerable effort was placed in 1995-96 on addressing organizational renewal issues. During the year a specialist was seconded and a continuous learning program begun, concentrating on introducing the concepts of participatory management. A

**Continuous Learning**  
*The National Archives is a learning organization where every individual is dedicated to making the organization and themselves more effective by sharing information, maintaining trust, encouraging cross-boundary problem solving and valuing and rewarding risk-taking and independent thinking by teams and individuals.*

number of staff and managers were trained to facilitate participative planning meetings and problem-solving sessions.

A corporate review of the 1993 reorganization of the NA found that cultural and behavioural issues accounted for many of the difficulties being experienced by both management

and staff. In response to this and other observations, the NA began work on a management renewal strategy to address issues relating to the nurturing of a

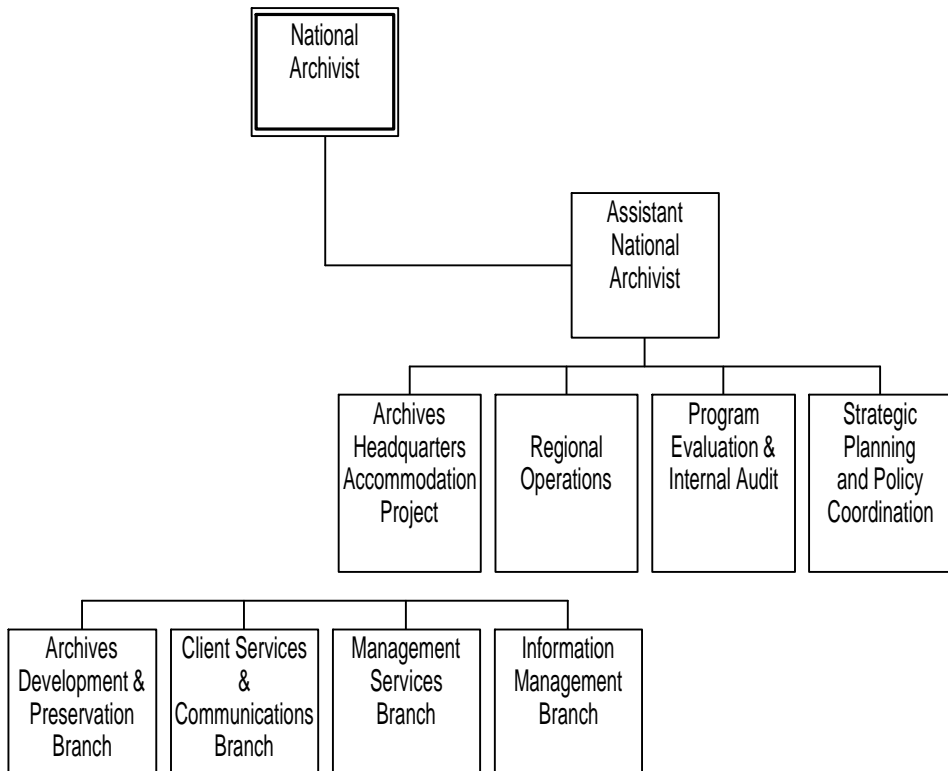
corporate approach, accountability, leadership and teamwork.

# IV Supplementary Information

## Appendix 1 - Organization

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### 1.1 Organization Chart



## Appendix 2 - Personnel Requirements

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### 2.1 Details of Personnel Requirements by Business Line (FTEs)

	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
<b>Business Lines</b>						
Holdings Development and Management	228	217	222	207	198	198
Management of Government Information	192	174	151	124	118	118
Services, Awareness and Assistance	183	162	135	133	132	132
Administration	162	157	158	143	137	137
<b>Total</b>	<b>765</b>	<b>710</b>	<b>666</b>	<b>607</b>	<b>585</b>	<b>585</b>

### 2.2 Summary by Professional Category (FTEs)

	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
Order-in-Council Appointments	1	1	1	1	1	1
Executive Group	17	16	16	14	11	10
Scientific & Professional	120	117	107	104	102	102
Administrative & Foreign Service	218	205	198	182	178	178
Technical	125	119	108	108	105	105
Administrative Support	262	235	219	192	182	183
Operational	22	17	17	6	6	6
<b>Total</b>	<b>765</b>	<b>710</b>	<b>666</b>	<b>607</b>	<b>585</b>	<b>585</b>



### Appendix 3 - Capital Projects

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#### 3.1 Capital Expenditures by Business Line (\$000)

	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
<b>Business Lines</b>						
Administration						
Gatineau Project	2,747	6,498	2,000	300	-	-
West Memorial Project				1,112	-	-
<b>Total</b>	<b>2,747</b>	<b>6,498</b>	<b>2,000</b>	<b>1,412</b>	<b>-</b>	<b>-</b>

## Appendix 4 - Additional Financial Information

### 4.1 Transfer Payments by Business Line (\$000)

	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
<b>Grants by Business Line</b>						
Services, Awareness and Assistance						
Canadian Council of Archives	600	600	600	600	600	600
Alliance for Canada's Audio-Visual Heritage				75		
<b>Total Grants</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>675</b>	<b>600</b>	<b>600</b>
<b>Contributions by Business Line</b>						
Services, Awareness and Assistance						
Canadian archival community in support of archival projects leading to the development of a national network of Canadian archives, holdings activities and services.	1,000	863	734	675	640	640
Canadian archival community in support of projects relating to the conservation of archival records, conservation training and information.	794	685	575	528	500	500
<b>Total Grants</b>	<b>1794</b>	<b>1548</b>	<b>1309</b>	<b>1203</b>	<b>1140</b>	<b>1140</b>
<b>Total Grants and Contributions</b>	<b>2394</b>	<b>2148</b>	<b>1909</b>	<b>1878</b>	<b>1740</b>	<b>1740</b>

## 4.2 Presentation by Standard Object (\$000)

	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
<i>Personnel</i>						
Salaries and wages	32,966	31,619	28,488	<b>26,316</b>		
Contributions to employee benefit plans	4,293	4,227	4,130	<b>4,474</b>		
	<b>37,259</b>	<b>35,836</b>	<b>32,618</b>	<b>30,790</b>	29,352	29,412
<i>Goods and services</i>						
Transportation & communications	1,642	1,600	1,569	<b>1,550</b>		
Information	394	309	379	<b>242</b>		
Professional and special service	6,566	6,022	5,721	<b>4,954</b>		
Rentals	169	185	267	<b>121</b>		
Purchased repair & maintenance	1,679	1,390	1,174	<b>1,328</b>		
Utilities, materials & supplies	2,063	1,942	1,634	<b>1,592</b>		
Other subsidies & payments	358	877	702	<b>1,450</b>		
	<b>12,871</b>	<b>12,325</b>	<b>11,446</b>	<b>11,237</b>	11,170	11,170
<i>Capital</i>						
Minor Capital	2,538	2,630	1,854	<b>846</b>		
Controlled capital	2,484	6,498	2,000	<b>1,412</b>		
	<b>5,022</b>	<b>9,128</b>	<b>3,854</b>	<b>2,258</b>	841	841
<i>Transfer payments</i>						
	<b>2,394</b>	<b>2,148</b>	<b>1,909</b>	<b>1,878</b>	1,740	1,740
<i>Gross expenditures</i>						
	<b>57,546</b>	<b>59,447</b>	<b>49,827</b>	<b>46,163</b>	43,103	43,163

## **Appendix 5 - References**

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### **National Archives of Canada**

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[http:// www.archives.ca](http://www.archives.ca)

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