

National Archives of Canada

**1998-99
Estimates**

A Report on Plans and Priorities

Approved

Minister of Canadian Heritage

Message from the Minister of Canadian Heritage

It is my pleasure to introduce the Report on Plans and Priorities of the National Archives of Canada for the planning period 1998-99 to 2000-01. The National Archives of Canada is a key component of the Canadian Heritage Portfolio and plays an important role in our mission to strengthen and celebrate Canada.

All Canadians are affected, directly or indirectly, by the efforts of the Department, agencies and Crown corporations that make up the Canadian Heritage Portfolio. Together, these institutions help support and develop Canadian cultural and sporting life, promote a fairer, more equitable society, strengthen the nation's linguistic duality and multicultural character, enrich the vitality of official language minority communities, promote awareness and understanding of human rights, ensure the accountability of our public institutions and preserve the value and the beauty of our national parks, our national historic sites and our national heritage.

As Minister responsible for this Portfolio, my work is to foster a greater sense of what it means to be part of the Canadian community. This includes enhancing pride in our country; encouraging participation in, and contribution to, our society; ensuring access to Canadian voices and spaces; and protecting our heritage. The National Archives of Canada and the entire Canadian Heritage Portfolio are proud of our role as vital contributors to Canada's cohesion and prosperity, and we look forward to continuing this important work into the new millennium.

Sheila Copps
Minister of Canadian Heritage

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Section I: Messages

Message from the National Archivist

The National Archives takes special pride in accomplishing its 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. To this end, the National Archives establishes strategic priorities to guide the institution in carrying out its primary activities.

In the fall of 1997, the National Archives renewed its commitment to its strategic directions for 1997-2000 by incorporating them into its new three-year plan for 1998-2001. The institution's priorities fall into four fundamental areas: the implementation of "focus on people" initiatives; the obtaining of suitable facilities; the implementation of an integrated electronic records program; and the provision of quality services to Canadians.

Owing to their complexity, the projects identified for the planning period are long-term in nature. They include, among others, the continuation of activities to focus the acquisition of archival documents; the standardization of intellectual control practices; the exploration of more effective means of preserving electronic records; the use of new information technologies to serve the Canadian public; and the development of the second phase of the National Archives accommodation strategy. Through these endeavours, the institution will continue to achieve its objective of preserving our nation's documentary heritage and making it accessible to all Canadians.

As well as being a national heritage institution, the National Archives is an administrative arm of the federal government. As such, it will continue to implement the planned approach for the disposition of government records and to provide advice on the management of government information. It will also continue its efforts to rationalize and consolidate space within the Federal Records Centres.

Administratively, a number of the initiatives planned for the next three years reflect the broad orientations of the Canadian public service. They include activities aimed at implementing the Universal Classification Standard, modernizing the comptrollership function, and setting up a results-based reporting structure. And like other government institutions, the National Archives must prepare for the technological changes related to the year 2000.

As these highlights attest, the agenda for the period concerned will demand considerable resources and effort. I believe, however, that careful planning of these activities, coupled with the unflagging enthusiasm of our staff, will enable the National Archives to meet the challenge.

Lee McDonald
Acting National Archivist

Management Representation Statement

Management Representation Report on Plans and Priorities 1998-99

I submit, for tabling in Parliament, the 1998-99 *Report on Plans and Priorities* (RPP) for the **National Archives of Canada**. To the best of my knowledge (and subject to the qualifications outlined below), the information:

- P Accurately portrays the department's mandate, plans and priorities, strategies and expected key results of the organization.
- P Is consistent with Treasury Board policy, instructions, and the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- P Is comprehensive and accurate.
- P Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Date: _____

Section II: Departmental Overview

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 specific 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 A). 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: Acquisition and Holdings Management; Management of Government Information; Services, Awareness, and Assistance; and Corporate Services.

Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Program Spending:				
National Archives Program	48,216	46,695	46,965	47,164
Net Program Spending	48,216	46,695	46,965	47,164
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	125	125	125	125
<i>Plus:</i> Cost of Services Provided by other Departments	19,720	21,823	21,827	21,827
<i>Less:</i> Cost of Services Provided to other Departments	3,688	3,076	3,076	3,076
Net Cost of the Department	64,123	65,317	65,591	65,790

* Reflects best forecast of total planned spending to the end of fiscal year.

Strategic Priorities, 1998-2001

These strategic priorities of the National Archives, enunciated at a recent senior management planning session, reflect the shared vision of the institution at the dawn of the 21st century. This view of the National Archives' future reaffirms its fundamental role as both a national heritage institution, documenting the Canadian experience through public and private records in all media, and an administrative arm of government, supporting the management of federal government information.

<p>Implement "Focus on People" Initiatives 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>Obtain Adequate Accommodation The National Archives will continue its 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>Implement an Integrated Electronic Records Program 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>Deliver Quality Services 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 to be responsive to user needs, adapt its services and use partnerships and sponsorships in order to broaden access to archival information and make our archival heritage more visible, despite the context of limited resources.</p>

Section III: Plans, Priorities and Strategies

A. Summary of Key Plans, Priorities and Strategies

National Archives of Canada		
Business Line	To provide Canadians with:	To be demonstrated by:
Acquisition and Holdings Management	Clearly focused acquisition of archival holdings	<ul style="list-style-type: none"> - Application in the private sector of the <i>Acquisition Orientation for the National Archives 1995-2000</i> - In the public sector, focus on the acquisition of records of Crown corporations affected by privatization and on the transfer of electronic records
	Appropriate description of archival holdings	<ul style="list-style-type: none"> - Application of the <i>Rules for Archival Description (RAD)</i> - Development and improvement of the control module (MIKAN) of the Archival Holdings System
	Adequate preservation of archival holdings	<ul style="list-style-type: none"> - Implementation of a preventive preservation approach
Management of Government Information	Preservation of the documentary heritage of the federal government	<ul style="list-style-type: none"> - Implementation of the planned approach for the disposition of government records - Priority assigned to records of organizations affected by federal government downsizing and to records associated with government programs devolved to First Nations
	Sound management of government information	<ul style="list-style-type: none"> - Development and distribution of guidelines for the management of recorded information - Development of strategies for education, training and recruitment in the records management community
	Secure and cost-effective management of essential and less frequently used records	<ul style="list-style-type: none"> - Implementation of an accommodation strategy for the Federal Records Centres - Recovery of marginal costs for special services in the Centres - Implementation of service standards in the Centres

National Archives of Canada		
Services, Awareness and Assistance	Services adapted more effectively to client needs	<ul style="list-style-type: none"> - Implementation of the <i>Quality Service Plan</i> - Carrying out client surveys
	Improved access to the Canadian archival heritage	<ul style="list-style-type: none"> - Development and improvement of the public access module of the Archival Holdings System
	Increased awareness of the activities and archival holdings of the National Archives	<ul style="list-style-type: none"> - Implementation of the <i>Awareness Activities Plan</i> - Identification of partnerships and sponsorships - Conceptualization of public spaces in the West Memorial Building
	Participation in the national and international archival communities	<ul style="list-style-type: none"> - Grants and contributions to the Canadian Council of Archives - Participation in Millennium projects - Involvement in the International Council of Archives
Corporate Services	Effective resource management	<ul style="list-style-type: none"> - Implementation of the “organizational renewal and development” initiative - Implementation of the Universal Classification Standard - Replacement of the financial and program management information systems - Implementation of modern comptrollership framework - Development of a results-based reporting structure
	Obtaining appropriate facilities	<ul style="list-style-type: none"> - Effective Project Approval for West Memorial Building renovation - Preparation with PWGCS of a plan for obtaining a storage vault for nitrate films
	Effective information management	<ul style="list-style-type: none"> - Implementation of the <i>Year 2000 Readiness Plan</i> - Information technology training for staff - Development of an electronic document management system

B. Details by Business Lines

Acquisition and Holdings Management

Objective: To ensure the preservation of archival records of national significance that enhance Canadians' understanding of their past and collective identity.

Description: Acquire, control and preserve federal government records of long term historical value and records from the private sector which document the development of Canada and are of enduring value.

Service Lines:

- ▶ Acquisition;
- ▶ Control;
- ▶ Preservation.

External Factors Affecting Business Line Activities

1) *Resource reductions:* As the resources allocated to archives diminish, archival institutions have no choice but to limit their involvement in the acquisition of private records. Consequently, the archival community fears that records which are essential to the understanding of Canadian history will not be collected by archives and may well be lost.

2) *Standardization of archival practices:* Over the past ten years, the Canadian archival community has equipped itself with tools for standardizing arrangement and description practices — the *Rules for Archival Description (RAD)*. These new standards for intellectual control have a significant impact on the National Archives Program, since they call for a complete reworking of institutional practices for the control and description

of archival records from the public and private sectors, in all media.

3) *New technologies:* The rapid evolution of information technology presents a challenge for the National Archives with respect to the protection of Canada's documentary heritage. For instance, the development of automated records management systems in client departments has an impact on the nature of the records transferred to the National Archives and on related finding aids. Because of their inherent fragility, electronic and audio-visual documents must be migrated to more durable media; as well, converging technologies have an impact on the strategies for the migration and reproduction of archival records. These continuously changing technologies require highly qualified personnel who are abreast of developments in the fields of archival theory and preservation.

Key Plans and Strategies

1) *Acquisition orientations:* In 1998-99, the National Archives will continue to implement the *Acquisition Orientation for the National Archives 1995-2000* developed in conjunction with the archival community. This strategy calls for the focusing of private records acquisition activities on key sectors of Canadian society. In order to preserve

records of national significance, this policy requires close cooperation among the National Archives, archives across Canada and other heritage and cultural institutions.

As a result of government restructuring and downsizing, the National Archives will continue to receive a large quantity of records from the public sector. Given the limited resources available, however, the Archives will focus its activities in evaluation and acquisition of government records on two sectors: recently privatized Crown corporations and electronic records. It should be noted that the activity in the latter area is in line with one of the National Archives' strategic priorities, the implementation of an integrated electronic records program.

2) *Intellectual control standards*: In cooperation with the Canadian archival community, the National Archives will continue its work on the implementation of intellectual control standards. In 1998-99, the second year of a three-year plan, activities will focus on the development of an arrangement structure for the archival records of the Government of Canada, the linking of public and private archival records within a single database and the improvement of descriptions of holdings through the application of the *Rules for Archival Description (RAD)*. The Archives will also identify the functional requirements for the development of new versions of the

control module (MIKAN) of the Archival Holdings System. Issues related to the intellectual control of electronic records will be addressed in the context of the integrated electronic records program.

3) *Preservation orientations*: Officially opened in June 1997, the Gatineau Preservation Centre represents a critical milestone in the evolution of the preservation of the Canadian archival heritage. Given its high-tech facilities, the National Archives is now better equipped than ever to address the physical problems which threaten archival records.

As in the past, activities will focus on preventive preservation, particularly through appropriate handling, containerization and storage, rather than on the treatment of individual documents. In 1998-99, the Archives also plan to explore alternative methods for the bulk restoration and stabilization of large quantities of documents infected by mould, infested by insects or suffering from "vinegar syndrome".

The National Archives will participate in the Alliance for the Preservation of the Canadian Audio-visual Heritage, created in June 1996 to coordinate planning activities related to the preservation of Canadian audio-visual records and to raise awareness of the precarious condition of these records and the additional efforts required to save them.

Acquisition and Holdings Management

Expected Results:

- clearly focused acquisition of private records;
- preservation of the records of Crown corporations affected by privatization;
- appropriate description of NA's holdings;
- enhanced protection of NA's holdings;
- enhanced protection of the Canadian audio-visual heritage and heightened awareness of the threats to this heritage.

Acquisition and Holdings Management - Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Expenditures	16,118	15,933	15,956	15,956
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0	0	0	0
* Total Revenue	0	0	0	0
Total Net Expenditures	16,118	15,933	15,956	15,956

* A detailed breakdown has been provided under Section IV: Supplementary Information - Financial Tables.

Management of Government Information

Objective: To preserve the long-term corporate memory of the Government of Canada to support government decision-making and accountability.

Description: Review, assess, monitor and process records retention and disposal authorities for federal institutions; assist them in managing their information; and secure, retrieve and dispose of records that remain under the control of government institutions.

Service Lines:

- ▶ Records Disposition;
- ▶ Management of Recorded Information;
- ▶ Records Centre Operations.

External Factors Affecting Business Line Activities

1) Government restructuring: Given the National Archives' role as the permanent repository of the records of federal institutions, the reductions stemming from the government-wide Program Review have a direct impact on the Department. More precisely, the National Archives must manage the disposition of records from hundreds of government programs which have recently been eliminated, merged, rationalized or privatized. Similar efforts will be required with regard to the federal government responsibilities devolved to First Nations.

Since the federal records management sector is particularly affected by spending cuts and the space allocated to this function has been reduced considerably, the Federal Records

Centres are being called upon to store an increasing quantity of semi-active records from federal institutions. While grappling with its own spending cuts, the National Archives must modify its operations to cope with the increase in work occasioned by the restructuring of the federal government.

2) Electronic work environment: Because one of the National Archives' key roles is to facilitate the management of government information, the appearance of the electronic working environment has significant implications for the Department. In fact, the expanding use of information technology and the increasing dependence on electronic records are contributing to increased demands by departments and government agencies for advice on the management of electronic records. However, the National Archives and its partners must cope with a serious problem: the gap between the required expertise and knowledge to operate in an electronic work environment and the existing level of these competencies across the federal government.

3) Commissions of enquiry: The commissions of enquiry on Somalia and the Canadian Blood Committee have demonstrated the importance of sound records management in the conduct of the business of the Government of

Canada.

Key Plans and Strategies

1) *Disposition of government records:* In 1998-99, the National Archives will continue to implement the planned approach for the appraisal and disposition of government records. The Archives will give priority to the disposition of records from federal organizations whose activities have been reduced or eliminated in the wake of the Program Review. In accordance with its established strategic priorities, the National Archives will pay close attention to the appraisal of electronic records, focusing more specifically on these databases which are threatened by conversion to the year 2000. The National Archives will also follow First Nations issues, particularly with respect to questions relating to the control of records.

In order to serve federal institutions more effectively and lighten the workload of preparing submissions for records disposition authorities, the National Archives will adopt a multi-institutional approach. The first step will be to focus on categories of administrative records used by all departments and government agencies and on transitory records. The *Common Administrative Records Disposition Authorities (CARD A)* for general administrative and human resources records will be issued to departments by the National Archivist during 1998. The remaining portions of *CARD A* will be sent out formally by the end of 1999.

2) *Management of government information:* The Information

Management Forum, chaired by the National Archives and involving more than twenty-five departments, represents a central point for raising issues and finding solutions with respect to the management of federal government information. As part of the Forum's activities, the National Archives will undertake a series of initiatives leading to the development of various products (guides, guidelines, etc.) on subjects such as managing information in an Internet/Intranet environment, the devolution of records to non-governmental organizations and the management of electronic documents in a shared environment.

As part of the government-wide initiative, "La Relève", the National Archives will participate in a renewal plan for the information and records management community. This should result in the development of job profiles for information management and information technology workers, the identification of core competencies for record keeping at all levels, and the development of relevant education, training and recruitment strategies. This initiative, undertaken in partnership with several organizations, including the Treasury Board Secretariat and the Institute for Government Information Professionals, will help to bridge the gap between the current competencies and the new demands brought about by the introduction of the electronic work environment.

3) *Federal Records Centres:* The Federal Records Centres provide central storage and protection for dormant records, and retrieval and disposal

services for government departments and agencies both in Ottawa and the regions; these services are also provided for personnel records of former civilian and military employees of the federal government. Located in Halifax, Quebec City, Montreal, the National Capital region, Toronto, Winnipeg, Edmonton and Vancouver, the Centres permit the government to realize significant economies.

In 1998-99, the Centres will continue to implement their *Strategic Action Plan*, which was developed in response to the Program Review. Efforts will focus on two areas: accommodation and the provision of special services. With optimal use of currently available space as an objective, the Centres' accommodation strategy calls for the strict application of records disposition authorities, the reduction of retention periods for certain types of records in consultation with client departments, and

the rigorous enforcing of conditions for the admission of records to the Centres. In accordance with this strategy, the National Archives will also work to consolidate facilities in the regions where the Centres occupy more than one building.

The Centres will examine the possibility of entering into agreements with a limited number of departments for the recovery of marginal costs for special services provided in the management of semi-active records. An agreement of this type was concluded with Revenue Canada in 1996-97.

The Centres will also implement service standards in order to guarantee the provision of adequate services to client departments. These clients will be surveyed periodically in order to determine the level of satisfaction with the services provided to them.

Management of Government Information

Expected Results:

- preservation of the corporate memory of the Government of Canada, with special emphasis on government institutions affected by the downsizing of the federal administration;
- sound management of government information;
- maximum, rational and cost-effective use of space in Federal Records Centres.

Management of Government Information - Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Expenditures	6,207	6,200	6,214	6,214
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0	0	0	0
* Total Revenue	0	0	0	0
Total Net Expenditures	6,207	6,200	6,214	6,214

* A detailed breakdown has been provided under Section IV: Supplementary Information - Financial Tables.

Services, Awareness and Assistance

Objective: To provide access to the holdings of the National Archives and to support the development of archives for the use, well-being and enjoyment of Canadians.

Description: Facilitate access to the holdings of the National Archives, provide Canadians with information about the institution, its holdings and services and encourage and assist archives, archival activities and the Canadian archival community.

Service Lines:

- ▶ Client Services;
- ▶ Awareness;
- ▶ Community Assistance.

External Factors Affecting Business Line Activity

1) *Changing clientele:* The National Archives serves a changing clientele. Today, Canadians are more educated and aware of their rights, especially their right to access to information. Accordingly, they have become more demanding with regard to the services provided by government, including those offered by archives. Moreover, the rapid pace of developments in information technology, including the impact of the Internet, have raised the expectations of clients who now want immediate, easy and comprehensive access to archival information. These factors, combined with the priority the government has placed on the delivery of quality services, have prompted the National Archives to listen closely to their clients and continually adapt services to meet their needs.

2) *Technology convergence:* Over the next few years, there will be a convergence of information technology (Internet), telecommunications and television which will make it possible to reach a vast audience at reduced costs. More precisely, future technological developments should enable the Internet to overtake CD-ROM technology, whose production costs remain high, and to become the ideal vehicle for multimedia diffusion. These developments will offer the National Archives new opportunities to reach Canadians.

3) *Increasing number of TV networks:* In recent years, several specialty channels which are required to broadcast Canadian content have been introduced in Canada. Among these channels, those centred on history are gaining in popularity. In fact, an increasing number of television stations are broadcasting educational and historical programs, features and vignettes. These channels not only increase dramatically the demand for National Archives services, but will also help to make Canadians aware of the importance of archives to the understanding of their country's history and the value of protecting their heritage.

4) *Sponsorships and partnerships:* In the current context of diminished resources, a constantly growing number of organizations is calling on the same

sponsors and partners. With this stiff competition for private sector funding, the National Archives will have to be creative and offer potential sponsors attractive opportunities.

Key Plans and Strategies

1) *Delivery of quality services:* The National Archives will continue with the implementation of its *Quality Service Plan* which includes various ways to improve service delivery, particularly through capitalizing on new information technologies. In 1998-99, the Archives will focus on the development of the public access module of the Archival Holdings System and its three components: the reference room at the National Archives; the distant access sites; and the on-line services offered by the NA's Internet site. With regard to the latter, the National Archives will add various databases that are essential for research, particularly in the area of audio-visual archives. Digital images, virtual exhibits and electronic publications will eventually enhance the Internet site. The National Archives will also undertake a pilot project to provide direct on-line access from one of the five distant access sites to this module.

In order to define accurately the changing needs of its client base, the National Archives will conduct two client surveys; the first will focus on the relevancy of available finding aids, while the second will examine in more detail certain key services.

2) *Visibility of our archival heritage:* The new information technologies are equally crucial to the awareness activities carried out by the

National Archives. In accordance with its *Awareness Activities Plan* for 1998-99, the Archives will focus on multimedia products, including one on Canadian history. Through partnerships and sponsorships, the National Archives will continue its work on the digitization of holdings, including the attestation records of the Canadian Expeditionary Force in the First World War. Once digitized, these records will be made available on the NA's Internet site. As the media represent an excellent avenue for increasing awareness, the National Archives will seek to establish partnerships with television networks to produce and broadcast historical vignettes based on its holdings. The Department will also develop a program of guided visits of its facilities and the permanent exhibition, *Treasured Memories*.

Serving as a symbol of access and openness to all Canadians, the West Memorial Building (WMB), once renovated, will provide choice space for public programs. In 1998-99, the National Archives will develop concepts for three major components of the WMB's public space: the "Discovery Centre", the "Multimedia Experience" and the "Place of Belonging".

3) *Assistance to the archival community:* Given the reductions stemming from the National Archives' Program Review, the grants and contributions allocated to the Canadian archival community through the Canadian Council of Archives (CCA) will be reduced, for one more year, by 3.5%. In 1998-99, the CCA will support the development of a Canadian Archival

Information Network (CAIN) that will allow Canadian archives to access the information highway, thereby reaching new clientele more effectively. This project is part of the Millennium Program developed by the Canadian archival community with the participation of the National Archives.

The Archives will also maintain its commitment to the International Council of Archives (ICA), although on a reduced scale. For a third consecutive

year, the NA will participate in the Committee on Information Technology, primarily as the provider of the ICA's Internet site. The Archives will also maintain its involvement on the Committee on Electronic and Other Current Records. These commitments confirm the Archives' leadership role on the international scene in the area of electronic records.

Services, Awareness and Assistance

Expected Results:

- improved access to the Canadian archival heritage;
- services more closely tailored to client needs;
- enhanced awareness of Canadians with respect to their archival heritage;
- appreciation of the relevancy and importance of the National Archives;
- increased number of visitors to the National Archives.

Services, Awareness and Assistance - Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Expenditures	9,776	9,042	9,053	9,053
<i>Less: Revenue Credited to the Vote</i>	0	0	0	0
<i>Less: Revenue Credited to the Consolidated Revenue Fund</i>	125	125	125	125
* Total Revenue	125	125	125	125
Total Net Expenditures	9,651	8,917	8,928	8,928

* A detailed breakdown has been provided under Section IV: Supplementary Information - Financial Tables.

Corporate Services

Objective: To provide support services to the operations of the National Archives of Canada and the National Library of Canada.

Description: Provide strategic planning, policy coordination and review services to the National Archives; provide human, financial, security, materiel and accommodation services to the National Archives and the National Library, including the delivery of new accommodation for the National Archives; and provide information management and technology services to the National Archives.

Service Lines:

- ▶ Executive Support;
- ▶ Resource Management;
- ▶ Information Management.

External Factors Affecting Business Line Activity

1) *Government initiatives:* Along with other federal departments and agencies, the National Archives will be called on to implement various government initiatives, such as “La Relève”, the Universal Classification Standard, and the modernization of the comptrollership function in the federal bureaucracy.

2) *Year 2000:* The year 2000 represents a significant challenge for the information technology sector. But for the National Archives, the year 2000 presents a dual challenge: it affects both the office automation systems and the archival holdings management systems which are critical to the fulfilment of the institution’s mandate.

Key Plans and Strategies

1) *Renewing the organizational culture:* True to its strategic priorities, the National Archives will continue to implement its “organizational renewal and development” initiative, which has two key objectives: to implement “La Relève” within the institution and integrate the principles of “organizational learning” in the planning and conduct of the Department’s day-to-day activities. At the same time, the National Archives will work to implement the Universal Classification Standard, a task which will require the description and review of all of its positions.

In order to improve its management processes, the National Archives will pursue the implementation of a new departmental financial system. The “Program Management Information System” (PMIS), also scheduled for implementation in 1998-99, will be linked with the financial management system.

In accordance with this new direction within the federal bureaucracy, the National Archives will develop a modern comptrollership framework. The corporate planning sector, in consultation with NA managers, will continue to work on instituting a results-based reporting structure supported by

appropriate performance indicators. Key reviews will focus on the institution's strategic priorities, such as those relating to electronic records and the West Memorial Building.

2) Obtaining appropriate facilities:

Now that the Gatineau Preservation Centre is open, attention will shift to the remaining important facets of the Archives' long-term accommodation strategy: renovation of the West Memorial Building and the development of an urgently needed storage facility for nitrate-based films.

In 1998-99, the National Archives will work with architects and its government partners in the preparation of a preliminary concept design for the West Memorial Building and arrangements for temporary accommodation for staff during the renovation work. A request for Effective Project Approval for the construction phase will be submitted to Treasury Board in the fall of 1998. The West Memorial project will require considerable reallocation of staff and resources during the planning period. The renovation of this building, scheduled to take place from 1999 to 2002, will allow the National Archives to broaden Canadians' access to their incomparable archival heritage while meeting its own administrative requirements.

At the same time, the National Archives will continue to seek an agreement with Public Works and Government Services

Canada for the construction of vaults for the storage of nitrate-based films.

Existing storage facilities are woefully inadequate and seriously threaten the national audio-visual archival heritage. Furthermore, these facilities are located on a National Defence site in Rockcliffe, Ontario which is about to be transferred to the private sector.

3) Mastering new technologies: In order to meet the technological challenges posed by the millennium, the National Archives will implement a *Year 2000 Readiness Plan*. Under this plan, the various technologies currently in use will be tested for Year 2000 compliance and will be replaced, repaired or retired, as appropriate.

The National Archives' strategic priorities are intimately linked to sound information management. The implementation of the "focus on people" initiatives and the delivery of quality services call for the more effective use of technology by staff. Consequently, plans for 1998-99 stress staff computer training. Furthermore, the Archives will continue its steps to develop an electronic document management system and to improve Internet access. In anticipation of renovations to the West Memorial Building, the National Archives will define the telecommunications requirements for this project for both interim accommodations and the permanent facilities.

Corporate Services

Expected Results:

- renewed organizational culture;
- administrative savings;
- facilities supporting enhanced access to archival programs and services;
- improved communications and sharing of information.

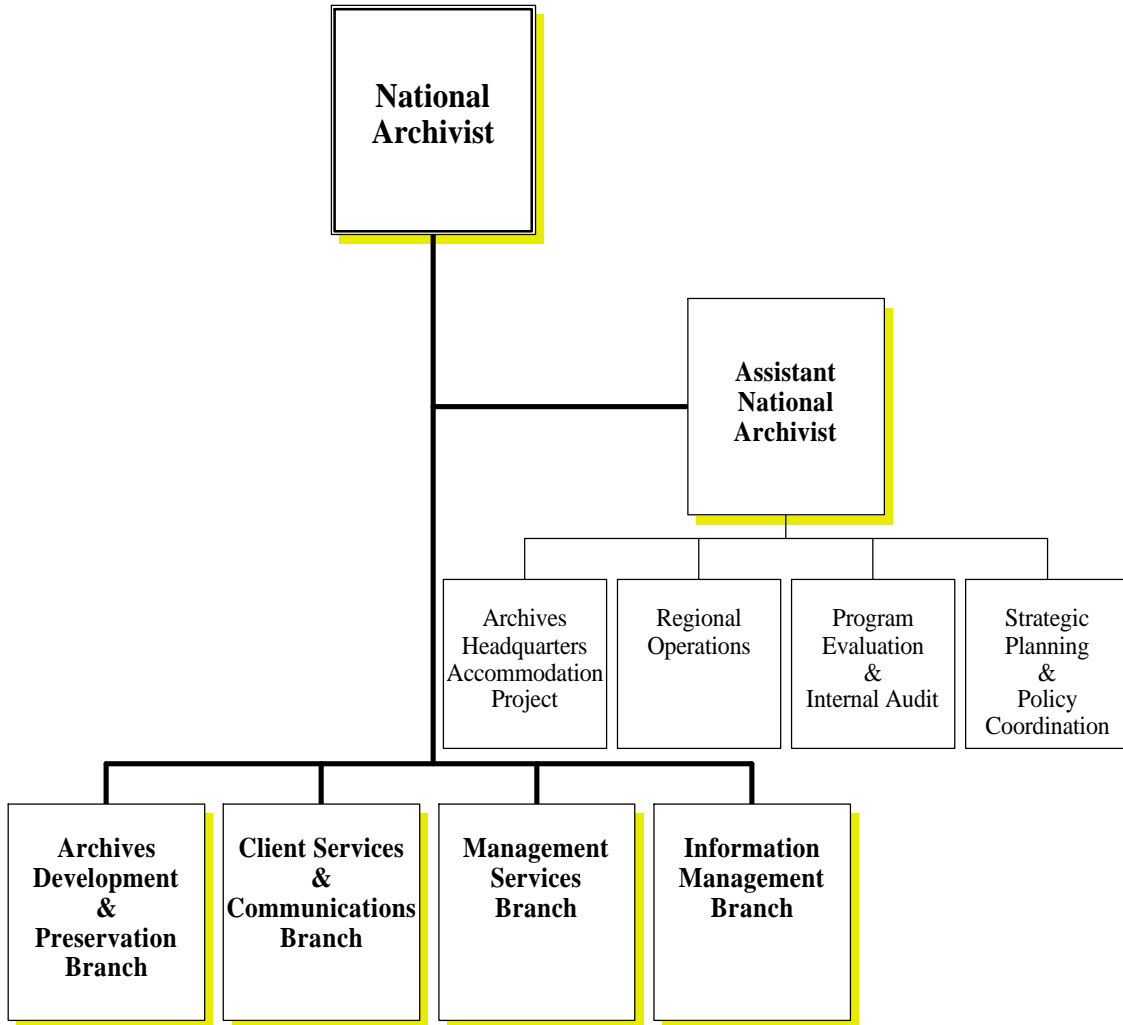
Corporate Services - Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Expenditures	16,115	15,520	15,742	15,941
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0	0	0	0
* Total Revenue	0	0	0	0
Total Net Expenditures	16,115	15,520	15,742	15,941

* A detailed breakdown has been provided under Section IV: Supplementary Information - Financial Tables.

Section IV: Supplementary Information

Appendix A: Organization Chart



Appendix B: Financial Tables

Table 1: Spending Authorities - Ministry Summary, Part II of the Estimates

Vote	(thousands of dollars)	1998-99 Main Estimates	1997-98 Main Estimates
Canadian Heritage			
National Archives of Canada			
National Archives Program			
75	Program Expenditures	39,719	41,689
(S)	Contributions to employee benefit plans	5,296	4,474
<i>Total Program</i>		45,015	46,163
Total Department		45,015	46,163

Table 2: Responsibility for Planned Spending by Program and by Business Lines for 1998-99

<i>Program/ Business Lines</i>	Accountability							Total
	DG Archives Development and Preservation	DG Client Services and Communica- tions	DG Management Services	DG Information Management	Director Federal Records Centres	DG Accommoda- tion Project	ADM Office of the Assistant National Archivist	
<i>National Archives Program</i>								
Acquisition and Holdings Management	15,484	449	15,933
Management of Government Information	2,452	3,748	6,200
Services, Awareness and Assistance	683	6,594	1,765	9,042
Corporate Services	7,690	4,321	2,060	500	15,520
Total Planned Spending	18,619	6,594	7,690	4,770	3,748	2,060	2,265	46,695

Table 2.1: Planned Full Time Equivalents (FTEs) by Program and Business Lines

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
National Archives Program				
Acquisition and Holdings Management	194	200	200	200
Management of Government Information	157	120	120	120
Services, Awareness and Assistance	134	133	133	133
Corporate Services	142	140	140	140
Departmental Total	627	593	593	593

Table 2.2: Details of FTE Requirements

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Salary Ranges				
< 30,000	141	88	88	88
30,000 - 40,000	158	157	157	157
40,000 - 50,000	202	210	210	210
50,000 - 60,000	76	81	81	81
60,000 - 70,000	35	40	40	40
70,000 - 80,000	9	10	10	10
> 80,000	6	7	7	7
Departmental Total	627	593	593	593

Table 3: Departmental Summary of Standard Objects of Expenditure

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Personnel				
Salaries and wages	27,152	25,219	25,270	25,270
Contributions to employee benefit plans	4,474	5,296	5,306	5,306
	31,626	30,515	30,576	30,576
Goods and services				
Transportation and communications	1,536	1,554	1,554	1,554
Information	351	258	258	258
Professional and special services	6,970	5,201	5,201	5,201
Rentals	184	178	178	178
Purchased repair and maintenance	1,471	1,118	1,118	1,118
Utilities, materials and supplies	1,517	1,972	1,972	1,972
Other subsidies and payments	736	546	546	546
Minor capital	977	1,528	1,528	1,528
	13,742	12,355	12,355	12,355
Total operating	45,368	42,870	42,931	42,931
Capital				
Controlled capital	970	2,060	2,269	2,468
Revolving Fund				
	970	2,060	2,269	2,468
Transfer payments				
Voted	1,878	1,765	1,765	1,765
Statutory				
	1,878	1,765	1,765	1,765
Gross budgetary expenditures	48,216	46,695	46,965	47,164
Less:				
Revenues Credited to the Vote				
Revenues Credited to the				
Revolving Fund				
Net budgetary expenditures	48,216	46,695	46,965	47,164
Non-budgetary (Loans, Investments and Advances)				
Total	48,216	46,695	46,965	47,164

Table 4: Program Resources by Program and Business Lines for the Estimate Year 1998-1999

(thousands of dollars)	Budgetary									
	FTE	Operating	Capital	Grants and Contributions	Gross Voted	Statutory Items *	Non-Budgetary Loans, Investments and Advances	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
<i>National Archives Program</i>										
Acquisition and Holdings Management	200	15,933			15,933			15,933		15,933
Management of Government Information Services, Awareness and Assistance	120	6,200			6,200			6,200		6,200
Corporate Services	133	7,277		1,765	9,042			9,042		9,042
	140	13,460	2,060		15,520			15,520		15,520
Total	593	42,870	2,060	1,765	46,695	0	0	46,695	0	46,695

* Does not include non-budgetary items or contributions to employee benefit plans and Minister's allowances that are allocated to operating expenditures.

Table 5: Details of Transfer Payments by Program and Business Line

(\$ dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Grants				
National Archives Program <i>Services, Awareness and Assistance</i>				
Canadian Council of Archives	600,000	600,000	600,000	600,000
Alliance for Canada's Audio-Visual Heritage	75,000	25,000	25,000	25,000
Total Grants	675,000	625,000	625,000	625,000
Contributions				
National Archives Program <i>Services, Awareness and Assistance</i>				
Canadian Archival community in support of archival projects leading to the development of a national network of Canadian archives, holdings, activities and services	492,000	640,000	640,000	640,000
Canadian Archival community in support of projects relating to the conservation of archival records, conservation research and conservation training and information	711,000	500,000	500,000	500,000
Total Contributions	1,203,000	1,140,000	1,140,000	1,140,000
Total	1,878,000	1,765,000	1,765,000	1,765,000

Table 6: Details of Revenue by Program, Business Line and Revenue Class

Revenue Credited to the Consolidated Revenue Fund (CRF) (thousands of dollars)	Forecast Revenue 1997-98	Planned Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01
National Archives Program				
<i>Services, Awareness and Assistance</i>				
Service and Service Fees				
Miscellaneous	125	125	125	125
Total Credited to the CRF	<u>125</u>	<u>125</u>	<u>125</u>	<u>125</u>
Total Revenue	125	125	125	125

Table 7: Net Cost of Program for 1998-99

(thousands of dollars)	Total National Archives Program
Gross Planned Spending	46,695
Plus:	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	20,084
Contributions covering employees' share of insurance premiums coverage provided by Treasury Board Secretariat (TBS)	1,664
Workman's compensation coverage provided by Human Resources Development Canada (HRDC)	75
Less:	
<i>Services Provided without Charge</i>	
Management of human, financial, material and tenant services provided to the National Library of Canada	3,076
	18,747
Total Cost of Program	65,442
Less:	
Revenue Credited to the Vote	
Revenue Credited to the Consolidated Revenue Fund (CRF)	125
	125
Net Cost of Program	65,317
1997-98 Estimated Net Program Cost	64,123

Appendix C: Legislation Administered by the National Archives of Canada

The National Archivist has sole responsibility to Parliament for the following Act:

National Archives of Canada Act R.S.C., 1995, c.1 (3rd suppl., c. N-2.5)

The National Archivist shares responsibility to Parliament for the following Acts:

<i>Access to Information Act</i>	R.S.C., 1985, c. A-1
<i>Privacy Act</i>	R.S.C., 1985, c. P-21
<i>An Act to amend the Copyright Act</i>	Bill C-32, 1997
<i>Historic Sites and Monuments Act</i>	R.S.C., 1985, c. H-4
<i>Young Offenders Act</i>	R.S.C., 1985, c. Y-1
<i>Nunavut Land Claims Agreement Act</i>	R.S.C., 1993, c. N-28.7
<i>The Yukon First Nations Self-Government Act</i>	R.S.C., 1994, c. Y-2.3
<i>The Yukon First Nations Land Claims Settlement Act</i>	R.S.C., 1994, c. Y-26
<i>Excise Act</i>	R.S.C., 1985, c. E-15

Appendix D: References

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An electronic version of this report can be found at:
<http://www.archives.ca/www/com/english/pub/rpp/index.html>

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