

National Archives of Canada

Performance Report

For the period ending March 31, 2001

Canadä

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several 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 *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document "Results for Canadians: A Management Framework for the Government of Canada". This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a "citizen focus" shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department's performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp

Comments or questions can be directed to this Internet site or to:

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Table of Contents

Executive Summary		 . 1
Messages		 . 3
Message from the Minister	. 	 . 3
Canadian Heritage Portfolio	. 	 . 4
Message from the National Archivist	. 	 . 5
Agency Context	. 	 . 7
Mandate	. 	 . 7
Business Lines	. 	 . 7
Strategic Directions	. 	 . 8
Social, Economic and Governmental Context	. 	 . 9
Key Co-delivery Partners		 . 11
Agency Structure		 . 13
Holdings of the National Archives of Canada		 . 14
Agency Performance		 . 15
Strategic Outcomes		 . 15
Performance Accomplishments		 . 16
Annex A — Financial Performance Overview		 . 35
Table 1: Summary of Voted Appropriations		 . 36
Table 2: Comparison of Total Planned Spending to Actual Spending		 . 36
Table 3: Historical Comparison of Total Planned Spending to Actual Spending .		 . 38
Table 4: Revenue		 . 38
Table 5: Transfer Payments		 . 39
Annex B — Other Information		 41
Legislation Administered by the National Archives of Canada		 41
List of Statutory Annual Reports and Other Departmental Reports		 41
Contacts for Further Information		 . 42
Contacts for Rusiness Lines		42

Executive Summary

The dawn of the new millennium was exciting, inspiring and challenging for the National Archives of Canada. Paramount was a pervasive spirit of energy, optimism, pride and enthusiasm to promote Canadian values, culture and heritage. There was a profound sense of opportunity that continues today — opportunity to serve Canadians and to increase their awareness and knowledge of the sources of Canada's past; to engage Canadians of all ages and backgrounds in telling their stories; to increase Canadian cultural content on the Internet; to preserve the records of the Government of Canada and open them to Canadians; to lead information management in the Government of Canada and to renew the National Archives as a public institution.

This *Performance Report* for the year ending March 31, 2001, tells the story of the National Archives' progress towards achieving the results identified in the *Report on Plans and Priorities* for 2000-2001. It describes the National Archives' effort, capability and intent to move forward in achieving its goals as Canada's house of treasured memories and the repository of public and private records that bear witness to the origins and development of Canada over the centuries.

Performance highlights of the National Archives of Canada in 2000-2001 include a redesigned Web site visited by over 1.6 million people and ranked in the "top 10" of the most frequently visited Government of Canada sites. The National Archives expanded its "Canadian Memory" program to digitize a wealth of authentic primary historical resources in all media from its collections. Virtual exhibitions such as *Tracing the History of New France*, with its educational components geared to youth, and *Real Stories: A Past in Miniatures*, brought the collections of the National Archives to new and diverse audiences. *ArchiviaNet*, its primary on-line research tool, was restructured to provide simpler links and a continuously developing view of the National Archives' holdings. Thousands of documents and images were digitized and made available on *ArchiviaNet* for consultation on the Web. National Archives staff provided reference and copying services to a broad range of clients.

The Archives, together with the Treasury Board, evaluated the state of information management in the Government of Canada, and developed standards and practices to guide information managers in their record keeping, particularly regarding electronic records management. The National Archives and hundreds of archival institutions across Canada celebrated the release of the preliminary version of the Canadian Archival Information Network (CAIN), a fully bilingual gateway to descriptive records and digitized archival content that enables Canadians to have direct on-line access to thousands of archival treasures.

The National Archives took action to renew itself as an alliance of professionals who work within an exciting and innovative workplace. Organizational changes, a concentrated recruitment program for new archivists and the announcement of the establishment of a new Portrait Gallery of Canada were some of the many priorities addressed to shape the National Archives for the months and years to come.



Ministre du Patrimoine canadien

Ottawa, Canada K1A 0M5



The National Archives of Canada encourages Canadians to celebrate our cultural diversity and build shared values, while promoting Canada internationally as a model of tolerance and respect for linguistic and cultural diversity, a technologically advanced country in the new globalized economy and a society that draws from its vital forces and its own values while remaining open to the world.

In carrying out its programs and activities, the National Archives of Canada works with the other federal agencies and organizations that make up the Canadian Heritage Portfolio as well as a broad range of other partners across the country. Its work helps Canadians to know their country better, to understand more

fully its history and cultural diversity and, above all, to regard it as a treasure to be shared and preserved for future generations.

By supporting Canadian cultural expression and content in all its forms, the Canadian Heritage Portfolio contributes, as this report attests, to a great vision for our society, giving meaning to our common identity and shared values.

This is our mission. We take it very seriously.

This *Performance Report* takes stock of the results of the support, partnerships and investment in our efforts to energize all forms of Canadian cultural expression and project Canadian values in the more integrated world community. It demonstrates that this work furthers the Government of Canada's priorities for social change and also strengthens the social and cultural fabric of our great country.

Sheila Copps



Canadian Heritage Portfolio

Department of Canadian Heritage

Canada Council for the Arts

Canada Science and Technology Museum

Canadian Broadcasting Corporation

Canadian Film Development Corporation (Telefilm Canada)

Canadian Museum of Civilization

Canadian Museum of Nature

Canada Race Relations Foundation

Canadian Radio-television and Telecommunications Commission

National Archives of Canada

National Arts Centre

National Battlefields Commission

National Capital Commission

National Film Board of Canada

National Gallery of Canada

National Library of Canada

Parks Canada Agency

Status of Women Canada

Message from the National Archivist

".... While drilling in the fields of national memory and identity, the producers struck a vast pressure dome which erupted with such volcanic intensity of yearning, determination and pride that it left them dazed. The most frequently heard phrase in our office is 'something very big is happening out there'... millions of people find themselves totally surprised and delighted by the magnitude of their past."

Mark Starowicz, Executive Director of *Canada: A People's History*, Head of CBC Television's Documentary Programming Unit, *Time Magazine*, January 21, 2001

Two and a half million people watched *Canada: A People's History* when it premiered in October 2000. This documentary received higher ratings than *Hockey Night in Canada*. It touched something very deep in Canadians: a vast tide of public aspiration to know about our country's past and who we are as Canadians, and a passionate belief that Canadian history is indeed relevant, interesting and, yes, exciting.

The National Archives of Canada's vibrant partnership with the Canadian Broadcasting Corporation/Société Radio-Canada is one that will endure. The series *Canada: A People's History* showcases the documentary and visual wealth of the National Archives, as well as that of other archives, museums and libraries across the country. It transforms Canadian history into a living memory engaging vast audiences. The diaries, journals, photographs, paintings, sounds, voices, government records, maps, treaties — all of these unique and priceless treasures of Canada's history at the National Archives and the archival expertise of Archives staff contributed to the making of the series, which struck a "generosity of spirit" warmed by the shared past of all Canadians.

The writing of Canadian history, its pursuit as a passion, a profession and a hobby is erupting with "a volcanic intensity of yearning, determination and pride." This can be seen on any day in the National Archives' reference and consultation rooms, in the activity on its Web site and in the flood of written requests for services. Young and old, those who can trace their Canadian roots back four or five generations and those who arrived here in the new millennium know that they have access to their past at the National Archives.

History is not only names, facts and dates; it is an understanding of our collective experience as Canadians, a sense of who we are and an appreciation of what sets us apart from others. Archives allow history to be written in the first person — our history, our family, our community — and this has never been more true than it is today. Canadians are discovering their National Archives, the wonder and excitement of uncovering its treasured memories as they pass through its portals, both real and virtual.

The speed at which Canadians are embracing the Internet, and the fact that information and knowledge are the driving forces of the digital economy have transformed the way the National Archives serves its clients. The image of archives as fragile, irreplaceable and inaccessible has been eclipsed by a dynamic concept of archives as the tangible social memory, a rich legacy of words, images and ideas to be shared by all.

Increased public awareness and increased demand on original documents add urgency to the imperative of properly preserving the original records which generations of Canadians have entrusted to their National Archives. These records must be accessible today and they must also be available to Canadians long into the future. The staff who work closely with the collections and in the public reading room where the records are consulted are located in Ottawa. The Gatineau Preservation Centre, in Gatineau, Quebec, was designed to provide state-of-the-art facilities for only half of the Archives' permanent collection; the other half is stored in a former factory in Renfrew, Ontario, 100 kilometres away. The distance between the Archives' storage facilities and its headquarters is cause for concern. Moving the unique documentary heritage of a country back and forth by truck every day, in all kinds of weather, exposes irreplaceable and fragile records to significant risks of deterioration, accident and theft. This issue has been highlighted in a series of reports and now needs to be addressed as a matter of highest priority.

The convergence of history, education, entertainment and the Internet enables the National Archives to touch the lives of everyone. This phenomenon demands new thinking on the part of the National Archives and its partners. It challenges the way archival services are developed and managed today. Reaching new audiences means a focus on new styles of presentation and new interpretations of archival collections, new partnerships with museums, libraries and learning specialists to support the lifelong learning of Canadians.

Yes indeed, "something big" is happening at the Archives. What better way for the Government of Canada to connect Canadians than by drawing upon one of Canada's most valuable national assets, the archival collections that are held at the National Archives of Canada!

Ian E. Wilson National Archivist

Agency Context

Mandate

The National Archives of Canada was established in 1872, making it both one of the oldest heritage institutions within the Canadian Heritage Portfolio and the first cultural initiative undertaken by the Government of Canada following Confederation.

The dual role of the National Archives, as a national heritage institution and an administrative arm of the federal government, was confirmed in the *National Archives of Canada Act* in 1987. The National Archives preserves the nation's recorded memory, including the Government of Canada's documentary records. By making these records accessible to all Canadians, the National Archives contributes to the protection of the rights of every Canadian and enhances their understanding of Canada. The National Archives is therefore able to serve Canadians by connecting them to the sources of their past and their histories.

Business Lines

In order to fulfil its mission of serving Canadians by connecting them to the sources of their past, the National Archives delivers a single program which consists of four business lines. The strategic outcomes of these business lines are described in this report. The business lines are: Acquisition and Holdings Management; Management of Government Information; Services, Awareness and Assistance; and Corporate Services.

Description of the Business Lines

Acquisition and Holdings Management

Under this business line, the National Archives aims to acquire, control and preserve federal government records of long-term historical value and records from the private sector that document the development of Canada and are of enduring value.

Clients served under this business line include government institutions, records donors and the National Archives staff and research public who use the Archives' descriptive tools and preservation expertise.

Management of Government Information

Under this business line, the National Archives reviews, assesses, monitors and processes records retention and disposition authorities for federal institutions; assists them in managing their information; and secures, retrieves and disposes of records that remain under the control of government institutions.

Immediate clients served under this business line are government departments. Ultimately, however, the National Archives protects the rights of all Canadians by ensuring the corporate memory and ongoing accountability of the Government of Canada.

Services, Awareness and Assistance

Under this business line, the National Archives aims to ensure that Canadians have knowledge of and ready access to its vast holdings and to its services. The National Archives also encourages and assists archives, archival activities and the Canadian archival community.

A wide variety of clients are served under this business line: the Canadian public; war veterans; genealogists; Canadian and international researchers, including academics, journalists and native claims investigators; and the Canadian archival community.

Corporate Services

Under this business line, the National Archives aims to establish internal capabilities to enable the delivery of citizen-focussed programs. This business line provides strategic planning, policy coordination and review services to the National Archives; it also provides human resources, financial, security, materiel and accommodation services to the National Archives and the National Library of Canada, including the delivery of new accommodation for the National Archives.

Strategic Directions

The activities of the National Archives of Canada are guided by three strategic directions:

i) Serving Canadians — Telling Canadians what we have

The National Archives will take steps to become a citizen-centred organization by providing clients with comprehensive and timely access to the records it holds; by promoting greater awareness and knowledge of the sources of Canada's past through the development of new and existing partnerships, as well as other cooperative programs and initiatives; and by ensuring that Canada's documentary heritage in all media continues to reflect the diversity of Canadian society, is available to all citizens and will continue to be so permanently in the future.

ii) Commitment to the integrity of the government record — Managing leadership in information management

The National Archives will ensure that it meets the needs of the Government of Canada with respect to the effective management of its information holdings, and that the value of information as evidence and as a public asset is recognized, by working with managers in the federal government; by supporting the integrity of the government record; and by developing and implementing an integrated program for the management of electronic records to ensure that they remain authentic, reliable and accessible over time.

iii) A place of excellence — Revitalizing management and business practices

The National Archives will take action to renew itself as an alliance of professionals who work within an exciting and innovative workplace, by providing training and professional development; by implementing recruitment initiatives; by ensuring that all facilities used by the Archives can accommodate the evolving needs of staff, archival service and clients; and by inviting management and staff to participate in a results-based approach to planning and managing, and to service delivery throughout the organization.

Portrait Gallery of Canada

In January 2001, the Minister of Canadian Heritage announced the establishment of the Portrait Gallery of Canada, a National Archives institution to be located at 100 Wellington Street in Ottawa. The announcement cemented the Government of Canada's commitment to maintain the National Archives of Canada as a place of excellence and to celebrate Canadians through the portrait treasures presently held in the National Archives. The government has allocated \$22 million for construction and retrofit of the building. Over the next three years, the Portrait Gallery, supported by the Archives, will work with Public Works and Government Services Canada to make 100 Wellington Street a suitable site for its exhibitions. By connecting Canadians to the stories of the men and women who have shaped and continue to shape this nation, the Portrait Gallery will promote a better understanding of the development of Canada.

Social, Economic and Governmental Context

The Government of Canada has made a firm commitment to connect Canadians to their cultural heritage and to government services. The National Archives of Canada is helping to deliver on this commitment.

The National Archives' challenge is to make Canada's archival heritage accessible to all Canadians. Vital links must be established between access, partnerships, new technology and new approaches to service delivery in order to put new audiences in touch with their archival heritage. The doors and vaults of the National Archives must be opened wider to reveal the richness of its holdings, as diverse and extensive as Canada itself, to tell Canada's stories and to engage Canadians in all parts of the country, of all ages, backgrounds and walks of life.

The National Archives is equally challenged to meet the growing expectations of more sophisticated and technologically smart Internet users who expect to have access to a wide range of integrated resources easily found, quickly accessible, up-to-date, authoritative, attractive, useful and just a click away. The National Archives must understand and meet Canadians' needs and expectations for electronic service delivery. The National Archives

and the Canadian archival community, together with other Canadian cultural institutions such as the National Library of Canada, must collaborate, share their collections, knowledge and expertise to harness the new technologies and find new approaches to interpreting and disseminating information about their holdings so that they can support Canadians' learning needs.

The vision is for all Canadians to know about the National Archives and the wealth of knowledge that its treasured memories embrace. A measure of success, although difficult to gauge, is the impact that the National Archives has on Canadians who pass through its portals, both real and virtual. If a visit to the Archives engages, stimulates or motivates, if it expands a person's knowledge about the Archives and about Canada's history, if it gives Canadians something they did not have before coming into contact with their archival heritage, this is indeed success, and reflects the broader agenda of the National Archives of Canada.

The constant change in information and communications technologies is transforming the way the National Archives of Canada serves Canadians. New media are also increasing the demands for Canadian cultural content. Contrary to predictions, the advent of the National Archives Web site did not reduce the demand for services. In fact, a broader

"While the Government of Canada's connecting Canadians agenda has made Canada one of the most connected countries in the world, the challenge of creating and providing access to Canadian cultural content on the Internet in both official languages remains significant. The opportunity to expose Canadians to Canadian viewpoints, history and culture through this medium has not yet been fully explored." Prime Minister Jean Chrétien, *Tomorrow Starts Today, Fact Sheet VIII*, May 2, 2001.

range of users want on-line services such as digitization on demand, on-line submission of orders for copies of archival records, and more and more transaction-based Web services delivered faster and faster.

Digitization of collections, the creation of virtual exhibitions and electronic services all demand major investments of

human, financial and capital resources. Digitization is very costly. The National Archives will need new strategies to deal with the cost pressures and with related issues such as copyright, sustainability and the capacity to draw in all partners, to engage youth and to build audiences for the future.

It is a critical time now, as the development of electronic resources and services for the Internet is overtaking the National Archives' other traditional service and communication channels. While the Web site initially provided a window for the National Archives, it is increasingly becoming the main point of access.

Key Co-delivery Partners

Because partnerships are the key to success in the knowledge economy, new partnerships and approaches have a place in creating a more accessible National Archives of Canada for the 21st century.

Heritage Portfolio Partners

To achieve some of its objectives, the National Archives of Canada relies on the support and co-operation of the Department of Canadian Heritage and its portfolio agencies, especially the National Library of Canada, in order to ensure that heritage activities are co-ordinated for the benefit of all Canadians and that they are in keeping with government-wide priorities.

The National Archives and the National Library integrated their information technology infrastructures to support the two institutions and also worked together to develop Canadian content virtual exhibitions for the Web.

The National Archives formed a unique partnership with the Canadian Broadcasting Corporation/Société Radio-Canada on the documentary series *Canada: A People's History*.

Information Management Partners

As a place of excellence in the management of government information, the National Archives supports the essential democratic lifeblood of government decision making and accountability. It works with federal government information managers so that they become more aware of and knowledgeable about their responsibility to properly manage information assets, and it provides them with the appropriate tools. The National Archives, together with the Chief Information Officer Branch of the Treasury Board Secretariat, co-chaired the interdepartmental Information Management Forum. Both institutions were instrumental in formulating a government-wide information management strategy and framework that would promote effective management of the Government of Canada's information holdings and the development of an integrated electronic records management program. The Archives and the Treasury Board Secretariat also co-sponsored an evaluation of the state of information management in the Canadian government; the resulting report, written by John McDonald and titled *Information Management in the Government of Canada: A Situation Analysis*, was published in June 2000. It is available on line at www.cio-dpi.gc.ca/ip-pi/policies/imreport/imreport-rapportgi00_e.asp.

Partnerships with Public Works and Government Services Canada

The National Archives also collaborated with Public Works and Government Services Canada on plans to build a new nitrate film vault to safely conserve that part of Canada's cinematic and photographic heritage; on a national accommodation plan for the National Archives' federal records centres; and on a joint approach to address the accommodation needs of both the National Archives and the National Library.

Other Partners

In collaboration with the Office of the Privy Council, the Canadian Information Office, the Senate and the House of Commons, the National Archives opened a major exhibition entitled *Canada: Milestones in our Constitutional Evolution* in the Hall of Honour on Parliament Hill.

The National Archives partnered with the Canadian Council of Archives, provincial, municipal and private Canadian archives in the Canadian Archival Information Network (CAIN), giving Canadians direct on-line access to thousands of archival treasures.

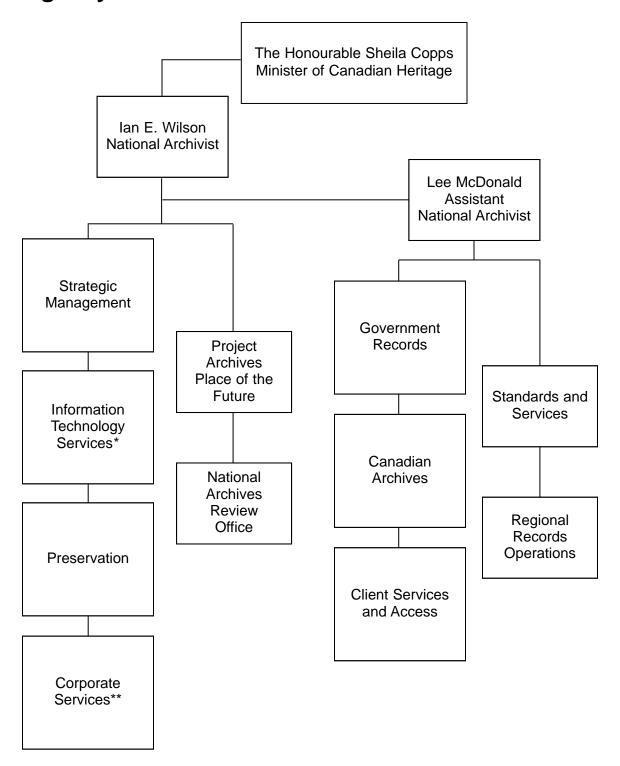
The partnership was pursued with the Astral/MOVIEPIX speciality television channel and with the AV Preservation Trust.ca to preserve, promote and restore Canada's endangered film, sound and video heritage.

In co-operation with the Social Sciences and Humanities Research Council, the National Archives sponsored a working group to assess the need for a Canadian National Data Archives that would preserve and manage research materials and data produced in digital format.

Internationally, the National Archives participated in the activities of the International Council on Archives. In September 2000, the National Archivist began a four-year tenure as chairperson of the International Conference of the Round Table on Archives (CITRA). The National Archives joined with ten national archives, including the United States National Archives and Records Administration (NARA), academic researchers, technology experts and private industry in North America, Europe, Asia and Australia, to play a major role in the InterPARES Project (International Research on Permanent Authentic Records in Electronic Systems). This multi-disciplinary initiative is investigating the requirements and methods for preserving authentic electronic records through time and changes in technology.

The National Archives was also involved with NARA, the United States National Science Foundation and the Supercomputer Centre at the University of California (San Diego) in the Electronic Records Archives project. The aim of the project is to research, develop and build an Electronic Records Archives that can preserve any kind of electronic record, free it from the format in which it was created, retain it indefinitely and enable researchers to read it on computer systems now in use and coming in the future. By joining in on this project, the National Archives of Canada will benefit from working with world-class experts to develop solutions for preserving and providing access to electronic records in the digital age.

Agency Structure



- * As of March 31, 2001, the Information Technology branches of the National Archives and the National Library consolidated into a new shared Information Technology Services Branch, a component of the National Library, reporting to the National Archivist and the National Librarian.
- ** Common services for both the National Archives and the National Library.

Holdings of the National Archives of Canada¹

The Archives holds millions of records including letters, photographs, films, maps, videos, books, paintings, prints and government files, that bring the past to life.

Type of records	Extent of Holdings
Government Textual Records	102,207 linear metres
Private Textual Records	44,478 linear metres
Electronic Records	3,180,000 megabytes
Maps	1,322,255 items
Architectural Drawings	972,652 drawings
Photographic Images	21,221,528 images
Documentary Art Records	340,858 items
Library Items	57,894 items
Audio-visual Records — Sound	161,446 hours
Audio-visual Records — Video	108,203 hours
Audio-visual Records — Film	71,079 hours

^{1.} Statistics are current to the end of the 2000-2001 fiscal year.

Agency Performance

Strategic Outcomes

Business Lines	Strategic Outcomes	Demonstrated by:
Acquisition and Holdings Management 2000-2001 Actual Spending: \$15,322,459	An archival resource documenting the Canadian experience and protecting citizens' rights	 acquisition of archival records in core collecting areas standardized descriptions of archival records preservation of archival records
Management of Government Information 2000-2001 Actual Spending: \$7,522,542	The preservation of the corporate memory of the Government of Canada	 effective disposition of government records standards for the management of government records optimal space utilization for federal records centres operations
Services, Awareness and Assistance 2000-2001 Actual Spending: \$13,569,061	Access for Canadians to their archival heritage	 effective services to Canadians through the use of information technology and quality service initiatives awareness by Canadians of their archival heritage through dissemination of information about the National Archives and its holdings development of national and international archival networks
Corporate Services 2000-2001 Actual Spending: \$16,621,007¹	The efficient administration of the National Archives of Canada program	 ▶ staff motivated and qualified to deliver quality services ▶ increased use of information resources and information technology ▶ implementation of a long-term accommodation strategy

^{1.} Includes \$4.4 million for administrative services to the National Library of Canada.

Performance Accomplishments

Business Line: Acquisition and Holdings Management

Strategic Outcome: An archival resource documenting the Canadian experience and protecting citizens' rights

Acquisition of archival records in core collecting areas

Year after year, in co-operation with other archives and national institutions, the National Archives acquires new records from the public and private sectors. With institutional and private bequests from all parts of the country, transfers from various federal offices, purchases and gifts, the Archives' goal is to collect comprehensive archival holdings, in all media, that reflect the multiple facets of Canadian life.

Recognizing that Canadian society is not static and that acquisition activity must remain responsive to the society it seeks to document, the National Archives continued to work towards fulfilling its five-year directions set forth in Private Sector Acquisition Orientation 2000-2005. The program focussed on acquiring records of key organizations and individuals who had a long-term, nationally significant impact on Canada's development, as well as on specialized media records that have assisted in defining the Canadian identity.

Important private-sector acquisitions in 2000-2001:

- The personal and professional papers of Lucille Teasdale and Piero Corti, the Canadian-Italian medical couple who dedicated their lives to patients in Gulu, Uganda. Canadians now have access to the history of these incomparable models of vision, dedication and humanity.
- The Royal Bank Archives Historical Collection of prints and maps dating from 1556 to 1900. Notable are priceless portraits of Sir John Franklin, Joshua McKay, Lord Durham, a map of Hochelaga in 1815, a map of Montreal in 1760 and an 1815 map of Canada by Joseph Bouchette.
- The fonds of several former members of Parliament and ministers such as the Hon. Otto Lang, the Hon. Robert de Cotret and Edward Broadbent, former Leader of the New Democratic Party. Former Prime Minister Pierre Trudeau willed the remainder of his papers to the National Archives of Canada to complete the Trudeau papers it already holds.
- A selection of CFMT's (Canada's first multilingual and multicultural television system) best productions preserved in state-of-the-art format.
- The Greenpeace Canada fonds, documenting the history of Canada's environmental protection movement.
- The Archibald Kains fonds, which includes a collection of letters from the Mohawk poet Pauline Johnson (1861-1913) to an admirer, Archibald Kains, who died in Ottawa in 1944. The letters, dating 1889-1890, describe Johnson's burgeoning literary career and reflect her passionate defence of Aboriginal rights and women's equality.

The National Archives continued to acquire textual and electronic records from the Government of Canada. Among the highest priorities is to acquire, preserve and make accessible Government of Canada records in electronic format. The outcome of this endeavour will depend on the capacity of the National Archives to secure the necessary resources.

Some major acquisitions of records from the Government of Canada:

- Television scripts from the Canadian Broadcasting Corporation for national broadcasts representative of English television in Canada from the 1950s to the 1980s. The scripts cover programming on historical and contemporary issues and persons, dramatic and comic entertainment, children's shows and the arts. Some of the scripts included are from CBC Television Theatre, Jake and the Kid, The Peter Gzowski Show, The Public Eye, Mr. Dressup, The Wayne and Shuster Show and The Nature of Things.
- Records from the Communications Security Establishment documenting the Canadian Signals Intelligence effort during the Second World War. Several thousand pages of decrypted messages originating from the German clandestine network in South America, Japanese diplomatic traffic, Vichy French and Free French diplomatic traffic are part of this accession. These records provide an insight into the nature of this important wartime intelligence and a cast of prominent characters such as Lester B. Pearson and Norman Robertson.
- Internal studies, background papers and reports (1968-1985) from the Office of the Coordinator on the Status of Women related to the Commission on the Status of Women. Submissions from native women's groups and from the Canadian Religious Conference are also included to provide a historical perspective on the Commission's mandate to promote equal opportunity for women in all spheres of Canadian life.

The National Archives completed a plan to implement an Electronic Records Strategy that, when realized, will provide the Archives with the critical infrastructure to ensure that nationally significant electronic records arrive at the National Archives at the appropriate moment in time, in a format that is appropriate, accessible, long-lasting and cost-efficient. This strategy will lead to a truly integrated electronic archive, a target which remains critical and resource-intensive, and requires the technological readiness capacity of all government departments.

Most notable among the government records in electronic format acquired in 2000-2001 by the National Archives of Canada was *The National Atlas of Canada — Fourth Edition*, from Geomatics Canada, a sector of Natural Resources Canada. This edition contains 240 high-resolution digital scans of the original paper map sheets

in English and in French. *The National Atlas of Canada* in electronic format is of particular interest to the academic community because the digital maps depict the physical (physiographic) and human (i.e., demographic, social and economic) geography of Canada as it existed in 1960 and 1970. The maps also illustrate the historical evolution and exploration of Canada.

The outcome of the National Archives acquisition of archival records in core collecting areas is that researchers have access to the foremost resource of Canadian historical and cultural records wherein they can find a range of perspectives on the most significant

aspects of Canada's history from both the public and private sectors in traditional paper records, photographs, maps, works of art, audio-visual records and electronic records. This concept has become known as "total archives".

Standardized descriptions of archival records

If Canadians and researchers around the world are to be able to effectively locate the wealth of archival records held by the National Archives and access them readily, the records must be properly described. Specialists at the National Archives use the nationally recognized standard, the *Rules for Archival Description (RAD)*, developed by the Canadian Council of Archives, to describe the National Archives' holdings.

In addition to describing all newly acquired records according to *RAD*, the National Archives is upgrading older descriptions of its holdings to meet this standard. The Records Conversion Project (RECON) represents a significant effort for the National Archives, given that it has been producing archival descriptions throughout its 128 years of existence, whereas standards for archival description are a relatively recent development.

The main reason for preparing standardized archival descriptions is to help researchers become more self-sufficient, search through the National Archives' holdings more easily, and locate the documents and information they need more quickly. Recently, the focus shifted to providing on-line access to archival descriptions on the Internet. *ArchiviaNet*, the Archives' on-line research tool, is growing continuously, with new descriptions being added on an ongoing basis. In 2000-2001, 93,567 records were added to *ArchiviaNet*, an increase of 4% over 1999-2000.

The National Archives is an active participant in the Canadian Archival Information Network (CAIN), a national database providing researchers with standard descriptions of archival records from archival institutions across Canada. To date, the National Archives has contributed approximately 6,400 descriptions to CAIN. Both *ArchiviaNet* and CAIN are important services to Canadians and to all users of archives, allowing on-line access to descriptions of government records, papers of prominent individuals and organizations, and other sets of archival records.

Preservation of archival records

Because the National Archives of Canada preserves its holdings with the highest standard of care in a context of rapid technological change, present and future generations of Canadians have and will have access to Canada's public and private archival records of national importance in all media.

New technologies are offering exciting directions for the National Archives. Human-readable media such as books and photographs, as much as the technology-dependent ones like audio-visual and electronic records, have been increasing in prevalence and historical value. The future holds an ever-widening sphere of action, challenging the Archives to make its systems dynamic and readily interchangeable between analog and digital, with the ability to react quickly to the preservation and access demands of both. To this end, the National Archives is renewing its Preservation Policy and Copying Strategy to align

them with modern concepts of preservation and to provide the appropriate balance between preservation and access, and between digitization and other traditional copying methods. Both the policy and the strategy will be completed in the next fiscal year.

A Technology Readiness Plan was prepared to deal with the challenges facing the Archives over the next five years in maintaining readiness to preserve and facilitate access to its holdings, and to provide preservation services to the National Library of Canada. The plan defined over \$8 million of equipment such as shelving, trucks, film-to-video and data transfer equipment, software and computers to maintain present standards of care and service and, in anticipation of increasing demands of electronic records, digital reproduction, storage and circulation of archival holdings. Some of the Archives' short-term critical funding needs for state-of-the-art digital and preservation equipment were met through the government's Program Integrity Initiative — \$2.07 million to be used in 2001-2002 and \$788,000 in 2002-2003.

Also, a Digital Technology Platform Plan was completed and will be implemented in phases as resources permit. The Plan outlines the technical infrastructure requirements for the National Archives to create, store and manage digital files for long-term use. Implementation of the Plan will allow the National Archives to provide clients with digital copies of its holdings via the Internet or as an on-demand service, to provide digitization services to the National Library and to apply digital technologies to preserve other parts of its collections.

The National Archives Preservation Centre in Gatineau, Quebec, is home to state-of-the-art conservation laboratories and 48 vaults that are climate-controlled according to the requirements of various documents. It is a centre of expertise in preventive conservation (aimed at slowing down the deterioration of records), the conservation of fragile or damaged records, and the copying of documents for the purpose of safeguarding originals and facilitating access.

In 2000-2001, the National Archives treated over 100,000 records either as a preventive measure or because the items were damaged or deteriorating. Records cannot withstand the wear and tear of time and frequent handling without the painstaking attention to detail on the part of conservators. Conservation staff spent over 22,000 hours on preservation copying and treatments, including the removal of mould from the personnel files of those killed in action in the Second World War. They also stabilized and placed 50 or so documents in micro-environments for the *Canada: Milestones in Our Constitutional Evolution* exhibition, as well as working on numerous other items for exhibition and loan to other institutions. Conservators completed a multi-year project to restore an album of photos, watercolours and lithographic prints entitled *Reminiscences of North America*, compiled between 1855 and 1862 by Thomas Evans Blackwell, administrative director and vice-president of the Grand Trunk Railway Company.

With the support of Astral/MOVIEPIX and the AV Preservation Trust.ca, the Archives shared and applied its expertise to restore the classic Canadian film, *Tit-Coq*. The restored film was presented for Canadians to enjoy at the opening of the Canadian Film Institute's 2000-2001 season and afterwards.

In November 2000, the Minister of Canadian Heritage announced a new Canadian Feature Film Policy. The objective of the policy is to increase the quality, diversity and accessibility of Canadian feature films. The National Archives receives \$600,000 annually to 2003-2004 from the Preservation and Access component of this policy and began to invest this sum in the acquisition, restoration and preservation of Canadian feature films. In 2000-2001, 33 feature films were purchased totalling just over \$217,000, including titles such as *La Vie Fantôme, La Vie Après l'Amour, Maelstrom, La Veuve de Saint-Pierre, Stardom, Le Confessional, Because Why* and *The Pianist.* The 1931 feature film *The Viking* was also restored and copied, along with some 14 other rare early films of the 1920s and 1930s. This investment offers Canadian audiences of today and tomorrow increased opportunities to access feature films no longer in commercial distribution and to experience their significant contribution to Canada's cultural life.

The National Archives of Canada had reported in the 2000-2001 *Report on Plans and Priorities* its plan to co-host the Second National Summit on Risk Preparedness in Canada in co-operation with other cultural institutions in the National Capital Region in October 2000. This event was cancelled because UNESCO funding was not forthcoming.

Business Line: Management of Government Information

Strategic Outcome: The preservation of the corporate memory of the Government of Canada

Effective disposition of government records

"At no other time in the Government of Canada's history has information management been as important as it is today. Central to the success of the Government's plans to connect Canadians to all government information and services by 2004 is its capacity to manage that information."

John McDonald, *Information Management in the Government of Canada: A Situation Analysis*, Treasury Board Secretariat and National Archives of Canada, June 2000

The National Archives of Canada authorizes the disposition of records by federal government institutions and specifies the terms and conditions for their long-term preservation when the records have archival value or historical importance.

To meet legislative requirements, the National Archives issues Records Disposition Authorities that enable government institutions to dispose of records which no longer have business value, either by permitting their destruction, by requiring their transfer to the National Archives or by agreeing to their alienation from the control of the Government of Canada.

The National Archivist grants Records Disposition Authorities in two ways: on an institution-specific basis relating to records held by a single government institution, or on a multi-institutional basis by issuing Records Disposition Authorities which relate to records common to a multiple number of government institutions, such as financial, personnel and electronic records.

Twenty-nine Records Disposition Authorities were signed in 2000-2001, including Multi-Institutional Disposition Authorities (MIDA) for Materiel Management and Comptrollership. A MIDA on the Real Property Management Function was drafted and is to be completed in 2001-2002. Work also began on MIDAs for Science and Technology, and on common operational and media-specific records.

National Archives experts work with government departments to ensure the systematic and orderly identification, appraisal and disposition of records. Multi-Year Disposition Plans (MYDP) signed with government institutions set forth the timetable and resource requirements for submissions describing records in all media, and for appraisals to determine which records have archival and historical significance, thereby allowing the National Archivist to consent — or not — to the destruction of the other records.

In 2000-2001, six new Multi-Year Disposition Plans for operational records were concluded with the Canada Lands Company Limited, Defence Construction Canada, the Financial Transactions and Reports Analysis Centre of Canada, the Leadership Network, the Millennium Bureau of Canada and the Natural Sciences and Engineering Research Council. Nine MYDPs for other government departments were renewed or revised.

A second major phase of the review of the implementation of sections 5 and 6 of the *National Archives Act*, initiated in 1999, was completed. The review focussed on measuring how well the National Archives works with other government departments to discharge its legislated responsibilities related to the disposition of government records, a process which ultimately supports the efficient management of government records and the long-term preservation of the federal government's corporate memory.

A general assessment of the portion of government records that are covered by a Records Disposition Authority was conducted. With the assistance of representatives from participating departments, over 1,200 Records Disposition Authorities associated with 114 organizations in 21 principal ministries of government were examined. Results indicated that more than 80% of government records are currently covered by authorities. The assessment also identified gaps in coverage which need to be addressed. In August 2000, institutional representatives received reports documenting the results of the review.

As part of the review, the first systematic polling of external participants in the Government Records Disposition Program was undertaken. Survey and interview responses indicated that the principal strength of the Program lies in the working relationships that National Archives has developed with other government departments. Responses indicated a very high level of satisfaction with the quality and timeliness of the assistance and advice provided by Archives staff, and a high regard for their professional expertise which is considered a valuable asset when implementing the Program within institutions. In the few instances where respondents expressed concerns, they were most often related to the clarity, simplicity and flexibility of the instruments used to effect the final disposition of records. The National Archives' review program will continue to focus on building upon the strengths of the Records Disposition Program, and on developing effective tools and instruments.

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Standards for the management of government records

As keeper of the Government of Canada's institutional memory, the National Archives of Canada is called upon to play a crucial role in managing federal information. Together with the Chief Information Officer Branch of the Treasury Board Secretariat, the Archives evaluated the state of information management in the Government of Canada, which culminated in the June 2000 report, *Information Management in the Government of Canada: A Situation Analysis*. This report will help the government orient itself to meet the challenge of effectively managing its information in the digital knowledge economy and creating an infrastructure of policies, standards, practices and systems with qualified people managing the information needed to support government programs and service delivery.

The National Archives has been preserving electronic records that have enduring value to the Government of Canada since 1973. It has reallocated resources to try to meet this challenge and will continue to do so. With the exponential growth in the use of electronic systems in the Government of Canada and the continuing use of paper-based records, however, the National Archives is facing a greater than ever before challenge. Its budget allocation has not been adequate to keep pace with both realities and, as a result, the Archives has fallen short in its efforts to meet its responsibilities.

The National Archives also published:

- Retention Guidelines for Common Administrative Records of the Government of Canada
- Protecting Essential Records: A Short Guide for Government Institutions
- Information and Records Management Competency Profile, a tool for the information sector to use as evidence of the extent and type of skills inherent in the work of the sector, and to increase the understanding of the roles of information and records management specialists, especially in organizations whose primary purpose is not information management.
- Record Keeping Metadata Requirements for the Government of Canada, a document designed to increase the knowledge and awareness of federal government information and records managers about metadata (data captured with electronic records to enable them to be understood, easily retrieved, managed and used) and its importance in the shared stewardship of information and knowledge.

The National Archives remains committed to an Electronic Records Program, yet recognizes that keeping this commitment will require a continued investment in technological advances and mitigation of the key risks inherent to doing business in a burgeoning digital economy.

The National Archives' commitment to the integrity of the government record and its leadership in the information management community were also evident on other fronts. It co-chaired, with the Treasury Board, the interdepartmental Information Management Forum. To improve the management of information within the Canadian Heritage Portfolio, the National Archives led the

development of a *Guide for the Review of Information Management for the Canadian Heritage Portfolio*. The National Archives also participated actively in the development of the International Standards Organization (ISO) *Records Management Standard 15489*.

This standard, which will be launched in October 2001, provides internationally accepted records management principles to be used by information managers in many parts of the world. The Government of Canada will develop its information management standards and practices within this larger context.

Electronic mail has become the most pervasive medium of information exchange in government, business and other spheres. The challenge of managing the huge volumes of messages includes a host of record-keeping questions such as accountability, liability, retention, filing, organization, storage and disposition. In the context of the government's Year 2000 initiatives and its work with the Information Management Forum, the National Archives is developing a policy on the management of federal government electronic mail messages to assist all government institutions in preserving electronic mail as authentic and reliable records.

Optimal space utilization for federal records centres operations

The National Archives manages the operations and holdings of federal records centres located in Vancouver, Edmonton, Winnipeg, Toronto, Montreal, Québec City, Halifax and Ottawa. Regional records centres allow for the transfer and storage of dormant and semi-active records from the offices of departments and agencies — usually located in expensive, downtown sites in Canadian cities — into less expensive, centralized operations that are strategically located across the country.

The National Archives, together with Public Works and Government Services Canada, has begun to plan for the future needs of the federal records centres. A global accommodation strategy for the centres is under discussion with Public Works and Government Services Canada and the Department of Canadian Heritage. As part of the strategy development, draft Investment Analysis Reports for the records centres in Halifax, Montreal and Toronto were completed. These reports identified the most cost-effective means for the Crown to accomplish the needed expansion or consolidation of existing buildings for the centres in these cities.

One of the goals of the accommodation strategy was achieved in March 2001 when the facilities used by the National Capital Region Federal Records Centre were consolidated from five buildings into three. This reduction was accomplished through the transfer of 1.8 million files of former federal public servants to the Manitoba Regional Federal Records Centre in Winnipeg. The consolidation freed up space and enabled the centre in the National Capital Region to respond more effectively to the needs of client departments for managing their dormant and essential records. Some savings in office space costs were also realized.

In the spring of 2000, the federal records centres formally surveyed their clients to gauge the level of satisfaction with services received. The results of the survey indicated that clients were very satisfied with the services provided by the federal records centres. One issue raised by some departments was how often they could request access to their dormant or semi-active files held at federal records centres.

The National Archives offered a special cost-recovery service to house and manage the semi-active holdings of the Canada Customs and Revenue Agency (CCRA). In 2000-2001, the Archives recovered \$880,000, compared to \$935,000 in 1999-2000. The requests for service are declining slightly as the CCRA depends less on the textual record and more on the electronic record.

The special cost-recovery service to house and manage certain records of the Ontario Region of Veterans Affairs Canada was expanded. A new special cost-recovery service was established for the Canadian Broadcasting Corporation.

Business Line: Services, Awareness and Assistance

Strategic Outcome: Access for Canadians to their archival heritage

► Effective services to Canadians through the use of information technology and quality initiatives

The National Archives serves Canadians interested in the documentary history of Canada and in their own personal stories by providing comprehensive, timely, client-centred reference assistance both in person and on line. This service to researchers includes responding to written, phone, Internet and in-person requests for information, making original archival records available for consultation, loaning microfilms, reviewing government records to apply the provisions of Access to Information and Privacy legislation, and providing copies of archival material.

Responses to Reference Inquiries				
2000-2001 109,715				
1999-2000	118,457			
1998-1999	120,256			

Number of Pages Copied for Clients			
2000-2001 1,114,711			
1999-2000	1,473,606		
1998-1999	1,527,374		

In 2000-2001, the National Archives experienced difficulty in meeting service standards for client service. The standard time frame of 30 calendar days to reply to written requests for information, requests for photocopies and requests to borrow microfilms was not adhered to until the third quarter when corporate resources were temporarily reallocated to meet client service demands.

Statistics on the number of responses provided to reference inquiries and on the number of pages of records copied for clients reveal a slight decrease from the previous reporting period. This in fact represents a trend in user self-sufficiency that may continue as Canadians find more and more of the information they seek on the National Archives Web site. The answers to many general inquiries about the National Archives holdings and services can be quickly found on the Web site. The corollary to this, however, is that Canadians are now more aware than ever before of the extent of the National

Archives' actual holdings and, because of this, reference staff receive questions that are more substantive in nature, requiring longer periods of in-depth research for an adequate response.

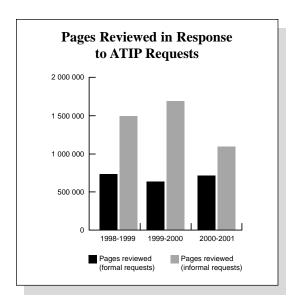
As we enter the age of electronic service delivery and as Canadians discover the full extent of Canada's rich archival heritage, the challenge for the National Archives will be to find the necessary resources, not only to meet user expectations for new services, but also to sustain a satisfactory level of traditional client service delivery over the long term.

Connecting Canadians to the sources of their past and their histories is the National Archives' mission. One particularly rewarding result of this mission becomes evident for Archives staff, and ultimately for all Canadians, when the fruits of archival research based on the holdings of the National Archives transform history into living memory through television documentaries, books and film.

Research at the National Archives Turning history into "living memory"

- Breakthrough Film and Television used National Archives war film footage, photographs and letters to produce *For King and Empire*, a six-part television series on Canadian soldiers of the First World War to air on the History Channel.
- White Pine Pictures' television documentary series on Canada's first immigrants, A Scattering of Seeds the Creation of Canada, used film footage and photographs from the Archives to tell the story.
- Video copies of hockey film footage were supplied to Make Believe Media Inc. for a documentary on The Life and Times of Tim Horton.
- Kiss the Bride Publications used film footage from the Archives for their documentary, *The War Brides:* From Romance to Reality.
- 60% of the images in the book, *Canada: A People's History*, originated from the National Archives.
- A historical atlas of Canada by Cavendish Books will be illustrated almost exclusively with over 103 photographic reproductions of maps from the Archives.
- The Pier 21 Society in Halifax, Nova Scotia, input information from 1865-1935 passenger lists, as well as from 1925-1935 border entry records for individuals whose surname starts with the letter "C", into the National Archives 1865-1935 Immigration Database, available through ArchiviaNet on the Archives Web site. These lists constitute the official record of immigration to Canada during that period. The database is a valuable access tool for genealogists and historians around the world.

National Archives records are also used for legal purposes. Canadians had the opportunity to witness one such instance, in the March 29, 2000, episode of the CBC's the fifth estate — His word against history. Nearly 40 years after the verdict, the fifth estate revisited the famous criminal case of Stephen Truscott, who in 1959 at age 14 was accused and found guilty of the murder of a young girl. CBC's research led them to consult, among other sources, military files from the National Archives Personnel Records which shed new light on the case. Through this popular program, Canadians across the country appreciated how archives contribute to the protection of the rights of citizens.



While the majority of government information in the Archives' custody is open to the public, certain government documents must first be examined in accordance with the provisions of the *Access to Information Act* and the *Privacy Act* (ATIP) before their contents can be divulged.

In 2000-2001, 2,140 formal requests under the *Access to Information Act* were received and 4,097 formal requests were received under the *Privacy Act*, resulting in the review of 716,114 pages of records, an increase from 706,300 in 1999-2000. Ninety-six percent of the formal Access to Information requests received were completed within the 30-day legislated time frame. Ninety-nine

percent of the formal requests received under the *Privacy Act* were completed within the legislated time frame. These figures compare favourably with the 1999-2000 formal completion rate of 90.7% and 98.5% respectively.

To better serve Canadians, the National Archives offers a complementary method of access to government information which allows for the release of a large amount of historical records in response to client requests without the need for them to apply formally under the Access to Information and Privacy legislation. This method of access is known as "informal review." In 2000-2001, over 1.09 million pages of records were reviewed informally in response to client requests.

The National Archives also works proactively on implementing a multi-year plan for the systematic or "block" review of restricted historical documents. This type of review allows the Archives to identify and release for public research a large amount of frequently requested government information, without clients having to apply formally or informally. In 2000-2001, 2.6 million pages of records were released as a result of block review. Of particular interest to Canadians was the block review and release of Canadian lighthouse keepers' files from the 1930s and 1940s, as well as the files of the Royal Newfoundland Regiment (First World War).

In 2000-2001, over 1.6 million people explored and consulted the National Archives of Canada Web site, where they found information about the Archives' services, holdings and publications, and enjoyed virtual tours of several exhibitions. They used *ArchiviaNet* to access descriptions of textual, visual and sound archival records held by the National Archives. There were 5,917,497 individual searches of the *ArchiviaNet* databases, a 46% increase over 1999-2000.

Use of National Archives Web Site					
2000-2001 1999-2000 1998-1999					
Hits	72,358,563	43,636,029	14,123,660		
Page views	23,014,413	14,046,693	Not available		
Visits (unique hosts)	1,613,578	1,543,565	796,260		

Restructuring, simpler links and a standard way of presenting information made *ArchiviaNet* a much easier and a more effective tool for researchers to use. Thousands of documents and digitized images were added to *ArchiviaNet*, including the enlistment documents of more than 200,000 men and women

who served with the Canadian Expeditionary Force during the First World War. Thanks to this addition, thousands of Canadians were able to research the role of family members in the War. Five thousand digitized photographs, works of art and caricatures, as well as the 1970 Cabinet Conclusions, opened to the public for the first time in January 2001, were made available on ArchiviaNet.

Both the Budget Speech of February 29, 2000, and the Speech from the Throne on January 30, 2001, confirmed the government's commitment to enhance Canada's voice in the world and its shared sense of

"I just wanted to say how much I enjoy the information contained in your site. I have already learned very valuable genealogy-related information on a couple of my ancestors who worked as postmasters. I found 4 more who were soldiers in WW1. I have found the *ArchiviaNet* feature very helpful." (Nova Scotia)

citizenship, and declared a national effort to ensure that all Canadians, young and old, achieve their learning goals. Government service to all Canadians on the Internet by 2004 and a prominent Canadian face to the Internet with plentiful, easily found, authoritative, bilingual Canadian content were defined as measures of success.

In providing the National Archives with \$2.5 million to digitize its collections as part of the "Canadian Memory" component of the Canadian Digital Cultural Content Initiative, the government acknowledged the National Archives as a valuable national asset and a unique source for quality Canadian digital content.

"I went to your Web site yesterday to look up information on my family history. Your site page brought me to tears. For there was a picture of the *SS Metagamma* sailing into Québec City on June 27, 1927. My mom was on that ship on that day. She was 14 years old, with her family. They had left Belfast, Ireland, to homestead in Canada. Mom is now 88 years old and in good health." (Arizona, USA)

With this funding, the National Archives launched a major digitization program to make the best of its collections accessible on the Web. After a year of intensive work on the part of the Archives, Canadians have access, on the National Archives Web site, to electronic resources

covering the gamut of the Canadian experience. *Real Stories: A Past in Miniatures* provides access to the Archives' miniature portraits collection — beautifully crafted precious personal mementoes that document the personalities important to Canadian history. *Tracing the History of New France* paints a picture of the New France era in Canadian history, presenting a number of digitized documents from the National Archives and the National Library, and also incorporates an interactive, educational component. *Living Memory*, a virtual exhibition of 286 digitized images of Canada's treasures from the millions of documents held at the Archives, targets all Canadians interested in having fun (with images, sound, puzzles, pop quizzes, "top 10" lists and colourful screen savers) while discovering Canada's past. The *Living Memory* exhibition will be a valuable teaching tool when the National Archives adds a teacher's guide to the site in 2001-2002.

The National Archives developed a variety of partnerships during the first year of its digitization program. A key partner was the National Library of Canada, with whom three interpretive virtual exhibitions were developed:

- First Among Equals: The Prime Minister in Canadian Life and Politics includes a children's version of the site with games and a picture gallery;
- Susanna Moodie/Catharine Parr Traill is designed to help readers and students enter into the world of these remarkable sisters, who became two of Canada's most important 19th-century writers; and
- Guardians of the North: The National Superhero in Canadian Comic-Book Art provides insight into Canadian attitudes toward heroism and patriotism by exploring the fascinating careers of Canadian comic-book heroes and the artists who created them.

The National Archives collaborated with Industry Canada and Veterans Affairs Canada in the *Canadian Virtual War Memorial*, launched in November 2000, which contains information about the more than 116,000 Canadians and Newfoundlanders who lost their lives in major conflicts since 1884.

A Memorandum of Understanding was signed with Canada Post providing \$375,000 over three years to develop a virtual "Postal Archives" that would give Canadians Web access to Canada's philatelic archival collection. As a first step in this project and also to mark the 150th anniversary of the transfer of postal services from British to Canadian administration, the National Archives mounted the catalogue of its Philatelic Library onto its Web site. Canadians now have access to 6,500 items in the Philatelic Library, including monographs, specialized catalogues, brochures, series on philately, and numerous works about the history of Canadian and international postal services.

As any new venture, the Archives' digitization program experienced some difficulties due to rapid growth. Traditional workflow patterns had to be redesigned. In addition, significant restructuring, retooling and retraining took place in order to provide the in-house capacity to digitize any original record held in the Archives, regardless of its medium, from paper to maps, documentary art to photographs, film, sound, video and electronic records. Suppliers for new services had to be found and contracts established

for ongoing needs. Since there was no common metadata standard for the Canadian Digital Cultural Content Initiative projects during the first year, the National Archives will need to add metadata to its Web pages in subsequent years.

Convinced that putting people's research and learning needs at the forefront of its digitization program was of paramount importance to the program's success, the Archives asked for advice from its staff and from the Canadian public before defining the choices to be made in the program's second year. The results of the consultation process helped the Archives build new audiences and provide Canadians with digital resources that they will value and use.

Between December 12, 2000, and January 15, 2001, the National Archives asked users of its Web site to comment on digitization projects proposed by its staff for 2001 and beyond. Two thousand nine hundred people responded to the questionnaire.

Replies underlined the positive impact that digital copies of archival resources can have, such as breaking down the barriers of geography, time and money, as well as physical accessibility barriers. People surveyed recognized the national, historical and cultural significance of these digital archival resources and expressed a strong interest in having access to them to write

"It would be a wonderful teaching resource if schoolchildren could see the actual, historical documents that they are learning about in class." (Alberta)

"Information preserved for posterity is useless unless it can be accessed by the majority of people. Digitization and multi-media provide the means to accomplish what time, great distance and hours of operation and inaccessibility prevent." (Ontario)

their own stories and pursue lifelong learning. They expected the National Archives to make more and more records available on the Internet, and more quickly. There was widespread consensus that digital archival resources should cover all regions of the country and all periods of its history. With these factors in mind, the National Archives began to build its digitization program for 2001-2002, recognizing that these are exciting, even if somewhat overwhelming opportunities.

► Awareness by Canadians of their archival heritage through dissemination of information about the National Archives and its holdings

The National Archives enlightens, educates and entertains the public through a broad spectrum of outreach activities. On-site and virtual exhibitions engage and stimulate the public with authentic, challenging displays of history. Through these exhibitions, Canadians find new insights into the experience of what it means to be Canadian in the 21st century. The Archives also lends its unique treasures to other institutions for exhibitions both in Canada and abroad.

To make the public more aware of its services, the National Archives launched a promotional campaign in the spring of 2000, using the slogan "Explore in Archives Class." Advertising billboards posted on the inside and outside of buses travelling through

the National Capital Region, ads published in newspapers and magazines, contacts with tourism stakeholders and a special program of guided tours of the Archives' exhibitions were expected to attract new audiences in greater numbers. Statistics indicated, however, that this campaign was not as effective in attracting new on-site visitors as had been anticipated. The Archives is applying the lessons learned from this campaign as it works towards developing a new marketing approach encompassing strategic use of its publicity resources.

On May 1, 2000, a major exhibition entitled *Canada: Milestones in our Constitutional Evolution* opened in the Hall of Honour on Parliament Hill. Canadians with Internet access can explore the exhibition's virtual counterpart, *Canada's Constitutional Evolution*, on the National Archives Web site. The presentation of both these exhibitions was the result of a collaboration with the Office of the Privy Council, the Canadian Information Office, the Senate and the House of Commons. The documents in the exhibition are the touchstones of 300 years of constitutional history and range from the 1663 Edict to establish the Sovereign Council of Quebec, signed by King Louis XIV, to the documents establishing the entry of Nunavut in Confederation in 1999.

On June 1, 2000, the National Archives of Canada inaugurated the exhibition *On the Job* — *A Century of Canadians at Work*, a photographic testimonial to ordinary working Canadians of all ages. It was available for public viewing until January 7, 2001, and a virtual version is available on the National Archives Web site.

Shortly after it was announced that a new Portrait Gallery of Canada would be established, the National Archives created a Web site dedicated to the Gallery (www.portraits.ca) to showcase its plans and activities. Then, to celebrate the future Gallery, on February 21, 2001, the National Archives and the National Arts Centre launched an exhibition of work by the acclaimed Toronto-based photographer V. Tony Hauser. Held at the National Arts Centre and titled Cultural Capital: Portraits in Platinum, it featured portraits of leading figures in the performing arts and cultural life in Canada, including pianist Glenn Gould, ballerina Veronica Tennant, actor Jean-Louis Roux and opera singer Teresa Stratas, photographed by Hauser over a 30-year period.

October 2000 marked the anniversary of the "Persons" Case, a 1929 court ruling that broke new ground for the rights of women in Canada. The case was the topic of a panel discussion held at the National Archives of Canada and organized in collaboration with The Famous Five Foundation, the Department of Justice, the National Library of Canada and the Friends of the National Library. A cross-section of political figures and legal experts debated the legacy of the British Privy Council ruling stating that the word "persons" in the *British North America Act* included men and women, and that therefore women were eligible to become members of the Canadian Senate.

In February 2001, at the invitation of the J'Nikira Dinquinesh Education Centre, the National Archives of Canada and the National Library of Canada commemorated the 150th anniversary of the establishment of the Anti-Slavery Society of Canada in 1851 with an exhibition on the *Anti-Slavery Movement in Canada*. The exhibition featured maps, works of art, personal journals, photos, drawings, original manuscripts and books telling the story of slavery and the life of Black Canadians.

Canadian youth are an important audience that the National Archives targets to connect to the sources of their past. Expressions of young Canadian students' perspectives on Canadian history and culture were showcased at the National Archives of Canada in the Historica sponsored Heritage Fairs Programme travelling exhibition, *History's What*

You Make It! The items in the exhibition ranged from field notes, diary entries, personal anecdotes and concept sketches to finished illustrations, reports and presentations. The exhibition presented a dynamic learning environment for youth to share stories about Canadian heroes, legends, milestones and achievements.

Canadians in many parts of the country and some international audiences had the opportunity to see first-hand Canada's unique archival treasures through exhibitions held in their own cities. The number of items loaned from the National Archives to other cultural institutions in Canada and abroad increased exponentially, as its collections became more widely known. In 2000-2001, 869 items from the National Archives of Canada

A snapshot of the number of original items loaned by the National Archives to various cultural institutions in 2000-2001:

- Over 30 prints for The Stone Age: Canadian
 Lithography From Its Beginnings, an exhibition at the
 National Gallery of Canada, which the National
 Archives also curated with the National Gallery and
 the Royal Ontario Museum
- Four oil paintings of Ojibway "Indian Kings" loaned to the McCord Museum in Montreal for an exhibition on *The Great Peace of Montreal*
- Eighty watercolours by Sir D. Wilson loaned to the University of Toronto Art Centre for the exhibition *The Ambidextrous Polymath: Sir Daniel Wilson*
- Twenty-six medals and two watercolours loaned to the London, Ontario Regional Art and Historical Museum for its exhibition *Seeking the Ideal: the Athletic Sculptures of R. Tait McKenzie*
- A pen-and-ink drawing, a watercolour and a sketchbook loaned to the Musée du Québec for its exhibition on *Marian Dale Scott, 1906-1933 Pionnière de l'art moderne,* which also travelled to six other venues across Canada.

were lent to 25 institutions, marking a 600% increase over 1999-2000. A particular highlight was the exhibition *Yousuf Karsh: Heroes of Light and Shadow*, at the Deutsches Historisches Museum in Berlin from December 2000 to February 2001. This exhibition offered an unprecedented opportunity to see a wide array of the work that has made Karsh an internationally acclaimed figure. One third of over 300 photographs in the exhibition spanning Karsh's professional life as a photographer came from the National Archives of Canada.

▶ Development of national and international archival networks

Nationally, the Archives shares its professional and technical expertise by supporting the objectives of over 800 Canadian archives through grants and contributions to the Canadian Council of Archives. The National Archives also cooperated with the AV Preservation Trust.ca. as an *ex-officio* Board and Executive Committee member.

In 2000-2001, a total of 174 archival institutions, provincial and territorial councils, and professional associations shared in the \$1,361,630 in grants distributed by the Canadian Council of Archives. This funding supported local archival community projects across

Canada, including programs for the control of holdings; professional development and training; special archival projects; the conservation of Canadian archival records; preservation management, preservation training and information.

As a full member of the Canadian Council of Archives, the National Archives partnered with the Council and with provincial, municipal and private archives across the country to partially fund (\$700,000) the development of the Canadian Archival Information Network (CAIN), a fully bilingual gateway to descriptive records and digitized archival content from archival collections across Canada. By the end of March 2001, the release of a preliminary version of CAIN, containing over 26,000 archival descriptions and 2,700 digital images attached to those descriptions, was ready for testing, with June 2001 scheduled as the target date for the availability of the final version. CAIN's interconnectivity with all Canadian archives makes information about the records of enduring value accessible to everyone. CAIN contributes to a substantial increase in Canadian content on the Internet that reflects Canada's linguistic duality and cultural diversity.

The National Archives called upon the community of university educators teaching in archival and information science programs across Canada to work together to look at archival education in Canada in the context of professional development and recruitment. The National Archives hosted an Educators Forum in Ottawa in June 2000. The discussion focussed on building a strategic agenda for partnership. Plans were made to use the Internet as a platform for institutional research and reference, to develop an employment outreach program for the National Archives of Canada and to involve educators in its nation-wide employment strategy. This forum was key to defining the competencies and skill sets required for archivists and information managers of the future.

Business Line: Corporate Services

Strategic Outcome: The efficient administration of the National Archives of Canada program

Staff motivated and qualified to deliver quality services

In the January 30, 2001, Speech from the Throne, the Government of Canada defined its objective for a Public Service distinguished by excellence and equipped with the skills for a knowledge economy and society. The National Archives of Canada shares this objective. Its goal is to remain a centre of excellence in archival science, preservation, information management and client service. It seeks highly qualified men and women reflecting the diversity of the country and wanting to work in a positive, healthy and enabling environment, serving Canadians.

In 2000-2001, the National Archives furthered the development of its human resources management strategy to address human resources planning, employment equity, performance planning, management succession planning, recruitment, training and development, orientation and work rotation programs. The focus was on people, because people are at the heart of the Archives' ability to deliver services in today's increasingly complex and competitive knowledge economy.

As part of the government-wide initiative to renew its human resources system, the National Archives is proceeding with plans for the implementation of the Universal Classification Standard as targeted by the Treasury Board Secretariat. The work descriptions for positions have been written and all positions evaluated. The results of this exercise are being reviewed and analyzed.

A nation-wide recruitment program to hire fifteen new archivists was undertaken. An orientation and training program for the new archivists was developed, along with guidelines for a mentoring program and rotational assignments to ensure that they

have the knowledge, competencies and tools required to deliver excellent programs and services to Canadians.

In a report to the Canadian Human Rights Commission, the National Archives provided a three-year action plan to ensure compliance with the *Employment Equity Act*. This plan confirms the National Archives' commitment to be a workplace representative of the Canadian population.

Employment Equity vs. Labour Market Availability (LMA)						
	2000-2001	1999-2000				
Aboriginals on strength	3.2%	2.8%				
Aboriginals — LMA	1.4%	1.4%				
Visible minorities on strength	2.8%	2.5%				
Visible minorities — LMA	7.1%	7.1%				
Persons with disabilities	6.9%	7.2%				
Persons with disabilities — LMA	4.7%	4.7%				

Employment equity formed an integral part in the National Archives strategy for hiring new archivists, in the selection of candidates for the federal government's Career Assignment Program and in the Archives' participation in the government-wide Employment Equity Job Fair, all of which resulted in a number of staff appointments.

The National Archives exceeded its target of \$84,850 as part of the Government of Canada's Procurement Strategy for Aboriginal Business. Through improved supplier development activities, trade showcases and management information, the Archives directed \$2.3 million for procurement from Aboriginal suppliers. As a result of competition among qualified Aboriginal businesses, jobs are created for Aboriginal and non-Aboriginal people, and local economies are strengthened.

► Increased use of information resources and information technology

The consolidation of the Information Technology branches of the National Archives and the National Library began in April 2000 and was completed on March 31, 2001. The result was a new shared Information Technology Services Branch, under a director general reporting to both the National Archivist and the National Librarian; the new branch is a component of the National Library.

The consolidated branch, based on a common informatics infrastructure and applications as well as shared standards and practices, properly positions both institutions to meet the challenges of the information age in delivering services to Canadians. Canadians benefit from the leveraging of resources, which creates a common gateway to the holdings and services of the National Archives and the National Library.

The National Archives completed the implementation of the Financial Information Strategy (FIS), an initiative of the Government of Canada to modernize comptrollership by changing its basis of accounting from modified-accrual to full-accrual accounting, including the capitalization of fixed assets. Having achieved the transitional components of FIS (accounting for capital assets, recording annual amortization in financial records, developing new departmental policies and procedures, and staff training), the National Archives is better equipped to improve organizational performance by making more strategic use of financial and non-financial performance information. Modern comptrollership will improve the Archives' capacity to manage risk, resources and results.

► Implementation of a long-term accommodation strategy

The National Archives of Canada must have appropriate accommodation to house and protect its archival holdings, to maximize its mandate to make these holdings available to a multiplicity of audiences, and to ensure the health, safety, security and well-being of staff, visitors and clients.

The National Archives has been working closely with the Department of Canadian Heritage, the National Library and with Public Works and Government Services Canada to develop a long-term accommodation strategy. All four institutions have been looking at different options to address the Archives' and the Library's common accommodation needs both for public headquarters and for the preservation of collections.

The National Archives was able to temporarily alleviate some of the National Library's critical housing needs for its Preservation Collection of *Canadiana*. Four vaults in the National Archives' Gatineau Preservation Centre were offered to the National Library on an interim basis, pending construction of new preservation storage facilities; the construction will form part of the joint long-term accommodation strategy.

On March 22, 2001, the Treasury Board gave the National Archives and Public Works and Government Services Canada preliminary project approval to build a new cellulose nitrate film collection facility to safely preserve Canada's early cinematic and photographic heritage. The project is expected to be completed in 2003-2004.

At the same time as the launch of the Portrait Gallery of Canada, on January 23, 2001, the Government of Canada announced that \$22 million would be made available for the construction and retrofitting of 100 Wellington Street in Ottawa as the exhibition site of the new Gallery.

Annex A — Financial Performance Overview

The National Archives' Main Estimates for 2000-2001 were \$46,812,000, including contributions to employee benefit plans. The National Archives carried forward approximately \$1.58 million from operating budgets for fiscal year 1999-2000 to year 2000-2001 operating budgets. It also received approximately \$1.365 million to cover Pay Equity settlements and increased salary costs resulting from collective bargaining agreements; \$2.5 million for the Canadian Digital Cultural Content Initiative; and \$0.9 million for two specific projects, namely, the Canadian Feature Film Preservation and the operations of the federal records centres. These and other smaller adjustments brought the total funds available for the year to \$54,200,900, including proceeds from the disposition of surplus Crown assets (see Table 1).

The National Archives manages its program through four business lines. Three of the business lines, Acquisition and Holdings Management, Management of Government Information, and Service, Awareness and Assistance, account for 68.7% of total National Archives spending (see Table 2). The Corporate Services business line includes resources used to provide services without charge to the National Library; in 2000-2001, this figure amounted to approximately \$4.4 million.

Revenues in the amount of \$224,173 generated by the National Archives came mainly from the sale of photocopies of archival records (see Table 4). The Archives also received \$222,142 during the year from the sale of surplus Crown assets, of which \$197,142 were used for its general operations.

Table 1: Summary of Voted Appropriations

During the year 2000-2001, the National Archives received additional funding for the Canadian Digital Cultural Content Initiative and the Canadian Feature Film Preservation and Access Policy. Additional resources were also received following settlement for Pay Equity and the results of collective bargaining agreements.

		2000-2001		
Vote	Ð	Planned Spending	Total Authorities	Actual
	National Archives			
55	Program Expenditures — Operating	47,530.0	47,913.8	46,797.9
(S)	Contributions to Employee Benefit Plan	5,382.0	6,040.0	6,040.0
Tota	al Agency	52,912.0	53,953.8	52,837.9

Note: Total Authorities include Main Estimates plus Supplementary Estimates. They do not include the proceeds from the disposal of Crown assets (\$247,142).

Table 2: Comparison of Total Planned Spending to Actual Spending

Planned spending shows the Agency's plan at the beginning of fiscal year 2000-2001. *Total authorities* includes any additional spending approved by Parliament during the year to reflect changing priorities and unforeseen events. **Actuals** include spending from the proceeds from the disposal of Crown assets. For additional details, see Tables 1 and 2.

As part of the Government of Canada's Canadian Digital Cultural Content Initiative, the National Archives received \$2.5 million. This amount is reflected within the Services, Awareness and Assistance business line. A digitization program was initiated to provide on-line access to the National Archives' holdings through its Web site.

Activities planned for Corporate Services included two major projects which were not funded for the year 2000-2001. The National Archives headquarters accommodation project and the expansion of regional facilities in response to client storage needs were postponed.

Table 2: Comparison of Total Planned Spending to Actual Spending

Business Lines	FTEs	Operating			Total: Gross Expenditures	Less: Respendable Revenues	
Acquisition and Ho	ldings I	Manageme	nt				
(Planned spending)	182	15,504.0	_	_	15,504.0	_	15,504.0
(Total authorities)	228	16,115.7	_	_	16,115.7	_	16,115.7
(Actuals)	228	15,322.5	_	_	15,322.5	_	15,322.5
Management of Gov	ernmen	t Informati	on				
(Planned spending)	140	7,408.0	_	_	7,408.0	_	7,408.0
(Total authorities)	119	7,973.0	_	_	7,973.0		7,973.0
(Actuals)	119	7,522.5	_	_	7,522.5	_	7,522.5
Services, Awarenes	s and A	ssistance					
(Planned spending)	148	9,350.0	_	1,765.0	11,115.0	_	11,115.0
(Total authorities)	114	11,420.2	_	2,465.0	13,885.2	_	13,885.2
(Actuals)	114	11,104.1	-	2,465.0	13,569.1	-	13,569.1
Corporate Services							
Planned spending)	144	18,885.0	_	_	18,885.0	_	18,885.0
(Total authorities)	148	16,227.0	_	_	16,227.0	_	16,227.0
(Actuals)	148	16,621.0	-	_	16,621.0	_	16,621.0
Total							
(Planned spending)	614	51,147.0	_	1,765.0	52,912.0	_	52,912.0
(Total authorities)	609	51,735.9	_	2,465.0	54,200.9	_	54,200.9
(Actuals)	609	50,570.1	_	2,465.0	53,035.1	_	53,035.1
Other Revenues an	d Expe	nditures					
Non-Respendable F	-						_
(Planned spending)							(125.0)
(Total authorities)							(224.2)
(Actuals)							(224.2)
Cost of services pr	ovided	by other de	epartme	nts			, ,
(Planned spending)			•				21,882.0
(Total authorities)							22,800.5
(Actuals)							22,800.5
Net Cost of the	Progra	am					
(Planned spending)	. rogre	A111					74,669.0
(Total authorities)							76,777.2
(Actuals)							75,611.4

Note: Total Authorities include Main and Supplementary Estimates, and proceeds from the disposal of Crown assets. Bolded numbers denote actual expenditures/revenues in 2000-2001. (Due to rounding, figures may not add up to totals shown.)

Table 3: Historical Comparison of Total Planned Spending to Actual Spending

	2000-2001				
Business Lines	Actual 1998-1999	Actual 1999-2000	Planned Spending	Total Authorities	Actual
Acquisition and Holdings Management	14,318.6	14,523.6	15,504.0	16,115.7	15,322.5
Management of Government Information	6,996.6	7,009.1	7,408.0	7,973.0	7,522.5
Services, Awareness and Assistance	11,062.5	10,912.7	11,115.0	13,885.2	13,569.1
Corporate Services	15,777.5	17,006.4	18,885.0	16,227.0	16,621.0
Total	48,155.2	49,451.8	52,912.0	54,200.9	53,035.1

Note: Total Authorities include Main Estimates and Supplementary Estimates plus proceeds from the disposal of Crown assets.

Table 4: Revenue

The increased popularity of the National Archives Web site over the past two years resulted in a significant growth in demand for the photocopying of archival documents. Revenues in 2000-2001 increased by \$47,200 or 26.7% over 1999-2000 revenues.

Revenue by Business Line							
Non-Respendable Revenues by Business Line (\$ thousands)							
	2000-2001						
Business Lines	Actual 1998-1999	Actual 1999-2000	Planned Revenues	Total Authorities	Actual		
Services, Awareness and Assistance	168.4	177.0	125.0	125.0	224.2		
Subtotal	168.4	177.0	125.0	125.0	224.2		
Unplanned	_	_	_	99.2	-		
Total Non-Respendable Revenue	s 168.4	177.0	125.0	224.2	224.2		

Note: Non-Respendable Revenue does not include proceeds from the disposal of Crown assets. Proceeds in 2000-2001 were \$222,142. The amount spent during the current year was \$197,142. This expenditure is included in Operating Costs.

Table 5: Transfer Payments

Contributions provided to the Canadian Council of Archives were increased by \$700,000 for the development the Canadian Archival Information Network (CAIN). Of this amount, \$350,000 was funded from the operating budget of the National Archives and another \$350,000 was funded through Supplementary Estimates.

Transfer Payments by Business Line (\$ thousands)						
Business Lines	Actual 1998-1999	Actual 1999-2000	Planned Spending	Total Authorities	Actual	
GRANTS						
Services, Awareness And Assistance	625.0	625.0	625.0	625.0	625.0	
Total Grants	625.0	625.0	625.0	625.0	625.0	
CONTRIBUTIONS						
Services, Awareness And Assistance	1,139.9	1,139.8	1,140.0	1,840.0	1,840.0	
Total Contributions	1,139.9	1,139.8	1,140.0	1,840.0	1,840.0	
Total Transfer Payments	1,764.9	1,764.8	1,765.0	2,465.0	2,465.0	
Note: The National Archives provides grants and contributions to the Canadian Council of Archives.						

Annex B — Other Information

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:

Access to Information Act, R.S.C., 1985, c. A-1 Privacy Act, R.S.C., 1985, c. P-21

List of Statutory Annual Reports and Other Departmental Reports

- Estimates, Part I
- Estimates, Part II
- Annual Report on Multiculturalism
- Reports on the Access to Information Act and the Privacy Act
- Employment Equity Action Plan and Annual Report
- Official Languages Action Plan and Annual Report
- Part VII of the Official Languages Act
- Report on Plans and Priorities 2000-2001 (www.archives.ca/04/042807_e.html)
- The Source of Canada's Stories: Strategic Directions at the Dawn of the New Millennium The National Archives of Canada 2000-2003. Ottawa, Ministry of Public Works and Government Services Canada, 2000 (www.archives.ca/04/0427_e.html)
- Information Management in the Government of Canada A Situation Analysis. For the Chief Information Officer and the National Archivist, by John McDonald, Senior Advisor, National Archives of Canada, June 2000 (www.cio-dpi.gc.ca/ip-pi/policies/imreport/imreport-rapportgi00_e.asp)

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