

National Archives of Canada

**1999-2000
Estimates**

A Report on Plans and Priorities

Approved

Minister of Canadian Heritage

Minister's Message

The overarching objective of the National Archives of Canada is to preserve the collective memory of the nation and the Government of Canada, and to contribute to the protection of rights and the enhancement of national identity.

The work of the Canadian Heritage Portfolio is to foster a greater sense of what it means to be part of the Canadian community. This includes enhancing pride in our country; encouraging participation in, and contribution to, our society; ensuring access to Canadian voices and spaces; and protecting our heritage. I am proud of the fine work of the women and men at the National Archives and the role they play in building an ever better Canada.

Sheila Copps
Minister of Canadian Heritage

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Section I: Messages

Message from the National Archivist

The mission of the National Archives of Canada is to preserve the collective memory of the nation and the Government of Canada and to contribute to the protection of rights and the enhancement of a sense of national identity.

Our challenge is heightened by a rapidly evolving records universe. The escalating evolution in information technology, and the increased capabilities of computers in networks, is producing a proliferation of records. Information is far more plentiful today than it ever was in the past, yet records are far more fragile, bound to rapidly obsolescent hardware and software. The convergence of computer, telecommunications and television technologies also leads to the creation of novel forms of records. We are working to ensure the long-term authenticity, reliability, and preservation of the digital information that, to an increasing extent, records our collective memory.

Information technology also allows us to provide new services to enhance understanding, knowledge and appreciation of Canada and its culture. Consistent with the government policy objectives “to make Canada the most connected country in the world” and “to ensure access to Canadian voices and Canadian spaces,” we continue to enrich the content of our website for the use, well-being and enjoyment of all Canadians. New comprehensive descriptions of government records, a database of audio-visual records, and more digital images of key documents from our nation’s past will be added to the site. We will participate in the development of an information network of Canadian archival holdings under the aegis of the Canadian Council of Archives.

A number of the activities we plan reflect public service-wide initiatives. They include the implementation of the Universal Classification Standard for public employees; a focus on the comptrollership function to ensure accountability for the use and control of resources; and the renewed commitment to results-based planning. Finally, we are taking the steps necessary to ensure our information technology readiness for the year 2000.

Lee McDonald
Acting National Archivist

Management Representation Statement

Management Representation Report on Plans and Priorities 1999-2000

I submit, for tabling in Parliament, the 1999-2000 *Report on Plans and Priorities* (RPP) for the **National Archives of Canada**. To the best of my knowledge, the information:

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

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

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

Name: _____

Date: _____

Section II: Departmental Overview

Our Mission

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

A. Mandate, Roles and Responsibilities

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

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

B. Objectives

The objectives of the National Archives are embodied in our mission statement.

The *National Archives of Canada Act* accords the National Archives four key responsibilities:

- ▶ to conserve and facilitate access to private and public records of national significance;
- ▶ to be the permanent repository of records of government institutions and ministerial records;

- ▶ to facilitate the management of records of government institutions and ministerial records;
- ▶ to encourage archival activities and the archival community.

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

- ▶ the authority over the disposition of the records of federal government institutions and ministerial records;
- ▶ the authority to require the deposit (at cost) of a copy of any audio-visual record.

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

- ▶ acquisition, custody and control of archival records;
- ▶ identification, description and preservation of archival records;
- ▶ provision of researcher access to records (subject to lawful restrictions);
- ▶ dissemination of information on archives through exhibitions and publications;
- ▶ provision of advice on standards and procedures;
- ▶ provision of reproduction and other services pertaining to management of government records to government

- institutions;
- ▶ central servicing of government personnel records;
- ▶ provision of government records storage facilities;
- ▶ training in archival techniques and management of records;
- ▶ participation in cooperative activities with the archival and information management communities; and
- ▶ provision of professional, technical and financial support in aid of archival activities and the archival community.

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

C. Operating Environment

Public expectations and concerns

As we progress towards the new millennium, people look back at their past. Historical themes are popular, even on mainstream television. Heightened interest worldwide in history and commemoration is reflected in an increased demand for archival material from a wide range of users. Canada is no exception — and the National Archives has a vast reservoir of historical documents, some little known, varied aspects of Canadian identity. The National Archives research clientele is diversified, consisting mostly of people seeking information about their own

family and its history, but also journalists, historians and people with an interest in any subject relating to Canada's past. Researchers want rapid access to information on whether records exist, on the conditions of access, and on how to consult, to obtain the loan of or to arrange for copies of archival records. Researchers are also very interested in on-line access to documents, as reflected in the number of 'hits' registered on the digitized images of the attestation forms for members of the Canadian Expeditionary Force during the First World War, and on the database for the Ontario returns of the 1871 national census.

The international effort to identify and provide compensation for all manner of property lost during the Second World War as a result of the racist policies of Nazi Germany is also expected to stimulate public demand for the services provided by the National Archives.

The expectations of our clients for immediate, easy and comprehensive access to archival information increase, as technology improves and the government reaffirms its commitment to provide affordable and effective services to Canadians.

Government commitments

The National Archives is well positioned to contribute to a number of the government priorities identified in the 1997 Speech from the Throne: Building a Stronger Canada, Creating Opportunities for Young Canadians, Investing in Knowledge and Creativity, and

Celebrating the Millennium. We also have a key role to play in pursuing the goals of the Department of Canadian Heritage to enhance pride in Canada, to protect Canada's heritage, and to ensure access to Canadian voices and Canadian spaces.

At the same time, the government has also made clear its commitment to fiscal restraint, and to a carefully focussed federal involvement in Canadian society. The National Archives is in the fourth and last year of Program Review, whereby its budget has been reduced by 25 percent. Over the planning period, the National Archives must continue to be innovative in searching for alternative sources of funding. Co-venturing opportunities with other government departments on shared initiatives are possible, especially in the areas of awareness and access using web technology. To obtain outside support, the National Archives must identify cost-sharing opportunities that are highly attractive and marketable.

The growth of electronic communication over the past few years, notably the rapid expansion of the Internet and its potential for electronic commerce, has led to growing public concern over privacy issues. The electronic environment increases considerably the potential for intrusion in the collection, use and disclosure of personal information. Efforts to guarantee personal privacy — which extend on occasion to the point of requiring the destruction of records after their operational use has ended — can have the effect of jeopardizing the archival

record.

The report of Dr. John English, concerning the future role and structure of the National Archives of Canada and the National Library of Canada, has been delivered to the Minister of Canadian Heritage following wide consultation with stakeholders. Its recommendations may have a considerable effect on the National Archives' program.

Technological advances

The use of new technologies will have a large impact on all sectors of the National Archives, creating new challenges for identifying, preserving, and making available to the Canadian public the archival record. New forms of record are appearing, driven in part by the convergence of technologies. Increasingly, information is exchanged electronically, by networking.

The automation of government business, notably the development of electronic working environments throughout the federal government, proceeds rapidly. The Internet, now the main vehicle for the diffusion of government information, will be used more and more for the delivery of services, including electronic commerce. The adoption of automated records management systems within the government will produce an ever greater proportion of records that exist only in electronic form. These continuously changing technologies require highly qualified personnel who are abreast of developments in the fields of archival appraisal and preservation.

Increasingly, the National Archives will be expected both to promote awareness

using digital technology, contributing to the government objective “to make Canada the most connected country in the world” by the year 2000.

and to facilitate access to its holdings

D. Financial Spending Plan

(thousands of dollars)	Forecast Spending 1998-99*	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending:				
National Archives Program	48,157	45,160	45,132	45,132
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
Net Program Spending	48,157	45,160	45,132	45,132
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	125	125	125	125
<i>Plus:</i> Non-budgetary	0	0	0	0
<i>Plus:</i> Cost of Services Provided by other Departments	21,823	26,790	26,788	26,787
<i>Less:</i> Cost of Services Provided to other Departments	3,076	3,662	3,662	3,662
Net Cost of the Department	66,779	68,163	68,133	68,132

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

E. Strategic Priorities, 1999-2002

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

<p>Implement “Focus on People” Initiatives The NA will continue to encourage an organizational culture characterized by teamwork, empowerment and accountability. Initiatives will focus on recognizing staff achievements and maintaining the currency of core competencies through training and recruitment.</p>	<p>Obtain Adequate Accommodation The National Archives will continue its efforts to fulfill its long-term accommodation strategy. Adequate accommodation is essential if the National Archives is to preserve and make available Canada's documentary heritage and support the management of government information through the provision of economical records centre space.</p>
<p>Implement an Integrated Electronic Records Program In fulfilling its responsibilities to acquire, preserve and make available archival records and to facilitate the management of government information, the National Archives faces the challenge of a proliferation of electronic records. In order to meet this challenge, the National Archives will develop and implement an integrated electronic records program.</p>	<p>Deliver Quality Services The National Archives prides itself on its ability to provide services of high quality to its users. In keeping with the government's priority, the National Archives will continue to be responsive to the needs identified by its clientele, adapt its services appropriately and use new technology as well as partnerships and sponsorships in order to broaden access to archival information and make our archival heritage more visible.</p>

Section III: Plans, Priorities, Strategies and Expected Results

A. Summary of Priorities and Expected Results

National Archives of Canada		
To provide Canadians with:	To be demonstrated by:	Priorities and Expected Results:
Acquisition and management of archival records reflecting the Canadian experience	Clearly focused acquisition reflecting Canadian society	Definition of a new strategy for the acquisition of records from the private sector. Acquisition of government electronic records, and records from Crown Corporations.
	Ease of access by clients to archival information	Application of integrated description based on the <i>Rules for Archival Description</i> (RAD).
	Appropriate preservation of archival holdings	Development of preservation laboratory capital replacement plan. Development of a new preservation policy and related strategies. Participation in the Alliance for the Preservation of the Canadian Audio-Visual Heritage.
Preservation of the corporate memory of the Government of Canada in partnership with federal departments and agencies	Preservation of the documentary heritage of the federal government	Disposition of records affected by the Y2K problem and alternative service delivery. Increasing use of authorities for the disposal of documents that apply across government (and not to just one department).
	Sound management of government information	Development and distribution of guidelines for the management of recorded information.
	Secure and cost-effective management of essential and less frequently used records	Implementation of an accommodation strategy for the Federal Records Centres. Recovery of marginal costs for special services in the Centres. Implementation of service standards in the Centres.

National Archives of Canada		
To provide Canadians with:	To be demonstrated by:	Priorities and Expected Results:
Awareness of and access to Canadian archival heritage and assistance to the archival community	Effective services to Canadians through the use of information technology and quality service initiatives	Refinement of the NA website and increase of the information available. Improvement of related services.
	Awareness by Canadians of their archival heritage through dissemination of information about the National Archives and its holdings	Public programming activities and products to reach a wider audience.
	Participation in national and international archival organizations	Support for the Canadian Council of Archives. Focussed involvement in the International Council of Archives.
Efficient administration of the National Archives and the National Library Programs, effective information management and provision of appropriate accommodation	Effective resource management	Renewed organizational culture through results-based planning. Established system to measure the results of disposition activities and to provide on-going recommendations to improve program delivery.
	Obtaining appropriate facilities	Improved facilities supporting enhanced access to archival programs and services, and preservation of archival records.
	Effective information management	Improved communication and sharing of information through information technology.

Note: The first two columns of this tabular summary are drawn from the National Archives' *Performance Report* for the period ending March 31, 1998. In some cases, the description in the second column has been reworded to reflect more clearly the service provided.

B. Details by Business Line

Acquisition and Holdings Management

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

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

Service Lines:

- ▶ Acquisition
- ▶ Control
- ▶ Preservation

Expected Results:

- ▶ Definition of a new strategy for the acquisition of records from the private sector.
- ▶ Acquisition of government electronic records, and records from Crown Corporations.
- ▶ Application of integrated description based on the *Rules for Archival Description*.
- ▶ Development of preservation laboratory capital replacement plan.
- ▶ Development of a new preservation policy and related strategies.
- ▶ Participation in the Alliance for the Preservation of the Canadian Audio-Visual Heritage.

External Factors Affecting Business Line Activities

1) *Reduced levels of acquisition by archival institutions:* As the resources allocated to archives diminish, many archival institutions have chosen to limit their involvement in the acquisition of private records. Certain records essential to the understanding of Canadian history will not be collected and preserved by archives, and may well be lost.

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

Strategy and Key Activities

1) *Acquisition orientations:* Over the planning period, the National Archives will define, and begin to implement, a new strategy for the acquisition of records from the private sector. This strategy, which requires close cooperation between the National Archives and other archival institutions in

Canada, calls for the focusing of private records acquisition activities on key sectors of Canadian society in order to preserve records of national significance.

As a result of government restructuring and downsizing, the National Archives will continue to receive a large quantity of public sector records. Emphasis will be placed on the acquisition of the records of Crown Corporations and of electronic records.

2) *Descriptive standards:* In consultation with the Canadian archival community, the National Archives will continue its work to standardize descriptions of its holdings using the *Rules for Archival Description*. A detailed review is currently underway to recommend how best to integrate over the planning period the description of archival records in all media.

3) *Preservation orientations:* With its new state-of-the-art Gatineau Preservation Centre, opened in June 1997, the National Archives is now better equipped than ever to address the physical problems which threaten archival records. In the first year of the

planning period, 1999-2000, the National

Archives will develop a long-term capital replacement plan to renew its ageing, critical laboratory equipment. In addition, in preparation for the planned new nitrate storage facility, a strategic plan to initiate extensive copying of nitrate-based photographic collections will be developed.

The National Archives will review and renew its comprehensive Preservation Policy, develop a related departmental Copying Strategy and a Holdings Maintenance Framework to incorporate new copying and access technologies. Other activities will focus on preventive preservation, particularly on the development of standards and the implementation of appropriate handling, containerization, security and storage, rather than on the treatment of individual documents.

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

Acquisition and Holdings Management — Planned Spending

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	16,462	15,835	15,835	15,835
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0	0	0	0
Total Revenue	0	0	0	0
Total Net Expenditures	16,462	15,835	15,835	15,835

Management of Government Information

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

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

Service Lines:

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

Expected Results:

- ▶ Disposition of records affected by the Y2K problem and alternative service delivery.
- ▶ Increasing use of authorities for the disposal of documents that apply across government (and not to just one department).
- ▶ Development and distribution of guidelines for the management of recorded information.
- ▶ Implementation of an accommodation strategy for the Federal Records Centres.
- ▶ Recovery of marginal costs for special services in the Centres.
- ▶ Implementation of service standard in the Centres.

External Factor Affecting Business Line Activities

Government restructuring: Given its role as the permanent repository of the records of federal institutions, the changes stemming first from the government-wide Program Review and then from other forms of reorganization have a direct impact on the National Archives. The National Archives must manage the disposition of records from hundreds of government programs which have recently been eliminated, merged, rationalized or privatized. Increasingly, it must also determine how to dispose of records documenting government programs that are established within an alternative program delivery framework. In many cases, alternative service delivery involves partnerships with authorities other than the federal government and control over the records must be negotiated. The effects of government restructuring also continue to be felt in Federal Records Centres across the country, which face increasing pressure to take in semi-active records from departments and agencies.

Strategy and Key Activities

1) *Disposition of government records:* In accordance with its established strategic priorities, the National Archives will emphasize the appraisal of electronic records, particularly — in the first year of the planning period — on those databases which are threatened by the

year 2000. The National Archives will continue also to give priority to the disposition of records from federal institutions whose activities have been affected by restructuring, particularly in the context of alternative service delivery initiatives.

In order to serve federal institutions more effectively and lighten the workload of preparing submissions for records disposition authorities, the National Archives will increasingly use disposition authorities that apply across government, rather than just to one department. As a first step, authorities for the disposition of administrative records used by all departments and government agencies, and for transitory records, will be completed over the planning period.

2) Management of government information: The National Archives will increasingly focus on electronic documents. It will identify key common issues in record keeping which are emerging within the Government of Canada and develop guidelines for senior management addressing key issues such as legislation, policy, best practices, accountability and audit, and the preservation of records.

The Information Management Forum, which is chaired by the National Archives and involves more than twenty-five departments, will continue to form a central point for raising issues and finding solutions with respect to the management of federal government information. With the Forum, the National Archives will undertake a series of initiatives to develop a range of products (guides, guidelines) on subjects such as managing information in the networked electronic information environment, record keeping in the context of Y2K, and secure electronic communication (PKI).

3) Federal Records Centres: Over the planning period an accommodation strategy will be completed to initiate the consolidation of Centres in regions where they are currently housed in more than one building.

The Centres will examine the possibility of entering into agreements with a limited number of departments for the recovery of marginal costs for special services in the management of semi-active records.

The Centres will also implement service standards to provide appropriate levels of service to client departments in consultation with them.

Management of Government Information — Planned Spending

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	7,182	6,049	6,049	6,049
<i>Less: Revenue Credited to the Vote</i>	0	0	0	0
<i>Less: Revenue Credited to the Consolidated Revenue Fund</i>	0	0	0	0
Total Revenue	0	0	0	0
Total Net Expenditures	7,182	6,049	6,049	6,049

Services, Awareness and Assistance

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

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

Service Lines:

- ▶ Client Services
- ▶ Awareness
- ▶ Community Assistance

Expected Results:

- ▶ Refinement of the NA website and increase of the information available.
- ▶ Improvement of related services.
- ▶ Public programming activities and products to reach a wider audience.
- ▶ Support for the Canadian Council of Archives.
- ▶ Focussed involvement in the International Council of Archives.

Strategy and Key Activities

1) *Service delivery responsive to the growing expectations of our clients:*

People accessing the information contained in the archival holdings of the National Archives have to use a range of descriptive tools or finding aids. Prepared by the National Archives, or on occasion acquired with archival records,

many finding aids existed until recently only in a number of awkward to use formats available only at the National Archives buildings in Ottawa. Efforts have been underway since the early 1990s to convert finding aids into a database format and to test them with researchers in the reference room. These databases, known under the name of *ArchiviaNet*, now include three million entries referring to public and private textual records, photographs, documentary art, maps and audio-visual material. *ArchiviaNet* will be gradually integrated into the National Archives website beginning early in fiscal year 1999-2000. It will be expanded regularly, notably by the migration of additional descriptions of archival records. *ArchiviaNet* will continue to be tested with researchers to ensure that it is as useful and user-friendly as possible.

The National Archives will continue to examine new technologies to provide related services required by researchers. The copying of textual records will be the focus of an investigation of new technologies to facilitate service delivery to clients who expect rapid access to information, often by electronic means.

The National Archives website, which will receive more than 10 million 'hits' in fiscal year 1998-99, will be upgraded to incorporate additional information. It will be enriched by more digital

images, notably 4000 items of documentary art and caricatures for which copyright has expired. In addition, historical photographs, digitized in cooperation with Canadian Press, will also be mounted on the website. The National Archives will also search for partners to continue the project to digitize the attestation papers for members of the First World War Canadian Expeditionary Force.

2) Enhanced awareness by Canadians of their archival heritage and its contribution to Canadian identity:

Building on wide interest in history and commemoration, the National Archives will produce and place daily on its website a series of historical vignettes marking, through archival records, an anniversary for each day of the year 2000. A partnership for daily broadcasting of the vignettes on a national network is also being sought.

Among the records held by the National Archives are a great number of portraits of well-known, and less familiar, individuals from Canada's past. Present are official portraits of notables from New France, of Governors-General and their families, of aboriginal Chiefs, of everyday people, 19th century watercolours, memorable photographs by Roloff Beny and Yousuf Karsh, all documenting the social, political, religious and cultural history of Canada. Beginning in the spring of 1999, the National Archives will display, on an annual rotation, approximately fifty of these portraits in its exhibition gallery at 136 St. Patrick Street, in Ottawa. This will be a participating site on the Department of Canadian Heritage's

planned Path of Heroes. Digitized copies of these portraits will be placed on the National Archives' website and the National Archives will establish media partnerships to reach out to more Canadians.

As the third millennium approaches, the National Archives is preparing both actual and virtual places for young people from the ages of 9 to 14 to experience archives. At the National Archives Discovery Centre, using computers, virtual images, document facsimiles and research projects, young people will be made aware of the nature of archival documents, of the care required to preserve them, of how to build their family tree and conduct other archival and historical research. With partners, the National Archives will also develop a virtual site for this Centre which will be enriched over time and will offer a new and unique experience of contact with archival records and the reasons for the use and the preservation of the archival heritage. An improved version of this Discovery Centre is planned for the renovated West Memorial Building.

3) Assistance to the archival community:

The National Archives supports the Canadian archival community through the Canadian Council of Archives (CCA). In 1999-2000, the CCA will sponsor the development of a Canadian Archival Information Network (CAIN) to place Canadian archives on the information highway, thereby reaching new clientele more effectively. This project is part of the Millennium Program developed by the Canadian archival community with the participation of the

National Archives.

The National Archives will also maintain over the planning period its focussed commitment to the International Council of Archives (ICA). The National Archives will participate in the Committee on Information Technology,

primarily as the provider of the ICA Internet site. The National Archives will also maintain its involvement on the ICA Committee on Electronic and Other Current Records. These commitments reflect its role of international leadership in the area of electronic records.

Services, Awareness and Assistance — Planned Spending

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	9,530	9,080	9,080	9,055
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	125	125	125	125
Total Revenue	125	125	125	125
Total Net Expenditures	9,405	8,955	8,955	8,930

Corporate Services

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

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

Service Lines:

- ▶ Executive Support
- ▶ Resource Management
- ▶ Information Management

Expected Results:

- ▶ Renewed organizational culture through results-based planning.
- ▶ Established system to measure the results of disposition activities and to provide on-going recommendations to improve program delivery.
- ▶ Improved facilities supporting enhanced access to archival programs and services, and preservation of archival records.
- ▶ Improved communication and sharing of information through information technology.

Strategy and Key Activities

1) *Renewing the organizational culture:*
As a strategic priority, the National Archives will continue its organizational renewal and development. In accordance with this new direction within the federal bureaucracy, the National Archives will develop a modern comptrollership framework, marked by the clearer commitment to results-based planning. Over the next three years, the National Archives will also integrate human resources planning into the corporate planning process.

2) *Reviewing our disposition program:*
Now in its first year of operation, the National Archives Review Program is initiating an assessment of the results of the Government Records Disposition Program activities, based primarily on sources of information internal to the National Archives. The purpose of the assessment is to determine, by ministry and program, the extent of government information holdings covered by the authorities the National Archivist grants federal institutions to dispose of records. The assessment will provide baseline data to judge the effectiveness of the Disposition Program in implementing Sections five and six of the *National Archives Act*. Once this assessment is complete, the Review Program, in consultation with other federal departmental stakeholders, will evaluate

the impact of records disposition on government institutions subject to the *Act*.

3) *Obtaining appropriate facilities:*

Following the opening of the Gatineau Preservation Centre in 1997, one of the remaining key elements of the National Archives' long-term accommodation strategy is the renovation of the West Memorial Building as its public, archival and administrative headquarters. A request for Effective Project Approval for the renovation of the West Memorial Building will be ready to be submitted to Treasury Board in early 1999. Upon approval, planning for the interim accommodation and the associated move out of the West Memorial Building may occur, so as to allow the renovation of the building to begin. A significant reallocation of staff and resources will be required to implement the project, which is expected to be completed in 2003.

A second element in the long-term National Archives accommodation strategy is the design and construction of a purpose-built storage facility for its dangerous cellulosic nitrate-based film and photography holdings, currently located in a National Defence explosives bunker. Together with Public Works and Government Services Canada, the

National Archives will be seeking Treasury Board approval for this new facility.

Further long-range accommodation issues to be pursued by the National Archives include the consolidation of government records holdings in the Federal Records Centres, the resolution of the Gatineau Preservation Centre's outstanding compact shelving requirement, the planning for the long-term use of the Gatineau property, and work towards the second phase of the Gatineau Preservation Centre, whose current storage capacity will be reached as planned in 2004.

4) *Mastering new technologies:*

The National Archives will implement a strategy for information management and information technology to meet departmental strategic priorities. This strategy will be used over the planning period to exploit IM/IT to support the National Archives' core operations. Furthermore, new governance methods will be gradually integrated into this strategy so that IM/IT services will be better adapted to the government's Financial Information Strategy, including the modernization of comptrollership, the valuation of information technology assets and performance measurement.

Corporate Services — Planned Spending

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	14,983	14,196	14,168	14,193
<i>Less:</i> Revenue Credited to the Vote	0	0	0	0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0	0	0	0
Total Revenue	0	0	0	0
Total Net Expenditures	14,983	14,196	14,168	14,193

C. Consolidated Reporting: Year 2000 Initiatives

As the year 2000 approaches, there is a widespread concern that computer systems will fail because of their inability to recognize date information after December 31, 1999. With other federal institutions, the National Archives is working to ensure that its computer systems and electronic records holdings successfully meet this challenge.

The National Archives has appointed a Year 2000 Coordinator to manage the measures necessary to ensure the viability of the National Archives' internal office automation and Local Area Network. The hardware, software and databases currently in use have been tested for Year 2000 compliance and have been, or will be in the very near future, replaced, repaired or retired, as appropriate.

Another function at risk was the tape library service of the Ottawa Federal Records Centre. It provides a computer tape backup facility for approximately 200 government departments and agencies, and holds about 150 thousand computer tapes, many of which constitute backup copies of essential government records. There are over 750,000 in/out transactions per year. The system which supported the tape library operation was not Y2K compliant, and failure to meet the deadline would have resulted in the loss of control over the inventory and an inability to match tapes to their owners. To fall back to a manual system based on printouts of the inventory at the end of 1999 would have led to sharp declines in productivity. Potentially, the service might have ceased to function. Corrective action has been taken in the form of the selection, procurement and implementation of a new tape library management system, which will be in operation by the end of fiscal year 1998-99.

The Year 2000 also has consequences for the National Archives in terms of records acquired from other federal departments. The National Archives has contacted all federal departments subject to the *National Archives of Canada Act* to request that all electronic systems they have identified as non-Y2K compliant, and which they do not intend to make Y2K compliant, be brought to our attention so that these systems may be appraised for their archival value before the year 2000. Non-Y2K compliant databases, in some circumstances, could potentially be unreadable. Departments will be requested to ensure the accessibility and integrity of the records of long-term archival or historical value within any non-Y2K compliant system.

Section IV: Supplementary Information

Table 1: Spending Authorities — Agency Summary, Part II of the Estimates

Vote	(thousands of dollars)	1999-00 Main Estimates	1998-99 Main Estimates
Canadian Heritage			
National Archives of Canada			
60	Program expenditures	39,938	39,719
(S)	Contributions to employee benefit plans	5,222	5,296
	Total Agency	45,160	45,015

Table 2: Organization Structure

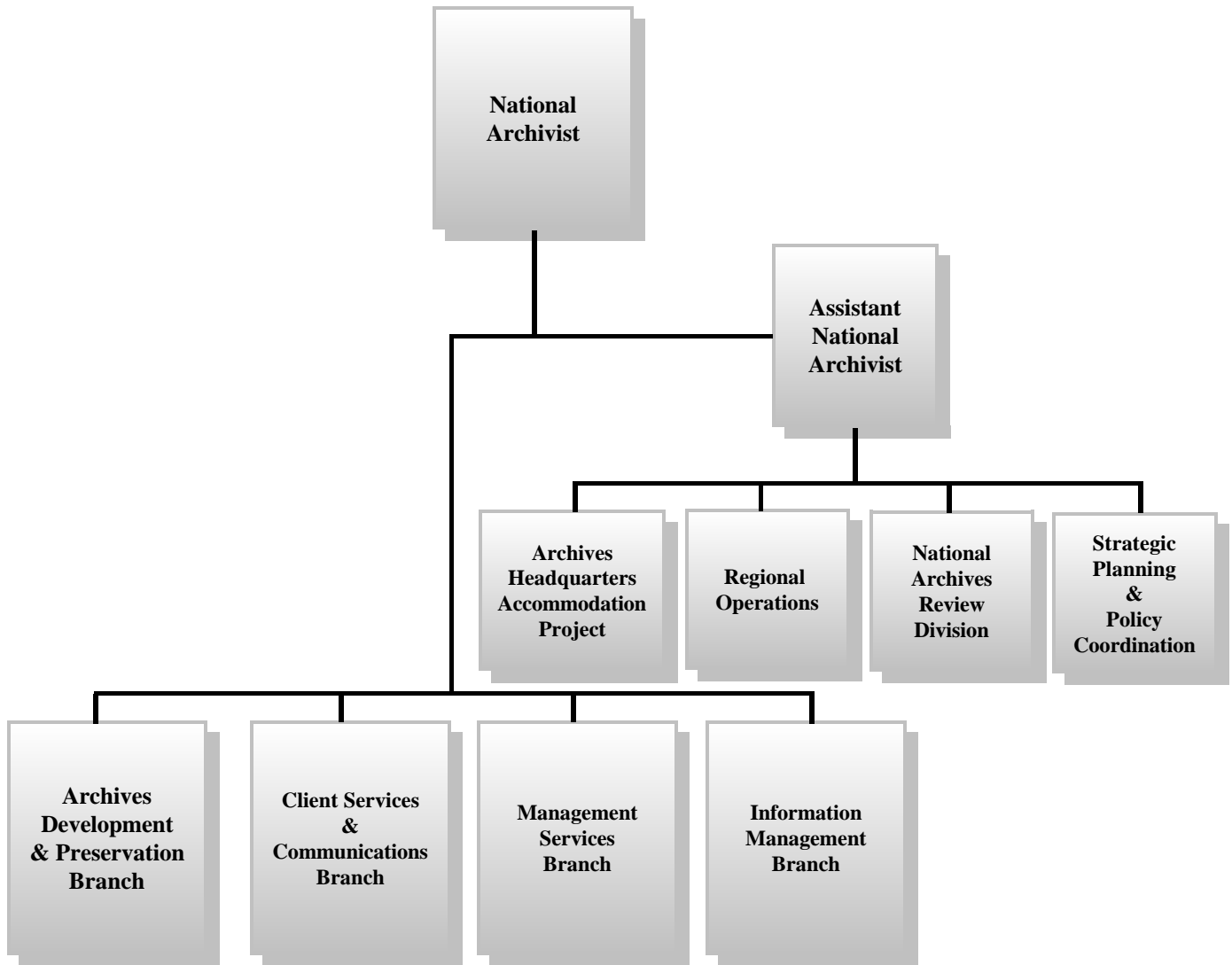


Table 3: Planned Full Time Equivalents (FTEs) by Program and Business Lines

	Forecast 1998-99	Planned 1999-00	Planned 2000-01	Planned 2001-02
National Archives Program				
Acquisition and Holdings Management	182	181	181	181
Management of Government Information	140	139	139	139
Services, Awareness and Assistance	148	147	147	147
Corporate Services	144	143	143	143
Agency Total	614	610	610	610

Table 4: Capital Projects by Program and Business Lines

(thousands of dollars)	Current Estimated Total Cost	Forecast Spending to March 31, 1999
National Archives Program		
<i>Corporate Services</i>		
West Memorial Project	10,217	1,317
Total Agency	10,217	1,317

In 1996, the National Archives received approval-in-principle to incur project cost for the West Memorial Building Project, an estimated amount of \$10,217,000. An authority to spend \$1,423,000 of the \$10,217,000 has been granted to proceed with the planning required to develop substantive estimates. Project costs are being updated and the total estimated cost distributed by fiscal year is not known at this time.

Table 5: Agency Summary of Standard Objects of Expenditure

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Personnel				
Salaries and wages	27,857	26,111	26,088	26,088
Contributions to employee benefit plans	5,296	5,222	5,217	5,217
	33,153	31,333	31,305	31,305
Goods and services				
Transportation and communications	1,362	1,273	1,273	1,276
Information	276	258	258	259
Professional and special services	6,211	5,805	5,805	5,817
Rentals	218	204	204	204
Purchased repair and maintenance	1,344	1,256	1,256	1,259
Utilities, materials and supplies	1,574	1,471	1,471	1,474
Other subsidies and payments	720	673	673	674
Minor capital	1,201	1,122	1,122	1,124
	12,906	12,062	12,062	12,087
Total operating	46,059	43,395	43,367	43,392
Capital				
Controlled capital	333	0	0	0
	333	0	0	0
Transfer payments				
Voted	1,765	1,765	1,765	1,740
	1,765	1,765	1,765	1,740
Total expenditures	48,157	45,160	45,132	45,132

Table 6: Program Resources by Program and Business Lines for the Estimates Year 1999-2000

(thousands of dollars)	Budgetary					
	FTE	Operating	Transfer Payments	Planned Spending	Gross Planned Spending	Net Planned Spending
National Archives Program						
Acquisition and Holdings Management	181	15,835	0	15,835	15,835	15,835
Management of Government Information	139	6,049	0	6,049	6,049	6,049
Services, Awareness and Assistance	147	7,315	1,765	9,080	9,080	9,080
Corporate Services	143	14,196	0	14,196	14,196	14,196
Total Agency	610	43,395	1,765	45,160	45,160	45,160

Table 7: Transfer Payments by Program and Business Lines

(\$ dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Grants				
National Archives Program <i>Services, Awareness and Assistance</i>				
Canadian Council of Archives	600,000	600,000	600,000	600,000
Alliance for Canada's Audio-Visual Heritage	25,000	25,000	25,000	0
Total Grants	625,000	625,000	625,000	600,000
Contributions				
National Archives Program <i>Services, Awareness and Assistance</i>				
Canadian Archival community in support of archival projects leading to the development of a national network of Canadian archives, holdings, activities and services				
	640,000	640,000	640,000	640,000
Canadian Archival community in support of projects relating to the conservation of archival records, conservation research and conservation training and information				
	500,000	500,000	500,000	500,000
Total Contributions	1,140,000	1,140,000	1,140,000	1,140,000
Total Grants and Contributions	1,765,000	1,765,000	1,765,000	1,740,000

Table 8: Details of Revenue by Program, Business Lines and Revenue Class

Revenue Credited to the Consolidated Revenue Fund (CRF) (thousands of dollars)	Forecast Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01	Planned Revenue 2001-02
National Archives Program				
<i>Services, Awareness and Assistance</i>				
Service and Service Fees	0	0	0	0
Miscellaneous	125	125	125	125
Total Credited to the CRF	125	125	125	125
Total Revenue	125	125	125	125

Table 9: Net Cost of Program for the Estimates Year 1999-2000

(thousands of dollars)	Total National Archives Program
Gross Planned Spending	45,160
Plus:	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	25,280
Contributions covering employees' share of insurance premiums coverage provided by Treasury Board Secretariat (TBS)	1,436
Workman's compensation coverage provided by Human Resources Development Canada (HRDC)	74
Less:	
<i>Services Provided without Charge</i>	
Management of human, financial, material and tenant services provided to the National Library of Canada	3013
Other client services provided to the National Library of Canada	649
	23,128
Total Cost of Program	68,288
Less:	
Revenue Credited to the Vote	0
Revenue Credited to the Consolidated Revenue Fund (CRF)	125
	125
1999-2000 Estimated Net Program Cost	68,163

Table 10: Statutes Administered by the National Archives of Canada

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

National Archives of Canada Act

Consolidated Statutes, c. N-2.5

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

Access to Information Act

Consolidated Statutes, c. A-1

Privacy Act

Consolidated Statutes, c. P-21

Copyright Act

Consolidated Statutes, c. C-42

Historic Sites and Monuments Act

Consolidated Statutes, c. H-4

Table 11: References

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An electronic version of this report can be found at: <http://www.archives.ca>