



## **Membership Needs Assessment and Planning Study FINAL REPORT**

Prepared by

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On behalf of the CNSA Board of Directors, it gives me great pleasure to present *Building on Strengths: The Council of Nova Scotia Archives Membership Needs Assessment and Planning Study*. As most of you are well aware by now, the CNSA embarked on this comprehensive needs assessment of archives in Nova Scotia almost two years ago. Its major goal was to gain a clear understanding of the current state of its member institutions, as well as their present and future challenges and needs. It also has provided the CNSA with an opportunity to examine and assess the impact of the significant changes such as technological advancements, the implementation of archival standards and the development of a strong provincial community that have taken place within the province's archival institutions and within our archival community. These changes have had a significant impact on how our members approach archival activities and how the public wishes to access our archival holdings now and in future. I believe this report provides us with tremendous insights into where we are as a community and where we need to get to.

The needs assessment and its resulting report would never have arrived at the successful conclusion that it has without the support and hard work of the entire Nova Scotia archival community and without the expertise, dedication and patience of our team of consultants, Andrea Arbic of A.L. Arbic Consulting, Leah Hamilton of Genesis Consulting, Marilyn Bell, Archivist, and the CNSA's Special Project Archivist, Anne MacLean.

The community embraced the process outlined by the consultants and welcomed them into their archival repositories, answering the extensive survey questionnaire to the very best of their abilities. This resulted in a 95% return rate for the survey. The consultation process also provided some very important but unexpected secondary benefits to the survey participants as well, as many of the surveyed institutions have indicated that they gained new insights into their own archival programs as well as the programming activities of the CNSA through their meetings with our consultants and their completion of the survey questionnaire.

The hard work and commitment of the Needs Assessment Steering Committee must also be acknowledged here. Their dedication, attention to detail and ongoing input with the consultants through many day-long meetings resulted in every aspect of the needs assessment survey questionnaire and subsequent results being discussed, analyzed and debated before culminating in the recommendations in this report. Thanks to Patti Bannister, Archivist, Sisters of Charity Halifax Congregational Archives; Lois Yorke, Director, Public Services, Nova Scotia Archives and Records Management

(NSARM); Brian Speirs, Provincial Archivist (NSARM); and CNSA Archives Advisor Karen White, all of whom contributed generously of their time and extensive archival experience.

So, where do we go from here? I'm sure that is a question many CNSA member institutions will ask the CNSA concerning the Needs Assessment. In many ways, the Needs Assessment is not the end of the journey, but the beginning. The Needs Assessment Report and Planning Study will become the basis for future CNSA planning and be referred to regularly as a benchmark for the revision of existing and the development of new CNSA programming designed to meet the needs that have been articulated by our members in their survey responses. The CNSA also hopes that the Report will become a point of departure for an ongoing dialogue between the CNSA and its members within the context of the Provincial Heritage Strategy. If we can speak with one voice as a community I believe that we will see much of what we have hoped for within the Heritage Strategy come to fruition. But beyond that, I hope that every member institution will have an opportunity to use the Report and Planning Study for their own

internal strategic planning. There is a wealth of information in the Report for institutions to use to measure themselves against other archives in their thematic areas and to use to support institutional requests for greater financial support and recognition within their respective communities. We also hope that institutions will use the Report as an opportunity for change within their archives and for greater networking and collaboration with other archives who share common challenges and common thematic collection areas.

*Building on Strengths: The Council of Nova Scotia Archives Membership Needs Assessment and Planning Study* reaffirms the Council of Nova Scotia Archives' commitment to its members and to the entire Nova Scotia archival community. The CNSA sees great challenges, but also tremendous opportunities for the archival community in Nova Scotia. We now have the information telling us where we are and what we must do. As a community, let us go forward and work together to achieve the vision that we have set out for ourselves in this Report.

MICHAEL MOOSBERGER  
PRESIDENT  
COUNCIL OF NOVA SCOTIA ARCHIVES

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# 1 INTRODUCTION

The last comprehensive survey of the needs of Nova Scotia’s archival community took place close to two decades ago. That 1988 study found the majority of respondents had inadequate financial resources, space and environmental controls, backlogs of unprocessed materials which were inaccessible to the public, few shared standards for physical and intellectual control of holdings, limited electronic capability either for administrative functions or for networking, few training opportunities and little in the way of outreach programs or access to conservation services. Over the course of the last 19 years, Nova Scotia’s archives have continued to face significant changes and challenges, including the emergence of new technologies, shrinking government support, rising public expectations and the development and implementation of professional standards, protection of privacy laws and copyright legislation, all of which have had a tangible effect on the day-to-day operations of our province’s archives. The recently released *Final Report of the Voluntary Planning Heritage Strategy Task Force* acknowledges many of these challenges facing archives in Nova Scotia.<sup>1</sup>

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<sup>1</sup> Recommendations from Nova Scotia’s Heritage Strategy, Final Report of the Voluntary Planning Task Force, December 2006.

## 1.1 / Study Purpose

As the professional organization representing archives in Nova Scotia, the Council of Nova Scotia Archives initiated the planning of this needs assessment of its members in September 2005, with the purpose of:

- ensuring that the CNSA has a clear understanding of the current state of its members, as well as their present and future challenges and needs;
- enabling the CNSA to identify the strengths and weaknesses of the archival community in Nova Scotia, including growth areas, activities and opportunities for multi-disciplinary cooperation and convergence;
- allowing the CNSA to assess how well it is meeting current member needs and assisting with planning strategically for meeting future needs including networking, education and training, policy development, further integration of the provincial archival system and allocation of existing and potential new resources;

- assisting the CNSA to establish short and long-term priorities for archival development in Nova Scotia and to the greatest extent possible, linking those to the objectives, parameters and funding streams of the federal National Archival Development Program delivered through the Canadian Council of Archives (CCA);
- enabling the CNSA to expand and build on the final report of the Provincial Heritage Strategy Task Force.

## 1.2 / Study Process

In order to oversee the membership needs assessment study, the CNSA formed a project steering committee consisting of CNSA President Michael Moosberger; Special Projects Archivist Anne MacLean; Brian Speirs, Provincial Archivist and Ex-Officio member of the CNSA Executive Committee; Patti Bannister, Archivist, Sisters of Charity, Halifax Congregational Archives; and Lois Yorke, Director, Public Services, NSARM. Following a competitive bidding process, the team of A.L. Arbic Consulting, Genesis Consulting and Marilyn Bell, Archivist, was selected to carry out the membership needs assessment study. Working closely with the project steering committee, the consulting team designed a detailed needs assessment survey for CNSA Institutional Members, as well as a shorter survey to be distributed to a selection of CNSA General Members.

The Institutional Members' survey consisted of 11 sections:

- I. General Institutional Information
- II. Budget, Staffing, Professional Development and Training
- III. Acquisitions and Holdings
- IV. Arrangement and Description
- V. Facilities and Equipment
- VI. Preservation Management
- VII. Public Services
- VIII. Public Awareness and Profile
- IX. Online/In-house Electronic Access
- X. Priorities
- XI. CNSA and Archival Funding Programs

The General Members' survey was an abbreviated version of the Institutional Members' survey and focused on gathering general holdings information, as well as identifying institutional priorities and barriers to becoming full CNSA Institutional Members. Surveys were emailed to each Institutional Member and 20 General Members in November 2006. The consultants and the Special Projects Archivist provided extensive support to members by phone, email and site visits to assist in completing the survey. Surveys were returned to the consultants by mail, fax and email. Data was reviewed to identify any gaps in information or areas that required clarification. Numerous follow-up phone calls were made to ensure that surveys were completed as thoroughly and accurately as possible.

## 2 RESPONDENT PROFILE

### 2.1 / Response Rate and Responding Organizations

As Table 1 illustrates, 42 CNSA Institutional Members were asked to complete the membership needs assessment survey.<sup>2</sup> Completed surveys were returned by 40 institutions for a return rate of 95%.

**TABLE 1 / Survey Response Rate**

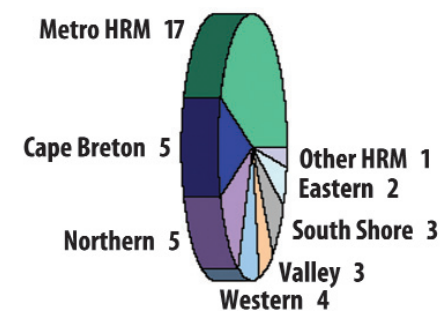
Number of surveys issued	42
Number of responses	40
<b>Response rate</b>	<b>95%</b>

Table 2 (opposite page) shows a list of the 40<sup>3</sup> Institutional Members that responded to the needs assessment survey.

### 2.2 / Geographic Profile

As Figure 1 illustrates, 43% (17) of respondents to the Institutional Members' survey are located in metropolitan HRM, followed by Cape Breton and the Northern region with five responses (12%) each and the Western area of the province with four responses (10%). Respondents from the South Shore and Valley areas of the province each represented 8% of total respondents (three responses each), followed by two responses in the Eastern shore of the province (5%) and one in rural HRM (2%).

**FIGURE 1 / Geographic Profile of Respondents**



<sup>2</sup> Forty-four (44) surveys were issued; however, during the study process, two Institutional Members became General Members.

<sup>3</sup> Near the end of the study process, one General Member became an Institutional Member. At that point, this new Institutional Member was issued an Institutional Member survey, but was unable to complete it by the study deadline. However, this member completed the General Member survey and those responses were included in the analysis with those of the other 39 responding Institutional Members.

**TABLE 2 / Institutional Member Archives Participating in the CNSA Survey**

Amos Seaman School Archives	Little White Schoolhouse Museum
Archives du Centre acadien de l'Université Sainte-Anne	Mahone Bay Settlers Museum
Argyle Township Court House and Archives	Mount Saint Vincent University Archives
The Beaton Institute, Cape Breton University	North Shore Archives
Bethany Archives	Nova Scotia Archives and Records Management – Public Archives of Nova Scotia
CBC Broadcast Material Archives	Nova Scotia Council, Girl Guides of Canada Archives
Celtic Music Interpretive Centre	Roman Catholic Episcopal Corporation of Halifax
Chestico Museum	Roots Cape Breton Genealogy and Family History Centre
Colchester Historical Society Archives	Saint Mary's University Archives
Cole Harbour Heritage Farm Museum	Scott Manor Archives – Fort Sackville Foundation
Cumberland County Museum and Archives	Shambala Archives
Dalhousie University Archives and Special Collections	Shearwater Aviation Museum and Archives
Dartmouth Heritage Museum	Shelburne County Archives and Genealogical Society
Diocesan Archives of the Anglican Diocese of Nova Scotia and PEI	Shelburne County Museum
Esther Clark Wright Archives, Acadia University	Sisters of Charity, Halifax, Congregational Archives
Halifax Regional Municipal Archives	St. Francis Xavier Archives
King's Edgehill Archives	St. Paul's Church Archives
Kings County Museum Archives	University of King's College Archives
La Societe Historique Acadienne de Pubnico-Ouest	Victoria County Archives
Lake Charlotte Area Genealogy and Archives Research Centre	Yarmouth County Museum Archives

## 2.3 / Profile by Type of Archives

As Figure 2 illustrates, the institutions participating in the survey fall into seven categories<sup>4</sup> of archives. Archives operating as part of a museum/historical society represent the single largest category of respondents at 42.5% of all responding archives.

**FIGURE 2 / Categories of Archives Responding**

<sup>4</sup> One archives self-identified as both corporate and thematic. Since the survey asked for only one category to be chosen, and since the consultants did not want to isolate this archives' responses in the corporate category, where there were no other responses, this archives was included in the thematic category.

# 3

## SUMMARY OF SURVEY RESULTS

### 3.1 / Budget, Staffing, Professional Development and Training

#### 3.1.1 / Operating Revenues

##### 3.1.1.1 / Dedicated Budgets and Allocations from Parent Organizations

Survey participants were asked to provide a breakdown of operating revenue and expenses for the most recently completed fiscal year. Just over half (55%) of responding archives reported having a dedicated budget for archival activities and completed the requested revenue and expense breakdown according to their financial reports. However, the remaining 45% of respondents reported not having a dedicated budget. Most of those archives are entirely supported by funds secured by the sponsoring organization, with the archives' operations folded into the budget of the larger parent organization. In those cases, in order to determine as specifically as possible the sources of revenue that are being drawn upon to support the work of archives, the consultants asked respondents to estimate the percentage of overall activities of the organization that are represented by archives-related activities. On the basis of this estimate, an equivalent percentage was applied to revenues from all sources for the organization as a whole. For many museums without a dedicated budget for archives, the level of archival activity as a percentage of total organizational activity was typically in the

range from 1–10%, and this percentage was applied to various sources of organizational revenue, such as government funding and donations. For archives that are part of a much larger organization, such as those in the university or religious archives category, the percentage of organizational revenues allocated to archives would be minute, less than 1% of the institutional budget; therefore, supporting revenues for these archives were simply categorized as a contribution from a parent or sponsor. In all instances where it could be determined that a particular source of revenue was directly attributable to archival activities, such as an archives project grant or copying fees, then 100% of that revenue was attributed to the archives.

##### 3.1.1.2 / Total Operating Revenue and Sources of Revenue

The combined archival budgets of the responding Institutional Members totalled just over \$3.9 million, or an average of just over \$98,000 per institution. However, it should be noted that NSARM represents 61% of this figure, and when removed from the calculation, the average budget size per institution is \$41,098. When looking at average revenues by category, religious archives, museum/historical society archives and genealogical centre archives reported average annual

revenues devoted to archival activities of only \$18,607, \$16,108, and \$7,994 respectively. University and school archives represent 17% of all reported operating revenues, with an average budget of \$101,007. Municipal, thematic and museum/historical society categories each represent 6–7% of total reported revenues for archival activities, with an average budget size of \$82,511, \$61,695

and \$16,108 respectively. Religious and genealogical archives together represent the remaining 3% of total reported revenue. Table 3 summarizes all sources of revenue by category of archives.

From these figures, we also see that:

- *Contributions from parent organizations represent the single largest source of income*

*overall for responding organizations, at 82%.*

In the case of universities and religious archives, this percentage is significantly higher, at 96% and 97% respectively;

- *Self-generated income*, such as research, copying, admission<sup>5</sup>, and other fees, *represents the second largest source of income among respondents* representing 6.8% of total income;

**TABLE 3 / Sources of Operating Revenue by Category of Archives**

Source of Revenue	Provincial	%	University/ School	%	Municipal	%	Religious	%	Thematic	%	Genealog.	%	Museum	%	TOTAL	%
	(1)		(7)		(3)		(6)		(4)		(2)		(17)		(40)	
Parent/sponsoring organization	\$ 2,000,000	85%	\$ 679,180	96%	\$ 182,916	74%	\$ 107,978	97%	\$ 211,013	86%	\$ 1,572	10%	\$ 71,320	26%	\$ 3,253,979	82.3%
Research, copying, admission & other fees	240,000	10%	3,834	1%	3,868	2%	1,062	1%	3,062	1%	1,204	8%	14,120	5%	\$ 267,150	6.8%
Federal grants	98,000	4%	15,282	2%	22,856	9%	1,350	1%	23,528	10%	6,755	42%	14,796	5%	\$ 182,567	4.6%
Provincial grants	-	0%	-	0%	-	0%	-	0%	4,800	2%	569	4%	92,603	34%	\$ 97,972	2.5%
Municipal grants	-	0%	-	0%	-	0%	-	0%	2,500	1%	420	3%	12,019	4%	\$ 14,939	0.4%
Donations and bequests	-	0%	1,750	0%	62	0%	500	0%	578	0%	858	5%	22,844	8%	\$ 26,592	0.7%
Other fundraising	-	0%	-	0%	1,853	1%	50	0%	1,000	0%	605	4%	22,597	8%	\$ 26,105	0.7%
Retail	-	0%	-	0%	26,945	11%	-	0%	-	0%	3,334	21%	9,144	3%	\$ 39,423	1.0%
Memberships	-	0%	-	0%	8,879	4%	-	0%	-	0%	671	4%	3,380	1%	\$ 12,930	0.3%
Rentals	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	346	0%	\$ 346	0.0%
Programs	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	2,741	1%	\$ 2,741	0.1%
Interest/investment Income	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	4,980	2%	\$ 4,980	0.1%
Contribution from a supporting organization	12,000	1%	7,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	\$ 19,000	0.5%
Other -miscellaneous	-	0%	-	0%	154	0%	700	1%	300	0%	-	0%	2,945	1%	\$ 4,099	0.1%
<b>Total Operating Revenue</b>	<b>\$ 2,350,000</b>	<b>100%</b>	<b>\$ 707,046</b>	<b>100%</b>	<b>\$ 247,533</b>	<b>100%</b>	<b>\$ 111,640</b>	<b>100%</b>	<b>\$ 246,781</b>	<b>100%</b>	<b>\$ 15,988</b>	<b>100%</b>	<b>\$ 273,835</b>	<b>100%</b>	<b>\$ 3,952,823</b>	<b>100.0%</b>
<b>Average Operating Revenue</b>	<b>\$ 2,350,000</b>		<b>\$ 101,007</b>		<b>\$ 82,511</b>		<b>\$ 18,607</b>		<b>\$ 61,695</b>		<b>\$ 7,994</b>		<b>\$ 16,108</b>		<b>\$ 98,821</b>	

<sup>5</sup> In all cases the admission fees reported were charged by museums/archives or by an archive with a museum component and were associated with admission to the museum.



- Great variation exists between categories of archives. For example, *archives that are part of museums/historical societies derive the highest percentage of their income from provincial grants*, at 34% of total income, while *archives that are part of genealogical centres derive the largest portion of their revenues from federal grants*;
- *Revenue from fundraising and self-generated sources, such as retail sales, memberships, rentals, programming and interest/investment income, contribute just over 10% to revenue overall.*

### 3.1.2 / Operating Expenditures

As indicated in Section 3.1.1.1, 45% of archives reported not having a budget dedicated to archival activity. For those archives without a dedicated budget, the same method outlined in Section 3.1.1.1 to determine sources of revenue was used to determine sources of

**TABLE 4 / Operating Expenditures by Category of Archives**

Expense Categories	Provincial (1)	% (2)	University/ School (7)	% (8)	Municipal (3)	% (4)	Religious (6)	% (5)	Thematic (4)	% (3)	Genealog. (2)	% (1)	Museum (17)	% (16)	TOTAL (40)	% (39)
All salaries wages & benefits	\$ 1,810,000	77%	\$ 644,959	93%	\$ 154,584	64%	\$ 79,973	70%	\$ 220,135	92%	\$ 12,269	72%	\$ 192,825	70%	\$ 3,114,745	79.2%
Preservation management & services	25,000	1%	24,452	4%	11,755	5%	10,410	9%	7,360	3%	100	1%	5,833	2%	\$ 84,910	2.2%
Public services/outreach programs	35,000	1%	2,000	0%	1,700	1%	4,300	4%	-	0%	786	5%	4,357	2%	\$ 48,143	1.2%
Administrative expenses	170,000	7%	2,850	0%	14,350	6%	2,845	3%	3,500	1%	1,038	6%	26,015	9%	\$ 220,598	5.6%
Occupancy (utilities insurance maintenance)	260,000	11%	-	0%	40,483	17%	500	0%	-	0%	651	4%	21,838	8%	\$ 323,472	8.2%
Professional development & training	18,000	1%	3,950	1%	3,475	1%	5,800	5%	6,151	3%	280	2%	2,330	1%	\$ 39,986	1.0%
Acquisition activities including appraisals	16,000	1%	8,928	1%	4,125	2%	427	0%	-	0%	300	2%	8,825	3%	\$ 38,605	1.0%
Other-costs of goods (giftshop)	-	0%	-	0%	-	0%	1,500	1%	-	0%	1,095	6%	1,514	1%	\$ 4,109	0.1%
Other- memberships	-	0%	300	0%	-	0%	600	1%	550	0%	-	0%	2,232	1%	\$ 3,682	0.1%
Other- fundraising	-	0%	-	0%	-	0%	-	0%	-	0%	583	3%	2,875	1%	\$ 3,458	0.1%
Other- repairs and equipment	-	0%	6,140	1%	-	0%	300	0%	-	0%	-	0%	2,706	1%	\$ 9,146	0.2%
Other- contribution to CNSA	16,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	\$ 16,000	0.4%
Other-programming	-	0%	-	0%	11,250	5%	-	0%	-	0%	-	0%	-	0%	\$ 11,250	0.3%
Other- travel & conferences	-	0%	-	0%	1,125	0%	1,995	2%	800	0%	-	0%	-	0%	\$ 3,920	0.1%
Other-marketing	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	2,049	1%	\$ 2,049	0.1%
Other- conservation & research	-	0%	2,550	0%	-	0%	5,000	4%	-	0%	-	0%	2,469	1%	\$ 10,019	0.3%
Other - miscellaneous	-	0%	700	0%	200	0%	100	0%	-	0%	-	0%	57	0%	\$ 1,057	0.0%
<b>Total Operating Expenses</b>	<b>\$ 2,350,000</b>	<b>100%</b>	<b>\$ 696,829</b>	<b>100%</b>	<b>\$ 243,047</b>	<b>100%</b>	<b>\$ 113,750</b>	<b>100%</b>	<b>\$ 238,496</b>	<b>100%</b>	<b>\$ 17,102</b>	<b>100%</b>	<b>\$ 275,925</b>	<b>100%</b>	<b>\$ 3,935,149</b>	<b>100.0%</b>
<b>Average Operating Expenses</b>	<b>\$ 2,350,000</b>		<b>\$ 99,547</b>		<b>\$ 81,016</b>		<b>\$ 18,958</b>		<b>\$ 59,624</b>		<b>\$ 8,551</b>		<b>\$ 16,231</b>		<b>\$ 2,633,927</b>	



expenditures on archives-related activities. Table 4 (above) provides a summary of operating expenditures by type of archives and from this we can see that:

- ***The average operating expenditures among all reporting institutions was just over \$98,000.*** However, once again the expenditures of NSARM and the university archives are responsible for bringing this average up, while three categories of archives, religious, museum/historical society and genealogical, expend an average of less than \$20,000 annually on archives-related activities;
- ***Salaries and wages represent the single largest category of expenditures, at 79% of all budget expenditures overall and a minimum of close to two-thirds of the budget for all categories of archives;***
- ***Occupancy costs represent the second largest category of expenditures overall, at 8.2% of total expenditures, followed by administrative costs at 5.6% of total expenditures;***

- ***Preservation management is the fourth largest category of expenditures overall, with 2.2% of total expenditures.*** All categories of archives reported some expenditure on preservation management. When analyzed on a per-archives basis, and with NSARM's preservation expenditures removed from the equation, the average preservation management expenditure per archives is \$1,619.<sup>6</sup>

### 3.1.3 / Capital Expenditures

Most archives did not report capital expenditures on equipment or facilities. However, three archives did report significant expenditure on facilities; in two cases these expenditures were related to the construction of new facilities during the reporting period for this survey and represented 76% of expenditures in this category. Of all reported equipment purchases, 89% were made by NSARM. The \$822,000 in capital expenditures reported by all archives during this period include:

- \$245,000 on equipment purchase and installation
- \$577,000 on facilities

### 3.1.4 / Staffing

Just over half of all respondents (56%), representing 22 archives, indicated that their organization had a paid position dedicated to archival activities during the reporting period. Therefore, 44% of responding archives were supported by volunteer efforts alone. In total, there were 125 paid positions reported among 40 responding archival institutions, 45 of which were held at NSARM, leaving 80 paid positions shared amongst the other 39 responding institutions. After NSARM, thematic archives reported the highest average number of paid positions per archives at 5.5. Universities and schools reported an average of three paid positions per archives, municipal archives reported 2.3 paid positions on average, and museums/historical societies and genealogical societies reported an average of 1.5 paid positions per archives. Religious organizations,

TABLE 5 / Capital Expenditures by Category of Archives

Capital Expenditures	Provincial (1)	Univ./School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog. (2)	Museum (17)	TOTAL (40)
Equipment purchase & installation	\$ 218,000	\$ 3,150	\$ 3,830	\$ 3,405	\$ 14,562	\$ 207	\$ 1,985	\$ 245,139
Facility renovation/construction	138,000	-	229,271	-	210,000	-	178	\$ 577,449
<b>Total Capital Expenditures</b>	<b>\$ 356,000</b>	<b>\$ 3,150</b>	<b>\$ 233,101</b>	<b>\$ 3,405</b>	<b>\$ 224,562</b>	<b>\$ 207</b>	<b>\$ 2,163</b>	<b>\$ 822,588</b>

<sup>6</sup> This calculation is based on preservation expenditures of \$59,910 reported by 37 respondents providing budget information, excluding NSARM.

at less than one paid position per archives, reported the lowest average paid employment of all categories of archives.

When looking at the numbers of staff categorized as archival professionals, respondents reported employing 36 full-time year-round professionals, representing the largest category, at 29%, of all paid positions. However, NSARM accounts for 17 or 47% of these. Universities and schools have seven full-time, year-round archival professionals on staff and municipal archives employ three staff in the professional category, resulting in an average of one per archives. Four reporting thematic archives employ five full-time year-round archival professionals, while 17 responding museums/historical societies employ just three staff positions in this category. Six religious archives reported only one full-time year-round professional archival employee, while genealogical archives report no employees in this category.

In many cases, responding archives employ an archival professional, but that person has many responsibilities and dedicates only a small percentage of time to the archives. In these cases, the position was categorized as part-time for this survey since only a portion of their time is spent on archives-related duties. For many of the 19 part-time or seasonal archival professionals, this is the case. Twenty-nine percent (29%) of the reported archival workforce was classified as technical staff,

**TABLE 6 / Paid Positions by Employment Category and Salary Range<sup>7</sup>**

Salary Range	Professional				Subtotal	Technical				Subtotal	Clerical				Subtotal	TOTAL
	FT/YR	FT/S	PT/YR	PT/S		FT/YR	FT/S	PT/YR	PT/S		FT/YR	FT/S	PT/YR	PT/S		
\$0- \$ 5000	0	0	4	2		0	3	2	1		0	2	1	15		30
\$5001 - \$10000	0	0	3	0		0	1	1	1		0	0	0	0		6
\$10001 - \$15000	0	0	1	2		0	7	0	0		0	0	1	0		11
\$15001 - \$20000	2	0	1	0		0	4	3	0		0	1	0	0		11
\$20001 - \$25000	0	2	0	0		0	0	0	0		0	0	0	0		2
\$25001 - \$30000	4	0	0	0		2	0	1	0		9	0	0	2		18
\$30001 - \$35000	0	1	0	0		2	0	0	0		1	0	0	0		4
\$35001 - \$40000	2	0	0	0		3	0	0	0		1	0	0	0		6
\$40001 - \$45000	1	2	0	0		5	0	0	0		0	0	1	0		9
\$45001 - \$50000	13	1	0	0		0	0	0	0		0	0	0	0		14
\$50000+	14	0	0	0		0	0	0	0		0	0	0	0		14
	<b>36</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>55</b>	<b>12</b>	<b>15</b>	<b>7</b>	<b>2</b>	<b>36</b>	<b>11</b>	<b>3</b>	<b>3</b>	<b>17</b>	<b>34</b>	<b>125</b>
% of total	<b>29%</b>	<b>5%</b>	<b>7%</b>	<b>3%</b>	<b>44%</b>	<b>10%</b>	<b>12%</b>	<b>6%</b>	<b>2%</b>	<b>29%</b>	<b>9%</b>	<b>2%</b>	<b>2%</b>	<b>14%</b>	<b>27%</b>	<b>100%</b>
<b>FT/YR= full-time, year-round    FT/S= full-time, seasonal    PT/YR= part-time, year-round    PT/S= part-time, seasonal</b>																

while 27% was identified as clerical. NSARM employs 19 of the 36 reported technical staff (53%) and nine of the reported clerical staff (26%). Both thematic archives and museums/historical societies reported 10 clerical staff each, the majority of whom are in the part-time, seasonal (summer student) category.

The largest group of archival employees (24%) earned \$5,000 or less for their archival duties. Overall, 46% of employees earned less than \$20,000 for their archival duties, while 24% earned between \$20,000 and \$40,000,

<sup>7</sup> Twenty-two (22) of the 27 full-time year-round archival professionals earning \$45,000 or greater indicated in Table 6 are employed at NSARM or university/school archives.

with the remaining 30% earning over \$40,000. Of those earning over \$40,000, 78% are employed by the provincial archives or university/school archives. Genealogical or Museum/Historical Society archives reported no employees in this highest salary category.

Two-thirds of all reported employment positions at museum/historical society archives earned less than \$5000 for archival related duties, a much higher percentage than any other archival category. Thirty-seven percent (37%) of all employment positions at responding museum/historical society archives were part-time, seasonal clerical positions, typically filled by summer students.

A breakdown of paid positions by employment category and salary range is summarized in Table 6 (above). These survey data show that many small archives do not have any dedicated staff. This finding is consistent with data from the last provincial survey conducted in 1988, which pointed to the very challenging situation in which most archives find themselves with respect to the lack of dedicated archival staff.<sup>8</sup>

### 3.1.5 / Volunteer Support

Given the importance of volunteers to heritage organizations, it is not surprising that the archives taking part in this survey indicated that volunteers are involved in many core archival functions. Of the 40 reporting archives, 24 (60%) reported that volunteers are involved with archives-related activities at their institution, for **a total of 299 volunteers**.

The total estimated voluntary time devoted to archives-related activities at the 24 reporting institutions during the reporting period was over 45,000 hours, or an average of 1,899 hours per institution using volunteers. These reported volunteer hours are equivalent to 25 full-time positions.<sup>9</sup>

Responding organizations reported that volunteers are involved in many aspects of archival activity. Table 8 outlines each reported activity and the percentage of archives that reported volunteer involvement in that area.

**TABLE 7 / Volunteer Support**

Total Number of Volunteers	Average Number of Volunteers	Total Volunteer Hours	Average Volunteer Hours	Full-time Equivalent Positions Per Average Volunteer Hours
299	12.5	45,577	1,899	25

**TABLE 8 / Volunteer Activity**

Volunteer Activity	% Involved
Public services	65%
Preservation management activities	62%
Online/in-house electronic access	55%
Arrangement and description	55%
Fundraising	52%
Programming	45%
Administration/clerical support	41%
Acquisitions and appraisals	31%
Other:	
Cataloguing	10%
Cleaning	
Liaison with parent organization	

<sup>8</sup> CCA Needs Assessment: Survey for Nova Scotia, Council of Nova Scotia Archives, 1988.

<sup>9</sup> A full-time equivalent position is calculated at 35 hours per week for 52 weeks per year, or a total of 1820 hours annually.

### 3.1.6 / Professional Development and Training

#### 3.1.6.1 / Recent Professional Development and Training by Current Staff

Respondents were asked to report on the nature of professional development and training that has been undertaken by their current staff/volunteers within the last five years. Respondents were also given the opportunity to list other professional development activities undertaken, but not listed in the survey question. Table 9 summarizes the responses to this question, including the 'other' professional development opportunities added by individual respondents.

As we can see from the responses:

- *the most common form of professional development and training reported by responding members was the CNSA Introduction to Archives Workshop, with 39% of reporting institutions indicating that a staff member or volunteers had taken part in this course over the past five years. This was closely followed by workshops offered by the Canadian Conservation Institute (CCI) at 37%. While the percentage of staff who have taken these courses may seem low, many staff currently working at the reporting institutions had received significant training prior to five years ago, which was not captured in the survey question.*

**TABLE 9 / Percentage of Current Archival Staff with Selected Professional Development and Training within the Past Five Years**

Professional Development and Training Program	%
Completed CNSA's Core Curriculum Certificate program	16%
CNSA Introduction to Archives workshop	39%
CNSA Introduction to Preservation workshop	32%
CNSA Acquisition, Appraisal and Accessioning workshop	21%
CNSA Arrangement and Description workshop	24%
CNSA Introduction to RAD workshop	32%
CNSA Access and Reference workshop	18%
Other CNSA workshops added by respondents:	
Various CNSA workshops such as grant writing	8%
CNSA workshops offered at the annual conference	8%
ACA (Association of Canadian Archivists) workshop	16%
CCI (Canadian Conservation Institute) workshop	37%
CCA (Canadian Council of Archives) workshop	13%
SAA (Society of American Archivists) workshop	3%
ARMA (Association for Records Management) workshop	26%
Other professional development added by respondents:	
Federation of Nova Scotia Heritage	11%
Various workshops on specific topics such as copyright	16%
National or out of province archival courses and workshops	5%
Courses through libraries or university	8%
National meetings, festivals, symposia	8%

#### 3.1.6.2 / Adequacy of Professional Development and Training Budgets

In response to the question "does your institution support the on-going professional development and training of staff?" 95% of respondents indicated that their organization did support on-going professional development and training. However, when asked if their professional development allocation was

sufficient to meet their training needs, *52% of respondents indicated that their professional development allocation was not sufficient to meet their needs.*

## 3.2 / Acquisitions and Holdings

### 3.2.1 / Means of Acquisition

According to the survey results, *almost all of the responding archives acquire holdings through gifts/donations, while over half acquire holdings through record retention schedules or direct transfer from their sponsoring organization.* A sizeable number of respondents (*over 40%*) *reported that they acquire holdings through purchase or on permanent loan/deposit.*

### 3.2.2 / Acquisitions Criteria

In making decisions regarding accepting or rejecting material, almost all respondents reported that they rely on a variety of criteria, the most common of which is conformity to their acquisitions mandate (97%), followed by archival value (87%), physical condition of the material (82%) and ability to preserve material (77%). Fifty-one percent (51%) consider research demand and 41% remain

consistent with the CNSA's Cooperative Acquisitions Strategy when acquiring new material. The "other" acquisitions criteria added by individual respondents included "internal institutional choices unrelated to archival priorities;" "the ability and capacity to store materials;" "donor restrictions;" and "ownership issues."

FIGURE 3 / Means of Acquisition

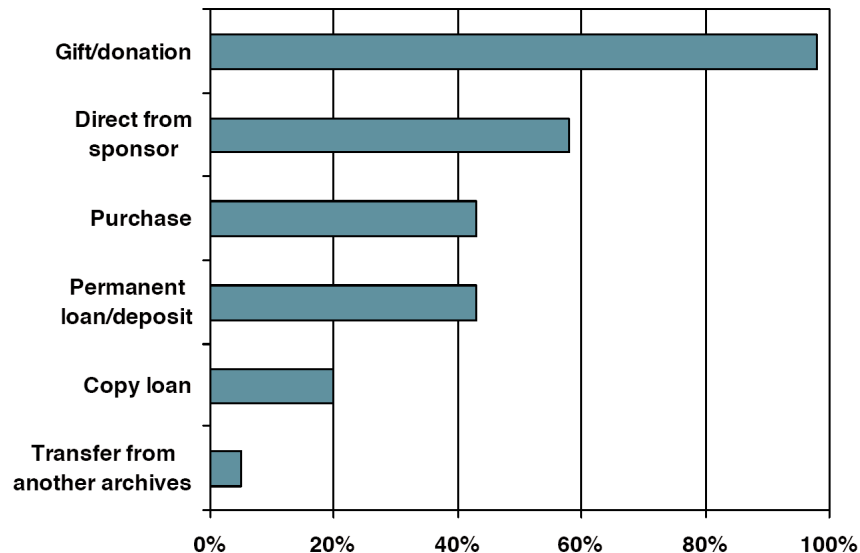
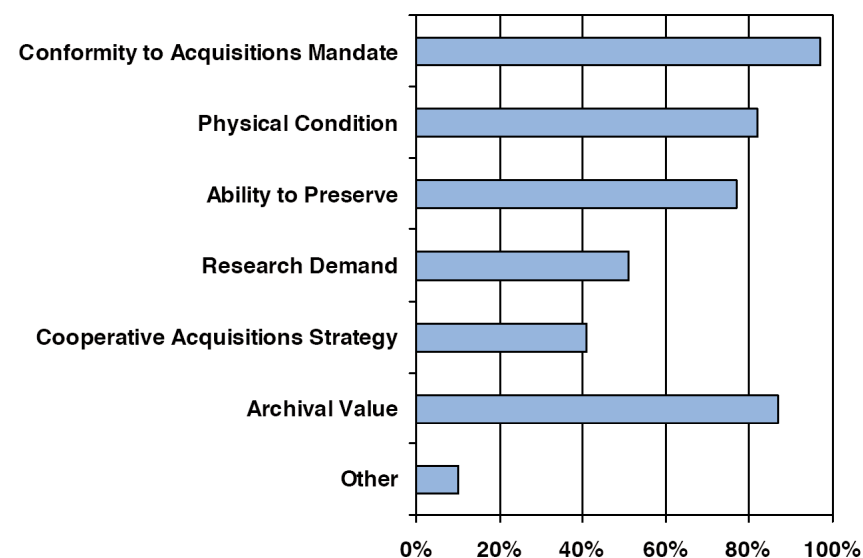


FIGURE 4 / Acquisitions Criteria





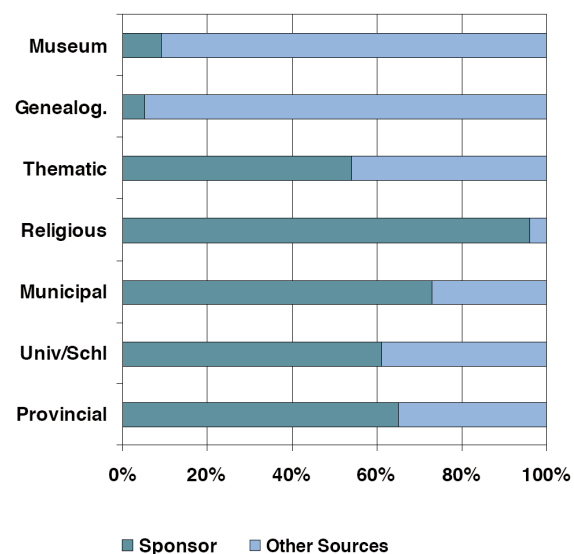
### 3.2.3 / Source of Holdings

In estimating the source of their holdings, respondent answers varied widely, from 100% received from their parent organization to 100% received from outside sources.

As Figure 5 illustrates:

- *religious archives derive the highest percentage of their holdings from their parent/sponsoring organization, while museums/historical societies and genealogical centres derive the lowest percentage of their holdings from their parent/sponsoring organization.*

**FIGURE 5 / Source of Holdings Comparison between Sponsoring Organization and Other Sources**



- *almost three-quarters of responding organizations have some records from their sponsoring organization, which is an increase from 1988, at which time the survey found only 29% of archives collected records from their sponsoring organization.*

### 3.2.4 / Records Management

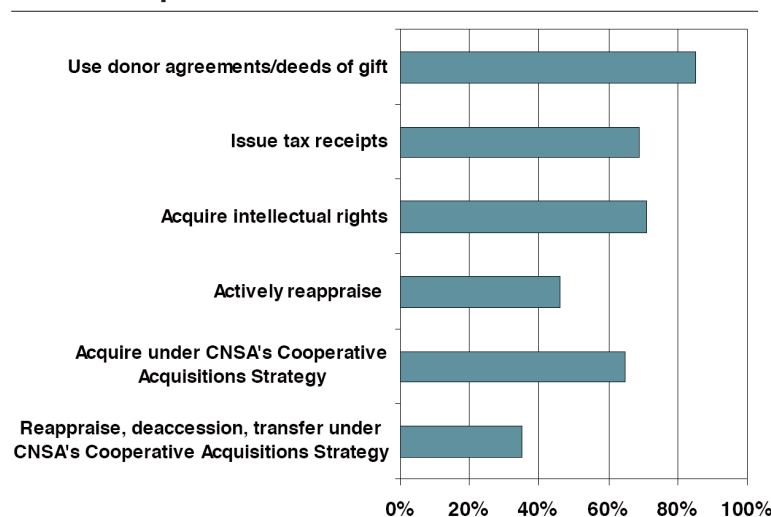
Despite this apparent increase in records received from sponsoring organizations, the 2007 survey data indicate that *less than one quarter of responding archives are responsible for records management for their parent/sponsoring organization.* Of those organizations not responsible for records management, *one-third reported that they are involved in*

*records management* for their sponsoring organization, mainly on a very informal basis. This echoes the findings of the 1988 survey, which concluded that “there is little systematic collection of sponsor records.”

### 3.2.5 / Acquisitions

As Figure 6 illustrates, 85% of responding institutions reported that they use donor agreements or deeds of gift. The majority also indicated that they issue tax receipts (76%), acquire intellectual property rights (71%) and follow the CNSA Cooperative Acquisitions Strategy when acquiring material (65%).<sup>10</sup> On the other hand, less than 50% of respondents actively reappraise their holdings, de-accession or transfer holdings to another archives, in accordance with the CNSA's Cooperative Acquisitions Strategy.

**FIGURE 6 / Acquisitions Guidelines/Procedures**



<sup>10</sup> This result is inconsistent with the response in Section 3.2.2 where 41% of respondents indicated that conformity with the CNSA's Cooperative Acquisitions Strategy is a criteria used when deciding to accept or reject material. Anecdotally, the consultants found that the level of awareness and understanding of the Cooperative Acquisitions Strategy was not high for many archives, which may explain some of the inconsistency in these answers.

### 3.2.6 / Extent of Holdings

Survey respondents were asked to estimate the extent of their archival holdings according to various media categories. Table 10 provides a summary of the extent of archival holdings by type of holdings and archives type.

As we can see from this data:

- the 40 reporting institutions are responsible for the care of almost 18,000 linear metres of textual records from their sponsoring organizations and over 13,000 linear metres of textual records from outside sources. Together, the *textual records held by reporting archives would stretch 31 kilometres, or the length of 636 football fields*;

- the holdings of reporting archives are not exclusively textual, but are *multimedia with significant holdings in all categories of holdings*. In particular, the holdings of the reporting institutions include over 1 million photographs and close to a quarter of a million maps and plans.

It is interesting to note that the 1988 survey did not include categories of holdings for sound recordings, moving images and electronic records, although the report does note that “the acquisition of film and video-tape appear to be on the rise.” This finding underlines one of the greatest challenges for the province’s archives today, which is the acquisition of these non-textual media.

**TABLE 10 / Extent of Holdings by Category of Archives**

Category of Holdings	University/ Provincial School Municipal Church/Rel Thematic Genealog. Museum							TOTAL
	(1)	(7)	(3)	(6)	(4)	(2)	(17)	
Textual records from sponsoring organization (linear metres)	12,000	2,955	1,885	853	177	10	89	17,969
Textual records from other sources (linear metres)	6,000	3,918	297	18	1,006	121	1,904	13,263
Published material (e.g. books magazines vertical files) (#items)	70,000	85,833	5,594	2,950	2,578	3,018	34,390	204,363
Maps & plans incl. architectural drawings (# items)	205,000	19,876	15,220	674	2,016	149	2,662	245,597
Microforms (microfilm microfiche) (# items)	50,000	1,690	3,750	163	1,380	3,522	2,789	63,294
Photographs (incl. prints negatives transparencies) (# items)	508,000	333,230	25,595	35,666	68,903	13,725	69,420	1,054,539
Sound recordings (incl. tapes cassettes) (# items)	16,010	14,782	132	756	24,540	247	2,604	59,071
Moving images (incl. film video) (#items)	16,300	2,929	25	180	131,514	1	719	151,668
Paintings, drawings, prints (#items)	1,125	8,294	32	650	100	1	976	11,178
Electronic records born in electronic format (# files)	-	560	-	7	1,715	55	8,239	10,576
Artifacts, specimens and ephemera (# items)	-	3,305	15	1,498	911	7	581	6,317

### 3.2.7 / Growth of Holdings

Survey respondents were asked to estimate the percentage growth in their holdings over the last five years according to media category. As Table 11 illustrates, the province's archives have experienced considerable overall growth in all categories of holdings over the past five years.

Of particular note are the following findings:

- *Electronic records have increased between 53% and 234% among five of seven categories of archives. Overall, electronic holdings have increased by 79%;*
- *Photographs*, including prints, negatives and transparencies *have almost doubled in number;*
- *Maps and plans and microforms* (microfilm and microfiche) *have each grown by 32% overall;*
- *Textual records from other sources* have experienced a **28% growth** rate in the past five years;
- *Municipal archives* have experienced **growth in excess of 50% in nine categories** of holdings;<sup>11</sup>
- *Museums and historical societies* have experienced **growth in excess of 50% in five categories** of holdings;
- *NSARM has experienced negative growth in textual records from non-sponsorial sources and maps and plans* due to extensive reappraisal, de-accessioning and transfers to other archives in the province, in accordance with CNSA's Cooperative Acquisitions Strategy.

**TABLE 11 / Percentage Growth in Holdings over the Past Five Years by Category of Archives**

Category of Holdings	University/ Provincial School Municipal Church/Rel Thematic Genealog. Museum							TOTAL
	(1)	(7)	(3)	(6)	(4)	(2)	(17)	
Textual records from sponsoring organization (linear metres)	9%	15%	50%	27%	41%	0%	19%	<b>23%</b>
Textual records from other sources (linear metres)	-12%	20%	62%	0%	43%	20%	63%	<b>28%</b>
Published material (e.g. books magazines vertical files) (#items)	1%	5%	80%	6%	18%	25%	13%	<b>21%</b>
Maps & plans incl. architectural drawings (# items)	-50%	146%	70%	3%	34%	10%	11%	<b>32%</b>
Microforms (microfilm microfiche) (# items)	1%	20%	60%	30%	5%	8%	98%	<b>32%</b>
Photographs (e.g. prints negatives transparencies) (# items)	1%	13%	78%	31%	28%	18%	166%	<b>48%</b>
Sound recordings (e.g. tapes cassettes) (# items)	1%	9%	51%	12%	43%	50%	8%	<b>25%</b>
Moving images (e.g. film video) (#items)	12%	17%	75%	3%	50%	0%	14%	<b>24%</b>
Paintings drawings prints (#items)	2%	4%	55%	13%	1%	100%	17%	<b>27%</b>
Electronic records born in electronic format (# files)	0%	234%	0%	100%	53%	95%	68%	<b>79%</b>
Artifacts and specimens and ephemera (# items)	0%	6%	5%	1%	39%	30%	13%	<b>13%</b>

<sup>11</sup> This figure can be partially attributed to the creation of a new municipal archives in the HRM.



### 3.3 / Arrangement and Description

#### 3.3.1 / Use of Rules for Archival Description

Survey results indicate that 70% of responding institutions use Rules for Archival Description (RAD) to describe their holdings. As Table 12 illustrates, among those who are using RAD, the majority are using RAD at the fonds level, followed closely by the series level.

**TABLE 12 / Level to Which Rules for Archival Description (RAD) is Used**

Level	% Responding
Fonds	27%
Series	24%
File	18%
Item	15%

#### 3.3.2 / Minimum Level of Processing

As Table 13 illustrates, the minimum level of processing carried out by the majority of respondents before making records available to the public is “creation of an accession record.” The next most commonly reported level of processing before making material available to the public was “supplied or created file or item lists.”

#### 3.3.3 / Subject and Name Authorities

*Over two-thirds of respondents (64%) reported that they do not use subject authorities in their descriptive work.*<sup>12</sup> Among the 36% who do use subject authorities, *the most commonly used subject authority is the Nova Scotia Subject Headings Authority* followed by the *Library of Congress*. Thirty-four percent (34%) of respondents reported that they use name authorities in their descriptive work.

**TABLE 13 / Minimum Level of Processing Before Records Are Publicly Available**

Processing Level	% Responding
Accession record: title	56%
RAD-compliant fonds or series level description	15%
Supplied or created file or item list	18%
Other	10%

<sup>12</sup> This is an increase of 8% from 1988, when 28% of respondents reported using subject authorities.

### 3.3.4 / Holdings Arranged and Described

Table 14 provides a breakdown of the reported percentage of archival holdings arranged and described to at least the fonds or collection level by media type and by type of archives.

From the table the following key points emerge:

- the majority of the province's archival holdings (64%) are arranged and described to the fonds or collection level;

- among categories of archives, holdings arranged and described range from a high of **75% at provincial and municipal archives**, to a **low of 41% in museum/ historical society archives**;
- as would be expected, **microforms have the highest report levels of arrangement and description**, at 87%, followed by textual records from sponsoring organizations (81%);
- on average, **over 50% of photographs, textual records from outside sources, published materials, maps and plans, and sound recordings are arranged and described**;

- on average, less than 50% of moving images, paintings, drawings and prints, electronic files and artifacts/specimens are arranged and described**;
- of all media categories, electronic records had the lowest rate of arrangement and description (22%)**.

Almost two-thirds of respondents (64%) indicated that their backlog of material not arranged and described is increasing, while just 23% reported that the backlog was being maintained at a manageable level. Less than 13% reported that their backlog is decreasing.

**TABLE 14 / Percentage of Holdings Arranged and Described by Category of Archives**

Category of Holdings	Provincial (1)	University/ School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog. (2)	Museum (17)	% of Total Holdings Arranged & Described (40)
Textual records from sponsoring organization (linear metres)	95%	34%	70%	79%	48%	100%	29%	81%
Textual records from other sources (linear metres)	65%	58%	57%	9%	49%	28%	38%	57%
Published material (incl. books magazines vertical files) (#items)	95%	52%	68%	58%	45%	30%	36%	64%
Maps & plans incl. architectural drawings (# items)	60%	18%	58%	35%	43%	0%	29%	56%
Microforms (microfilm microfiche) (# items)	95%	21%	65%	67%	98%	60%	40%	87%
Photographs (incl. prints negatives transparencies) (# items)	70%	73%	52%	57%	39%	18%	30%	65%
Sound recordings (incl. tapes cassettes) (# items)	95%	32%	8%	18%	47%	0%	14%	54%
Moving images (incl. film video) (#items)	95%	19%	5%	42%	20%	0%	27%	28%
Paintings, drawings, prints (#items)	90%	31%	55%	31%	90%	0%	30%	37%
Electronic records born in electronic format (# files)	0%	10%	0%	75%	1%	2%	27%	22%
Artifacts, specimens and ephemera (# items)	0%	36%	60%	44%	8%	1%	83%	38%
<b>Overall %</b>	<b>75%</b>	<b>46%</b>	<b>75%</b>	<b>76%</b>	<b>66%</b>	<b>68%</b>	<b>41%</b>	<b>64%</b>

When asked to identify the factors that influence the processing priorities of their archives, the **largest percentage of respondents pointed to lack of availability/expertise of staff (85%)**, followed by time constraints (80%). Other factors, suggested by 10% of respondents, include categorization and media processing issues, donor expectations, special events, and reappraisal and de-accessioning as part of the Cooperative Acquisitions Strategy.

### 3.4 / Facilities and Equipment

#### 3.4.1 / Breakdown of Facilities

Responding institutions reported that over 16,000 square metres of space is utilized to support the archival functions of their institutions. Of this total, NSARM represents 47%. Over half of the total reported space (52%) is dedicated to on-site records storage, while just under one quarter (22%) is devoted to public service and the remaining 26% is dedicated to technical/processing and office space. In addition, responding institutions occupy another 4,696 square metres in off-site storage space.

#### 3.4.2 / Storage

##### 3.4.2.1 / Availability

When asked to estimate the percentage of existing storage space that is currently available for future archival acquisitions, individual responses ranged widely, from 0% to 90% of space currently available. When analyzed by category of archives, with the exception of universities and schools, all categories reported that 20% or less of their storage space is available for new acquisitions. Genealogical and religious archives reported the lowest percentage of available storage space, at 11%

FIGURE 7 / Factors Influencing Processing Priorities

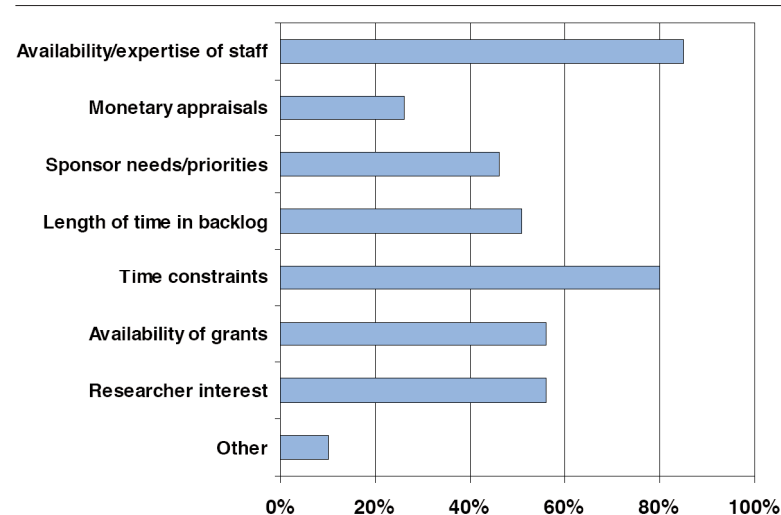


TABLE 15 / Facilities Function and Size

Archival Facility Function	Total		NSARM		All Others	
	m2	%	m2	%	m2	%
Public service area	4,369	26%	1,900	43%	2,469	57%
On-site records storage	8,578	52%	4,000	47%	4,578	53%
Processing, technical & office space	3,706	22%	1,950	53%	1,756	47%
<b>Total On-Site Space</b>	<b>16,653</b>	<b>100%</b>	<b>7,850</b>	<b>47%</b>	<b>8,803</b>	<b>53%</b>
<b>Total Off-Site Storage Space</b>	<b>4,696</b>	<b>100%</b>	<b>3,300</b>	<b>70%</b>	<b>1,396</b>	<b>30%</b>

**TABLE 16 / Available Storage by Category of Archives**

Category of Archives	Average % Storage Available	Range of Answers	Years to Fully Utilized	Range of Answers
Provincial (1)	20%	na	20	na
University/School (7)	25%	5-60%	12	1-50 yrs
Municipal (3)	18%	10-25%	12	2-30 yrs
Religious (6)	11%	0-40%	2	0-3 yrs
Thematic(4)	18%	2-50%	9	5-10 yrs
Genealogical(2)	10%	1-20%	8	0-15 yrs
Museum/Historical Society(17)	18%	0-90%	5	1-25 yrs

and 10% respectively. These figures suggest that the current storage capacity for the province's archival records is essentially 83% full, which represents an 8% decrease in overall storage capacity from 1988, when that survey concluded that 75% of archival storage in the province was filled. This suggests expansion of facilities has not kept pace with growth of holdings.

### 3.4.2.2 Storage Characteristics

Approximately 70% of responding archives report that their archival storage is physically separated from the public service area. From Table 17, we can see that the storage areas of a majority of responding organizations are equipped with most of the basic forms of safety equipment/systems, such as fire extinguishers and smoke detectors (87% and 82% respectively), metal shelving units (77%), temperature controls (74%) and alarms connected to the fire department (74%). When compared to figures from the 1988 survey, the 2007 data show improvements in all storage space safety features, with the exception of combustion resistant construction.<sup>13</sup>

**TABLE 17 / Safety Features of Archival Storage Compared to 1988 Survey**

Storage Space Characteristics	2006 % Yes	1988 % Yes
Combustion resistant construction	36%	57%
Metal shelving units	77%	60%
Smoke detectors	82%	54%
Inert gas fire-suppression system	10%	9%
Heat activated sprinkler system	36%	31%
Standpipes/hoses	21%	13%
Fire extinguishers	87%	83%
Alarm connected to fire department	62%	40%
Temperature controls	74%	32%
Humidity controls	49%	19%
Air filtration system	18%	9%
Natural light windows	54%	74%
UV filters on windows or fluorescent lighting	49%	21%
Basement or sub-grade storage	41%	42%
Storage location safe from natural hazards	69%	67%
Exposed steam or water pipes	23%	32%
Mechanical/heating/air handling system alarm	28%	17%
Cold storage area	10%	6%

<sup>13</sup> There is no clear explanation for this inconsistency, although it may be due to differences in the interpretation of terminology.

### 3.4.3 / Access to Equipment

When asked if they have access to all the types of equipment needed to access their holdings, almost half of respondents (47%) indicated that they did not have access to all the equipment needed to access their holdings.

Audio-visual equipment, such as film and slide projectors, VHS players and turntables, were cited as the equipment most commonly lacking (75%), followed by microfilm/microfiche equipment (25%).

## 3.5 / Preservation Management

### 3.5.1 / Preservation Management Measures

Table 18 illustrates the frequency and nature of the preservation measures carried out by responding archives. From this data we see that:

- *the most frequently conducted preservation measure was reported to be “instruction of staff and researchers in the proper handling of materials” (100%), followed by “removal of materials that could damage records (97%),” “segregation of new acquisitions until inspected” (92%), “re-housing of material in archival quality storage containers” (90%) and “replacement of fragile or high-use materials with copies for public access” (90%);*
- only 26% of participating archives reported that they carry out collections assessment/condition reporting and 31% are engaged in migrating electronic formats.<sup>14</sup>

**TABLE 18 / Preservation Measures Routinely Carried Out**

Preservation Measures	% Yes
Re-housing in archival quality storage containers	90%
Removal of material that could damage records	97%
Migration of electronic formats	31%
Replacement of fragile or high use originals with copies for public access purposes	90%
Segregation of new acquisitions until inspected	92%
Instruction of staff and researchers in proper handling of materials	100%
Regular collection assessments/condition reports	26%
Regular monitoring of environmental conditions	77%

<sup>14</sup> It is likely that some responding organizations might be carrying out migration of electronic formats as more of a public access measure than for preservation management purposes.

### 3.5.2 / Holdings in Need of Preservation Measures

As Table 19 summarizes, survey responses indicate that considerable holdings in certain media categories are in need of preservation measures. The five categories of archival holdings in greatest need of preservation measures among all reporting organizations are the following:

1. moving images (67%)
2. textual records from other sources (51%)
3. textual records from sponsoring organizations (50%)
4. sound recordings (48%)
5. artifacts, specimens and ephemera (47%)

### 3.5.3 / Global Preservation Assessments<sup>15</sup>

While almost two-thirds (64%) of the archives responding to the survey reported that they have had a Global Preservation Assessment undertaken by a conservator, **36% of respondents have not had a Global Preservation Assessment of their archives.**

Of those archives that do have a Global Preservation Assessment, **over 45% were completed seven years ago or more.** Therefore,

<sup>15</sup> A Global Preservation Assessment is a systematic review of operations and environment to identify risks to holdings.

only 14 reporting institutions (35%) have had a Global Preservation Assessment conducted since 2000. Of those who do have a Global Preservation Assessment, ***the vast majority (87%) have only been able to partially implement its recommendations, leaving just 18% of respondents who have been able to fully implement the recommendations of their Global Preservation Assessment.***

When asked to identify the reasons that they had not been able to implement their Global Preservation Assessment, respondents pointed to the barriers outlined in Table 20 (next page).

**TABLE 19 / Holdings in Need of Preservation Measures by Category of Holdings and Category of Archives**

Category of Holdings	Provincial (1)	University/ School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog. (2)	Museum/ (17)	% Total Holdings in Need of Preservation Measures (40)
Textual records from sponsoring organization (linear metres)	60%	23%	38%	29%	13%	0%	37%	50%
Textual records from other sources (linear metres)	75%	21%	45%	20%	38%	40%	46%	51%
Published material (incl. books magazines vertical files) (#items)	5%	2%	10%	7%	22%	0%	22%	7%
Maps & plans incl. architectural drawings (# items)	40%	39%	40%	51%	38%	8%	37%	40%
Microforms (microfilm microfiche) (# items)	35%	0.2%	5%	33%	10%	0%	18%	29%
Photographs (incl. prints negatives transparencies) (# items)	50%	14%	13%	23%	47%	8%	42%	35%
Sound recordings (incl. tapes cassettes) (# items)	20%	29%	100%	68%	79%	3%	37%	48%
Moving images (incl. film video) (#items)	10%	35%	25%	42%	75%	0%	10%	67%
Paintings, drawings, prints (#items)	7%	15%	0%	31%	50%	0%	41%	18%
Electronic records born in electronic format (# files)	0%	60%	0%	0%	50%	0%	15%	23%
Artifacts, specimens and ephemera (# items)	0%	53%	10%	45%	38%	15%	34%	47%



### 3.5.4 / Disaster Preparedness

*Survey results indicate that 62% of respondents do not have an up-to-date disaster preparedness plan.*

## 3.6 / Public Services

### 3.6.1 / Access

Twenty-five of 40 responding archives (63%) are open to the public year-round. Six archives (15%) are open on a seasonal basis, while 11 (28%) are open by appointment only. Four archives (10%) reported that they are not open to the general public but are accessible to select user-groups by appointment. Hours open to the public vary widely from one hour to 72.5 hours per week.

### 3.6.2 / User Fees

Seventy-nine percent (79%) of responding archives charge copying fees, 49% charge for research and 21% (8 institutions) charge admission. All those that charge admission are in the museum/historical society category, or have a museum component within the same facility.

### 3.6.3 / Researcher/User Statistics

During the reporting period, *responding institutions fielded nearly 42,000 visits and inquiries and supplied over 52,000 photocopies and microfilm prints to the public.* NSARM reported 46% of total visits and inquiries and 69% of all copies and prints supplied to users.

**TABLE 20 / Barriers to Implementing Global Preservation Assessment Recommendations**

Reasons for Not Implementing Global Preservation Assessment Recommendations	% of Responses
Lack of resources	52%
Lack of expertise	24%
Lack of time	52%
Other institutional priorities	35%
Other including:	10%
<ul style="list-style-type: none"> <li>unworkable or unrealistic recommendations</li> <li>limitations of a heritage facility</li> <li>recommendations are no longer applicable due to change in facilities</li> <li>lack the institutional authority to make all recommended changes to the building</li> </ul>	

**TABLE 21 / User Statistics**

Usage Type	Total	%	NSARM	% of total	All Others	% of total
Researcher visits	26,603	63%	14,600	35%	12,003	29%
Written inquiries	1,626	4%	287	1%	1,339	3%
Email inquiries	6,085	15%	1,678	4%	4,407	11%
Telephone inquiries	7,639	18%	2,573	6%	5,066	12%
<b>Total inquiries</b>	<b>41,953</b>	<b>100%</b>	<b>19,138</b>	<b>46%</b>	<b>22,815</b>	<b>54%</b>
<b>Average per institution collecting statistics</b>	<b>1,353</b>		<b>19,138</b>		<b>761</b>	
Photocopies and microfilm prints supplied to users	52,364	100%	36,200	69%	16,164	31%
<b>Average per institution collecting statistics</b>	<b>1,689</b>		<b>36,200</b>		<b>539</b>	

### 3.6.4 / Usage Rights

Over 94% of respondents indicated that they comply with copyright legislation. However, when asked about their level of comfort with the application of this legislation, over 60% indicated that they were not comfortable with their expertise in applying this legislation.

When it comes to Freedom of Information/Protection of Privacy Legislation, two-thirds of respondents indicated that FOIPOP applies to their archives, while 26% were unsure. Of those to whom FOIPOP applies, 66% indicated that they are not comfortable with or are uncertain of their expertise in the application of FOIPOP.

## 3.7 / Public Awareness and Profile

### 3.7.1 / Exhibitions and Publications

Slightly less than half of the responding organizations (41%) indicated that they regularly develop traditional exhibitions and displays of their archival holdings. The same percentage of institutions (41%) indicated that they have some sort of publication program, which has resulted in a total of 107 books, 33 finding aids and 32 promotional items currently in print.

### 3.7.2 / Public Programs

As Table 22 illustrates, the most common public programs offered by responding archives include school/group tours of the archives (72%), advice to individuals (72%) and radio spots, newspaper articles and other media exposure (64%).

**TABLE 22 / Percentage of Respondents Offering Various Public Programs**

Type of Public Program	% of Archives Offering
On-site educational programs	41%
School/group tours of the archives	72%
Visits to schools by archives staff/volunteers	21%
Radio spots, newspaper articles, media releases, interviews	64%
Open houses	46%
Advice to other institutions	49%
Advice to individuals	72%
Workshops	28%



### 3.8 / Online/In-house Electronic Access

#### 3.8.1 / Current Capacity and Planned Initiatives

Information technologies represent both a challenge and a useful tool for archives. The 2007 survey results indicated that all of the responding organizations have some sort of online presence or in-house electronic capacity. The fact that the 1988 survey did not have a

section on information technology clearly illustrates the degree of change that has taken place in this area of archival activity in the last 19 years. It is encouraging to note how many archives plan to expand their online or in-house electronic services. Table 23 summarizes the current online/in-house electronic capabilities and future plans of Institutional Members.

**TABLE 23 / Percentage of Respondents Currently Offering and Planning to Offer Online/In-house Electronic Services**

Online/In-house Electronic Services	% Offered Currently	% Planned Within 5 Years
Web site (static information only)	82%	5%
Searchable databases on web site	8%	37%
Virtual exhibits on web site	18%	18%
Finding aids on-line (html, EAD, PDF) on website	18%	39%
Email responses to inquiries including attachments (i.e images, finding aids)	74%	11%
Finding aids created using word processing/databases	66%	8%
Fonds/collection-level descriptions available via in-house database	53%	16%
Fonds/collection-level descriptions available via ArchWay/Archives Canada	45%	24%
Fonds/collection-level descriptions available via library catalogue	24%	13%
Photographic database	47%	42%
Other media databases	16%	11%
Digitization of selected holdings	39%	34%
Scanning of photos or documents upon request	82%	8%
Public access computers on site	34%	26%

As Table 23 illustrates:

- the most common current form of online/in-house electronic services provided by responding organizations is a static website (82%);
- a significant majority (82%) of respondents are able to scan photographs and documents upon request;
- almost three quarters of respondents (74%) are currently able to email responses to inquiries with attachments;
- two-thirds of respondents have finding aids created in word processing programs;<sup>16</sup>
- over half of all respondents (53%) currently have fonds/collection-level descriptions available through an in-house database.

The data also indicate that there are still areas of growth related to online/in-house electronic capabilities:

- currently only 8% of respondents have searchable data bases accessible through their web sites, although 37% indicated that they planned to add searchable data bases to their web sites in the next five years;

<sup>16</sup> Although the 1988 report does not provide specific data on the number of archives that had developed finding aids, it does note that "for many small archives, they are still out of reach," and that "even PANS depends on part-time contract work by students for much of the arrangement and description."

- less than 20% of respondents currently have online finding aids, although 39% plan to develop online finding aids in the next five years;
- 42% plan to develop photographic data bases over the next five years.

### 3.8.2 / Web Statistics

Only seven responding archives are currently collecting page view statistics, while six reported collecting visits to the website. *Total page views reported are 14,757,181, of which 99.5% are attributable to NSARM. NSARM also received 99.7% of the 1,045,797 visits reported.*

### 3.8.3 / ArchWay

Of those institutions responding to the survey, *less than half (42%) indicated that they have contributed fonds-level descriptive records to ArchWay.*

Among those 17<sup>17</sup> responding organizations that have participated in ArchWay, there is a wide range in the percentage of fonds-level descriptive records contributed. Five organi-

zations have contributed less than 5% of their fonds-level descriptive records, five organizations have contributed over 85%, and the remaining seven range from 15 to 75%. Overall the average contribution of fonds-level descriptive records is 40%.

Among those who do not contribute to ArchWay, the most commonly cited reasons for not contributing are outlined in Table 24.

**TABLE 24 / Reasons Cited for Not Contributing to ArchWay**

Reasons for Not Contributing to ArchWay	% of Respondents
Records not RAD-compliant	12%
Lack of equipment	9%
Lack of expertise	39%
Other institutional priorities	33%
Lack of time	58%

<sup>17</sup> On the surface, it may appear that this response is inconsistent with Table 23, which indicates that 45% of archives reported a contribution to ArchWay. However, the same 17 archives reported a contribution to ArchWay in both questions; the difference lies in the total response rate to the question. Seventeen (17) out of 38 archives responded to the question summarized in Table 23, translating into 45% reporting that they contribute to ArchWay, while 17 out of 40 archives responded to the question summarized above, translating into 42% reporting a contribution to ArchWay.

# 4

## ANALYSIS OF PRIORITIES

Respondents were asked to rank the relative priority of nine broad categories of archival activity, in both the short and long term. All 40 archives responded to this question by assigning a ranking from 1–9, with 1 representing the highest priority and 9 the lowest. The results of this ranking are discussed in the sections following. The top three ranked priorities are highlighted in each case.

## 4.1 / Overall Ranking of Priorities in the Short-Term

As Table 25 indicates, among all responding institutions, the number one priority in the short term is arrangement and description, followed by preservation management, and staffing, professional development and training.

The results included in Table 25 also indicate the following conclusions related to each broad category of archival activity:

- *Arrangement and description is the number one or two priority for all categories of archives, with the exception of the provincial archives which rated it fourth in importance.* These results make arrangement and description the most consistently ranked priority area across all categories of archives.

- While *preservation management* was ranked as the *second highest priority overall, municipal archives, thematic archives and genealogical centre archives rated preservation management among their bottom five priorities;*
- *Staffing, professional development and training ranked in the top four priorities* for all categories other than municipal and provincial archives;
- *Acquisitions and holdings ranked fourth overall* and was consistently ranked in the top five by all categories of archives;
- The ranking of facilities and equipment varied greatly in its importance among categories of archives. *While ranked fifth overall, facilities and equipment received lower than*

- average priority rankings from provincial, university/ school and municipal archives, while religious and museum/historical society archives ranked facilities and equipment among their top three priorities;*
- While *public services ranked sixth overall, it was ranked in the top three by provincial and municipal archives;*
- Considerable variation is also seen in the priority of online/in-house electronic access and public services among categories of archives. *While ranking seventh overall, online/in-house electronic access was ranked in the top three by provincial, university and municipal and thematic archives and among the lowest priorities by religious, genealogical and museum archives.*

TABLE 25 / Short-Term (1–4 Years) Priorities Ranked

Archival Activities	Overall		Provincial		Univ/School		Municipal		Religious		Thematic		Genealog.		Museum	
	(40)		(1)		(7)		(3)		(6)		(4)		(2)		(17)	
	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank
a) Staffing professional development and training	4.35	3	6.00	6	3.86	2	6.00	7	4.17	4	3.75	2	3.00	2	4.67	4
b) Acquisitions and holdings	4.55	4	5.00	5	4.86	5	4.00	3	4.33	5	4.00	3	1.00	1	5.29	5
c) Arrangement and description	2.70	1	4.00	4	2.57	1	3.00	2	2.17	1	1.50	1	3.00	2	2.94	1
d) Facilities and equipment	5.10	5	9.00	9	6.43	8	8.00	9	3.83	3	7.00	7	4.00	5	4.18	3
e) Preservation management	4.18	2	2.00	2	4.57	4	6.50	8	3.17	2	5.00	5	5.00	6	4.00	2
f) Public services	5.48	6	3.00	3	5.14	6	2.50	1	7.33	8	5.50	6	3.50	4	5.53	7
g) Public awareness and profile	6.28	9	7.00	7	6.29	7	5.50	5	7.17	7	7.00	7	7.50	8	5.94	8
h) Online/in-house electronic access	5.93	7	1.00	1	4.43	3	4.00	3	7.33	8	4.00	3	8.50	9	6.53	9
i) Management and governance	6.13	8	8.00	8	6.86	9	5.50	5	5.50	6	7.25	9	6.50	7	5.47	6

## 4.2 / Overall Ranking of Priorities in the Long Term

- **Public awareness and profile and management and governance ranked consistently low**, “5” or below, for all categories or archives.<sup>18</sup>

As Table 26 illustrates, these results are largely consistent with the results of the 1988 survey.

As Table 27 indicates, arrangement and description remains the number one priority in the long term among respondents to the needs assessment survey; while staffing, professional development and training becomes the second highest priority in the long term; and preservation management, moves to the third highest priority in the long term;

The results of the long-term ranking (5 years +) also indicate the following conclusions:

- As with short-term priorities, there are divergences in priorities between types of archives in the long term, with *provincial, university and municipal archives ranking online/in-house electronic access among their top three priorities*, while all other categories of archives ranked this among their three lowest priorities. Also, *provincial and municipal archives ranked public services among their top three long-term priorities, while four of five other categories of archives ranked public services among their lowest long-term priorities.*

**TABLE 26 / Comparison of Short-Term Priorities Between 1988 and 2007 Surveys**

Top Five Short-Term Priorities, 1988 Survey	Top Five Short-Term Priorities, 2007 Survey
1. Professional development and training	1. Arrangement and Description
2. Physical facilities	2. Preservation Management
3. Arrangement and description	3. Staffing, Professional Development and Training
4. Public awareness <sup>19</sup>	4. Acquisitions and Holdings
5. Conservation	5. Facilities and Equipment

**TABLE 27 / Long-Term (5+ Years) Priorities Ranked**

Archival Activities	Overall		Provincial		Univ/School		Municipal		Religious		Thematic		Genealog.		Museum	
	(40)		(1)		(7)		(3)		(6)		(4)		(2)		(17)	
	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank	Average	Rank
a) Staffing professional development and training	3.82	2	5.00	5	4.00	3	2.50	1	4.83	5	1.75	1	2.00	2	4.50	4
b) Acquisitions and holdings	4.63	4	6.00	6	4.86	5	6.00	7	3.83	3	3.75	3	1.50	1	4.88	5
c) Arrangement and description	3.30	1	4.00	4	3.57	1	4.50	3	2.67	1	2.75	2	3.50	3	3.12	1
d) Facilities and equipment	5.30	5	9.00	9	7.14	9	6.50	8	4.33	4	7.25	8	5.00	5	4.12	3
e) Preservation management	4.03	3	2.00	2	4.29	4	8.00	9	3.00	2	4.00	4	5.00	5	3.71	2
f) Public services	5.41	6	3.00	3	5.14	6	3.00	2	7.00	8	6.00	6	4.00	4	5.29	6
g) Public awareness and profile	6.13	8	7.00	7	6.14	8	4.50	3	7.17	9	5.00	5	8.00	7	6.24	7
h) Online/in-house electronic access	5.85	7	1.00	1	3.86	2	4.50	3	6.33	7	6.00	6	8.00	7	6.76	9
i) Management and governance	6.38	9	8.00	8	6.00	7	5.50	6	5.50	6	8.50	9	8.00	7	6.24	7

<sup>18</sup> Some archives, such as religious and thematic archives, may have ranked this as a low priority because they are not open to the public, or they have a specific audience that they would not categorize as the “public.”

<sup>19</sup> In the 2007 Survey, Public Awareness was broken into two separate categories: Public Services and Public Awareness and Profile.

- Other than shifting between the second and third highest priorities, rankings remained relatively unchanged when compared to the short-term. Exceptions are *public awareness and profile, which moved up to eighth* in priority and *management and governance, which moved to the lowest priority overall in the long-term.*

As Table 28 illustrates, these results are largely consistent with the results of the 1988 survey.

TABLE 28 / Comparison of Long-Term Priorities Between 1988 and 2007 Surveys

Top Five Long-Term Priorities, 1988 Survey	Top Five Long-Term Priorities, 2007 Survey
1. Professional development and training	1. Arrangement and Description
2. Physical facilities	2. Staffing, Professional Development and Training
3. Conservation	3. Preservation Management
4. Public awareness <sup>20</sup>	4. Acquisitions and Holdings
5. Arrangement and Description	5. Facilities and Equipment

<sup>20</sup> In the 2007 Survey, Public Awareness was broken into two separate categories: Public Services; and Public Awareness and Profile.

## 4.3 / Rating of Specific Priorities

Respondents were also asked to rate the priority of a number of specific activities within each of the nine categories of archival activity in the short and long term. The results of this rating are discussed in the following sections. In the ratings system that was used, “one” represented high priority and “ten” represented low priority. As such, the lower the average score the higher the priority.

### 4.3.1 / Rating of Specific Professional Development and Training Priorities

As Table 29 illustrates, the top professional development and training priorities for respondents in the short-term are the CNSA conference, other local workshops or seminars (beyond those of the CNSA core curriculum) and access to professional literature. It should be noted that the CNSA core curriculum workshops rated more highly among those organizations that have fewer professional staff, such as museums/historical societies and religious archives.

In the long term, as illustrated in Table 30, the ratings of professional development and training initiatives remain quite consistent with the short-term.

**TABLE 29 / Short-Term Priorities For Professional Development and Training Activities**

Professional Development & Training Activity	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) CNSA core curriculum workshops	4.80	10.00	5.43	5.67	2.67	4.50	6.00	4.76
b) Other local workshops or seminars	4.05	4.00	4.57	1.67	6.00	4.25	2.50	3.71
c) Post-secondary level programs/courses	7.28	3.00	7.00	4.33	8.00	8.00	3.00	8.24
d) Internships	7.60	7.00	7.29	5.33	8.50	7.50	8.50	7.76
e) Mentoring/professional partnerships	6.50	4.00	6.86	7.67	7.67	5.00	6.00	6.29
f) Study leave/ sabbatical	8.70	10.00	5.86	9.33	9.83	6.75	10.00	9.59
g) Access to professional literature	4.30	5.00	3.71	2.67	4.67	4.25	2.50	4.88
h) CNSA conference	3.85	3.00	4.71	2.00	3.83	3.75	3.50	3.94
i) Prov/national roundtables/forums/conferences	5.05	2.00	6.57	3.00	4.67	4.75	6.00	4.94
j) Leadership development courses/training for managers & professionals		1.00				1.00		
k) Corporate training, conferences specialized to specific archives						3.00		

Note: Items j and k were added by a respondent in the “other” category. As such, these choices were not rated by all respondents.

**TABLE 30 / Long-Term Priorities for Professional Development and Training Activities**

Professional Development & Training Activity	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) CNSA core curriculum workshops	5.50	8.00	7.29	6.00	2.67	5.50	6.00	5.47
b) Other local workshops or seminars	4.33	3.00	4.86	4.67	4.50	5.00	3.00	4.06
c) Post-secondary level programs/courses	6.98	2.00	6.43	4.33	7.00	7.75	3.50	8.18
d) Internships	7.20	5.00	6.86	5.33	8.50	6.00	8.00	7.53
e) Mentoring/professional partnerships	6.23	3.00	6.57	7.67	7.67	4.25	6.50	5.94
f) Study leave/ sabbatical	8.30	10.00	5.86	7.67	9.83	6.50	10.00	9.00
g) Access to professional literature	4.59	5.00	4.71	3.33	4.83	4.25	2.50	5.00
h) CNSA conference	3.73	2.00	5.14	2.00	3.67	4.25	3.50	3.47
i) Prov/national roundtables/forums/conferences	4.98	2.00	5.43	3.00	4.67	4.75	7.00	5.12
j) Leadership development courses/training for managers & professionals		1.00						
k) Corporate training, conferences specialized to specific archives						1.50		

Items j and k were added by a respondent in the “other” category. As such, these choices were not rated by all respondents.



### 4.3.2 / Rating of Specific Acquisitions and Holdings Priorities

As illustrated in Tables 31 and 32, in the acquisitions and holdings category, adherence

to institutional policies was the top priority for all categories of archives, in both the short and long term. Adherence to the cooperative acquisitions strategy was also a high priority for all categories, except religious archives.

Ability/expertise to acquire non-textual records was the third highest rated activity for acquisitions and holdings in both the short and long term.

**TABLE 31 / Short-Term Priorities For Acquisitions and Holdings Activities**

Acquisitions and Holdings Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Acquisitions re: under-represented communities	6.03	5.00	8.57	3.33	9.17	5.50	3.50	4.82
b) Acquisitions to fill thematic gaps	5.60	5.00	7.29	5.00	8.50	4.50	3.50	4.53
c) Adherence to Cooperative Acquisitions Strategy	4.23	1.00	4.00	1.67	8.00	5.00	3.00	3.82
d) Adherence to institutional acquisitions policy	2.20	1.00	2.29	1.67	2.50	2.00	1.00	2.41
e) Ability/expertise to acquire non-textual records	5.13	3.00	4.71	2.33	6.83	3.25	6.00	5.69
f) Reappraisal and de-accessioning	6.00	3.00	6.00	6.00	5.67	5.25	7.00	6.38
g) Records management scheduling and transfers	5.77	1.00	4.14	4.33	6.00	4.50	7.00	7.13

**TABLE 32 / Long-Term Priorities For Acquisitions and Holdings Activities**

Acquisitions and Holdings Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Acquisitions re: under-represented communities	6.20	4.00	8.00	3.67	9.17	6.25	3.50	5.29
b) Acquisitions to fill thematic gaps	5.85	4.00	7.43	4.33	7.83	4.50	4.00	5.41
c) Adherence to Cooperative Acquisitions Strategy	4.49	1.00	4.43	1.67	6.67	5.25	3.00	4.44
d) Adherence to institutional acquisitions policy	2.45	1.00	2.57	1.67	2.50	3.00	1.50	2.59
e) Ability/expertise to acquire non-textual records	4.75	1.00	4.14	3.00	5.50	3.25	5.50	5.53
f) Reappraisal and de-accessioning	5.56	9.00	3.83	7.00	5.67	4.75	7.00	5.71
g) Records management scheduling and transfers	5.33	2.00	3.14	4.67	6.17	4.25	7.50	6.24



### 4.3.3 / Rating of Specific Arrangement and Description Priorities

Decreasing the backlog of holdings to be arranged and described was clearly the top-rated priority in both the short and long

terms in the arrangement and description category. Description at the fonds level and description at the file or item level follow as the second and third highest priorities. Not surprisingly, given the overall ranking of

arrangement and description as the highest priority overall in both the short and long term, specific activities in this category all rated relatively highly. All results are outlined in Tables 33 and 34.

**TABLE 33 / Short-Term Priorities For Arrangement and Description Activities**

Arrangement and Description Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Decrease of backlog/more access to holdings	2.40	1.00	2.86	2.00	2.83	1.25	3.00	2.41
b) Increased/more consistent use of RAD	3.98	9.00	3.43	3.67	5.67	4.75	1.00	3.53
c) Increased/more consistent use of standardized subject & name authorities	4.73	9.00	4.71	3.00	8.33	4.75	1.00	3.94
d) Description at fonds level	2.88	1.00	2.86	1.33	1.83	3.75	1.50	3.59
e) Description at file or item level	3.79	5.00	3.86	6.33	2.33	3.00	3.00	4.06
f) Production of online finding aids & research tools	4.68	1.00	4.43	1.33	6.67	5.00	3.50	5.00
g) In house finding aids, databases						2.00		
h) Linking of multiple versions in country-wide tri-media databases						1.00		

Note: Items g and h were added by a respondent in the "other" category; as such, they were not rated by all respondents.

**TABLE 34 / Long-Term Priorities For Arrangement and Description Activities**

Arrangement and Description Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Decrease of backlog/more access to holdings	2.72	1.00	2.29	1.33	2.50	2.50	1.00	3.63
b) Increased/more consistent use of RAD	3.62	9.00	3.43	2.67	4.83	3.50	1.00	3.44
c) Increased/more consistent use of standardized subject & name authorities	4.84	9.00	4.43	2.00	8.17	5.25	1.00	4.40
d) Description at fonds level	2.90	2.00	3.00	1.33	1.83	2.25	1.00	4.00
e) Description at file or item level	3.15	1.00	2.71	5.67	2.00	2.00	1.00	4.00
f) Production of online finding aids & research tools	3.83	1.00	2.14	1.67	6.50	4.00	2.00	4.29
g) In house finding aids, databases						2.00		
h) Linking of multiple versions in country-wide tri-media databases						2.00		

Note: Items g and h were added by a respondent in the "other" category; as such, they were not rated by all respondents.

#### 4.3.4 / Rating of Specific Facilities and Equipment Priorities

Under the facilities and equipment category, improved configuration/use of storage space was the number one priority of responding

archives in the short term. Sufficient archival quality storage space is a close second in the short term and becomes the number one priority in the long term. Adequate security for archival storage moves to the second highest priority in the long-term. These

ratings are not surprising given the demands on available storage space detailed earlier in this report, particularly for religious, genealogical and museum/historical society archives. All results are outlined in Tables 35 and 36.

**TABLE 35 / Short-Term Priorities For Facilities and Equipment Issues**

Facilities and Equipment Issues	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Sufficient archival quality storage space	3.85	10.00	4.14	3.67	1.00	7.75	3.50	3.53
b) Adequate security for archival storage	4.00	10.00	5.00	3.67	1.17	7.00	5.00	3.53
c) Improved configuration/use of storage space	3.45	10.00	3.43	5.00	2.83	5.00	2.50	2.76
d) Increased capacity to process & provide access to non-textual records	4.70	2.00	5.71	5.00	3.17	2.75	7.00	5.12
e) Equipment for preservation microfilming and manipulation & access to digital images		1.00						
f) Improved layout for resource library						4.00		

*Note: Items e and f were added by a respondent in the "other" category. As such, these choices were not rated by all respondents.*

**TABLE 36 / Long-Term Priorities For Facilities and Equipment Issues**

Facilities and Equipment Issues	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Sufficient archival quality storage space	3.64	9.00	3.71	3.00	1.00	7.25	2.00	3.69
b) Adequate security for archival storage	3.69	9.00	4.29	3.00	1.17	7.00	4.00	3.31
c) Improved configuration/use of storage space	4.18	9.00	6.00	5.00	3.00	5.75	1.50	3.44
d) Increased capacity to process & provide access to non-textual records	4.92	2.00	5.86	5.33	3.33	2.75	6.50	5.56
e) Equipment for preservation microfilming and manipulation & access to digital images		1.00						
f) Improved layout for resource library						4.00		

*Note: Items e and f were added by a respondent in the "other" category. As such, these choices were not rated by all respondents.*

### 4.3.5 / Rating of Specific Preservation Management Priorities

Consistent with the overall ranking of preservation management as a high priority,

the importance of various specific preservation management activities was rated quite highly by survey respondents. Preventative conservation measures, access to conservation/restoration advice and the implementation of global

preservation recommendations rated the highest of all listed activities. An improved environment for archival storage was rated as a higher priority in the long-term. All results are outlined in Tables 37 and 38.

**TABLE 37 / Short-Term Priorities for Preservation Management Activities**

Preservation Management Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Preventative conservation measures	2.75	1.00	3.71	1.67	2.67	2.75	1.50	2.82
b) Access to conservation/restoration advice/services	3.58	5.00	4.57	2.67	3.00	2.25	6.00	3.47
c) Implementation of global preservation recommendations	4.20	9.00	4.29	2.67	5.00	4.50	4.50	3.76
d) Development/revision of preservation policies/procedures	4.77	8.00	5.29	4.00	6.33	5.50	2.50	4.00
e) Increased capacity to preserve non-textual records	5.20	3.00	5.43	3.33	4.67	4.00	7.50	5.76
f) Improved environment for archival storage	4.38	3.00	4.57	5.67	3.33	7.00	4.50	3.88

**TABLE 38 / Long-Term Priorities for Preservation Management Activities**

Preservation Management Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Preventative conservation measures	3.28	1.00	4.29	2.33	2.67	3.50	2.00	3.50
b) Access to conservation/restoration advice/services	3.82	5.00	4.00	2.67	2.67	3.25	4.00	4.44
c) Implementation of global preservation recommendations	4.64	9.00	4.71	3.33	5.00	5.75	3.50	4.31
d) Development/revision of preservation policies/procedures	4.97	4.00	6.00	4.33	6.33	6.00	1.50	4.38
e) Increased capacity to preserve non-textual records	4.82	1.00	4.57	3.33	4.33	4.00	4.00	5.94
f) Improved environment for archival storage	4.18	1.00	5.43	5.00	2.83	7.50	1.00	3.56

### 4.3.6 / Rating of Specific Public Services Priorities

As indicated in Table 39, in the short term, more online access to finding aids and research tools was the top rated priority in the public services category, followed closely

by improved knowledge of users and user needs and expectations, and increased knowledge of/consistent compliance with copyright. In the longer term, as indicated in Table 40, more online access to archival holdings became the top priority, while improved knowledge of users and user needs and

expectations, and increased knowledge of/consistent compliance with copyright remained in the top three priorities. Increased hours of access did not rate as a high priority in either the short or long term among any category of archives.

**TABLE 39 / Short-Term Priorities for Public Services**

Public Services	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Increased hours of access	7.85	8.00	7.00	7.33	9.00	9.50	8.00	7.47
b) Increased knowledge of/consistent compliance with copyright	4.68	8.00	4.14	5.67	3.50	4.25	4.50	5.06
c) More online access to finding aids & research tools	4.35	1.00	4.57	2.00	7.17	4.50	2.50	4.06
d) More online access to archival holdings	5.18	2.00	5.71	2.67	8.67	4.25	4.50	4.65
e) Improved client services	5.13	2.00	5.00	3.67	5.83	5.50	2.50	5.63
f) Improved knowledge of users & user needs/expectations	4.37	1.00	5.14	2.67	4.80	3.75	4.00	4.63

**TABLE 40 / Long-Term Priorities For Public Services**

Public Services	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Increased hours of access	6.62	10.00	5.43	5.00	8.00	7.75	8.00	6.25
b) Increased knowledge of/consistent compliance with copyright	4.56	6.00	4.57	5.00	3.33	5.25	4.50	4.69
c) More online access to finding aids & research tools	4.46	1.00	4.29	2.00	6.67	4.25	3.00	4.63
d) More online access to archival holdings	4.43	1.00	4.29	2.67	8.17	4.00	2.50	4.00
e) Improved client services	4.82	1.00	5.00	3.00	5.50	6.00	4.00	4.88
f) Improved knowledge of users & user needs/expectations	4.67	2.00	5.14	2.67	5.67	4.50	5.50	4.56

### 4.3.7 / Rating of Specific Public Awareness and Profile Priorities

Specific public awareness activities did not rate as highly as activities in other categories, consistent with the overall assessment of

public awareness and profile as a low priority for many archives. Partnering with stakeholders rated the highest of all these activities, but only achieved a rating near the middle of the priority scale. However, these activities

were rated as higher priorities by provincial, municipal and, to some extent, thematic archives when compared to other categories of archives. All results are outlined in Tables 41 and 42.

**TABLE 41 / Short-Term Priorities For Public Awareness and Profile Activities**

	OVERALL	Provincial	Univ/School	Municipal	Religious	Thematic	Genealog	Museum
Public Awareness and Profile Activities	(40)	(1)	(7)	(3)	(6)	(4)	(2)	(17)
a) Displays/exhibits	5.56	9.00	7.00	3.00	7.33	2.75	7.50	5.00
b) Publications	6.68	9.00	8.43	4.33	8.67	4.75	6.50	5.93
c) Development/delivery of educational programs	6.44	8.00	7.14	6.00	9.67	4.00	8.00	5.31
d) Increased visits to schools by archives	7.26	10.00	8.86	4.33	10.00	7.25	10.00	5.75
e) Development & delivery of school/group tours	6.62	8.00	8.57	4.33	9.83	2.50	9.00	5.63
f) Newspaper articles radio spots media releases interviews	5.72	5.00	7.00	3.00	8.33	4.75	7.50	4.75
g) Open houses	6.82	10.00	8.71	4.00	9.00	6.75	8.50	5.31
h) Archival advice to other institutions	7.39	6.00	7.33	6.67	8.17	7.00	8.50	7.31
i) Partnering with stakeholders	4.78	2.00	6.14	2.33	7.50	3.50	6.50	3.94
j) Coordinating events with other archives						6.00		

Item j was added by a respondent in the "other" category. As such, this choice was not rated by all respondents.

**TABLE 42 / Long-Term Priorities For Public Awareness and Profile Activities**

	OVERALL	Provincial	Univ/School	Municipal	Religious	Thematic	Genealog	Museum
Public Awareness and Profile Activities	(40)	(1)	(7)	(3)	(6)	(4)	(2)	(17)
a) Displays/exhibits	4.98	7.00	5.29	3.67	7.33	3.25	8.00	4.18
b) Publications	5.64	7.00	7.43	4.33	8.67	4.25	6.50	4.13
c) Development/delivery of educational programs	6.08	5.00	6.29	2.67	9.33	5.75	8.50	5.29
d) Increased visits to schools by archives	6.53	9.00	8.00	2.67	9.67	5.50	10.00	5.18
e) Development & delivery of school/group tours	6.00	7.00	7.71	2.33	9.50	2.00	8.50	5.29
f) Newspaper articles radio spots media releases interviews	5.75	3.00	6.43	2.67	7.67	7.00	7.00	5.06
g) Open houses	6.80	7.00	7.86	4.00	8.50	7.75	9.00	5.76
h) Archival advice to other institutions	7.23	6.00	7.33	6.33	8.17	7.00	9.00	6.94
i) Partnering with stakeholders	4.43	1.00	6.00	2.33	6.83	2.25	7.00	3.71
j) Coordinating events with other archives						3.00		

Item j was added by a respondent in the "other" category. As such, this choice was not rated by all respondents.

#### 4.3.8 / Rating of Specific Online/In-House Electronic Access Priorities

As outlined in Table 43, three activities in this category rated at a relatively high level of priority in the short term: searchable databases;

web site development/ enhancement; and scanning of photographs/documents on request. Other activities in this category, while higher priorities for the provincial and municipal archives, received lower priority ratings among other categories of archives. In

the long term, as illustrated in Table 44, contribution of descriptive records to ArchWay/Archives Canada received a significantly higher rating overall, particularly among genealogical and museum/historical society archives.

**TABLE 43 / Short-Term Priorities For Online/In-house Electronic Access Activities**

Online/In-house Electronic Access Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Web-site development or enhancement	3.83	1.00	2.57	2.33	6.67	3.25	4.00	3.88
b) Searchable databases	3.36	1.00	2.43	1.67	5.00	3.00	5.00	3.50
c) Virtual exhibits	6.26	1.00	4.43	6.00	9.17	7.00	5.00	6.31
d) Finding aids on-line	5.22	1.00	4.83	5.67	7.83	3.50	3.00	5.27
e) Content on-line	5.47	1.00	5.43	3.67	9.00	3.75	5.50	5.20
f) Contribution of descriptive records to ArchWay/Archives Canada	5.23	3.00	3.29	3.33	8.00	6.00	5.50	5.29
g) Digitization of selected holdings	5.28	2.00	6.14	5.00	7.50	2.75	5.00	5.00
h) Scanning of photographs/documents on request	4.30	3.00	4.43	3.00	5.50	3.25	5.50	4.24
i) Public access computers on site	6.49	3.00	6.00	4.00	9.83	5.75	7.00	6.25

**TABLE 44 / Long-Term Priorities For Online/In-house Electronic Access Activities**

Online/In-house Electronic Access Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Web-site development or enhancement	4.59	1.00	3.86	2.67	6.33	4.75	2.00	5.13
b) Searchable databases	3.68	1.00	3.43	2.00	4.50	4.25	2.00	4.00
c) Virtual exhibits	5.46	1.00	4.71	4.00	6.83	5.50	8.00	5.50
d) Finding aids on-line	5.15	1.00	4.33	3.00	7.17	4.00	3.00	5.88
e) Content on-line	5.63	3.00	5.00	3.00	7.83	3.75	8.50	5.94
f) Contribution of descriptive records to ArchWay/Archives Canada	4.39	1.00	3.43	3.33	7.17	5.00	2.50	4.13
g) Digitization of selected holdings	4.67	2.00	4.86	3.33	7.17	2.75	3.00	4.81
h) Scanning of photographs/documents on request	4.39	2.00	4.57	4.00	5.17	3.25	6.00	4.33
i) Public access computers on site	6.13	2.00	6.57	2.67	9.33	5.75	8.00	5.50

### 4.3.9 / Rating of Specific Management and Governance Priorities

While management and governance did not rank as a high priority overall, a few specific

activities within this category were rated as relatively high priorities, as illustrated in Tables 45 and 46. Succession planning was a high priority in both the short and long term, as was development or revision of institutional

policies. Approved annual business plans also rated relatively highly in the short and long term. Records management policy development moved to a higher priority in the long-term.

**TABLE 45 / Short-Term Priorities For Management and Governance Activities**

Management and Governance Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Records management policy development	5.05	7.00	4.71	5.00	3.83	5.25	2.50	5.76
b) Development/revision of institutional policies	<b>4.18</b>	9.00	4.14	3.00	4.67	4.50	2.00	4.12
c) Board renewal	6.13	9.00	9.29	5.50	7.83	6.75	5.00	4.12
d) Approved and up-to-date institutional mission and mandate	4.93	9.00	4.14	6.67	5.17	6.00	2.00	4.71
e) Succession planning for staff & volunteers	<b>4.05</b>	2.00	8.43	5.00	1.67	2.25	4.50	3.41
f) Approved annual business plan	<b>4.88</b>	2.00	7.14	7.67	4.83	3.50	6.00	3.82
g) Improved financial accountability	6.46	8.00	8.14	7.00	7.20	4.25	7.50	5.76

**TABLE 46 / Long-Term Priorities For Management and Governance Activities**

Management and Governance Activities	OVERALL (40)	Provincial (1)	Univ/School (7)	Municipal (3)	Religious (6)	Thematic (4)	Genealog (2)	Museum (17)
a) Records management policy development	<b>4.68</b>	7.00	3.71	5.00	3.40	5.25	4.50	5.19
b) Development/revision of institutional policies	<b>3.95</b>	7.00	4.14	2.67	4.50	5.75	2.50	3.44
c) Board renewal	5.71	9.00	8.86	5.50	5.83	8.75	5.50	3.38
d) Approved and up-to-date institutional mission and mandate	5.42	8.00	4.29	5.00	5.00	8.25	5.00	5.33
e) Succession planning for staff & volunteers	<b>4.03</b>	2.00	6.57	3.67	2.00	4.50	5.00	3.63
f) Approved annual business plan	4.69	2.00	6.43	7.00	4.50	3.50	4.00	4.13
g) Improved financial accountability	6.08	6.00	7.43	5.67	6.17	5.00	5.50	5.88



## 4.4 / Existing Programs and Potential Expansion

Respondents were asked to identify all of the programs and services that they currently undertake, and to identify the five programs/services they would most like to expand or add if the necessary resources were available. Table 47 summarizes responses to this question. The table indicates the number of archives currently offering each of the listed programs/services and the number of respondents who ranked each program or service as their first, second, third, fourth or fifth choice to expand or add if the necessary resources were made available. A weighted average score is calculated for each response by assigning the first expansion/addition choice a score of 5, the second a score of 4 and so on. The higher the weighted average score, the higher the priority for expansion, if the necessary resources were made available.

The five choices that received the highest priority rating for new/expanded programs/services are:

1. arrangement and description of holdings
2. archival quality storage space
3. development of searchable databases
4. records management
5. online client access and public services, tied with proactive acquisitions program.

**TABLE 47 / Programs and Services Currently Offered and Choices for New/ Expanded Programs**

Programs or Services	Currently Offered		Respondent Selections					Total Selecting	Average Score
	# archives	%	1st	2nd	3rd	4th	5th		
a) Access to professional development & training opportunities	32	84%	1	1	1	2	3	8	3.8
b) Proactive acquisitions program	16	42%	5	1	0	2	2	10	7.0
c) Records management	17	45%	5	1	2	1	2	11	7.8
d) Library holdings including rare/special collections	27	71%	0	0	0	0	2	2	0.4
e) Arrangement and description of archival holdings	34	89%	12	5	2	2	2	23	18.4
f) Equipment to access non-textual records	23	61%	0	1	0	1	0	2	1.2
g) Archival quality storage space	28	74%	4	5	2	2	4	17	10.8
h) Archival quality storage supplies	36	95%	0	3	5	2	0	10	6.2
i) Preservation management	29	76%	0	3	3	5	2	13	6.6
j) Appraisal and reappraisal of holdings	21	55%	0	1	3	0	1	5	2.8
k) Monetary appraisal	10	26%	0	0	1	0	2	3	1.0
l) On-site public reference services	27	71%	1	0	0	2	2	5	2.2
m) On-line client access and public services	16	42%	1	4	4	1	0	10	7.0
n) Reprography/copying services	33	87%	0	0	0	0	0	0	-
o) In-house microfilming	3	8%	0	0	2	0	0	2	1.2
p) In-house digitization	22	58%	1	1	1	6	1	10	5.0
q) Advisory services (to sponsors and/or public)	21	55%	0	0	0	0	0	0	-
r) Extension/outreach services	15	39%	1	0	2	0	0	3	2.2
s) Oral history program	12	32%	2	2	0	2	2	8	4.8
t) Educational publications	11	29%	0	0	2	0	0	2	1.2
u) Traditional displays	24	63%	0	1	0	1	1	3	1.4
v) Publicity/public relations/promotional materials	22	58%	0	0	1	1	3	5	1.6
w) Virtual displays/exhibitions	11	29%	0	1	3	3	1	8	4.0
x) Development of searchable databases	25	66%	1	6	2	2	5	16	8.8
y) Fundraising	13	34%	1	0	1	1	1	4	2.2
z) Other: Support for CNSA to strengthen/improve provincial archival community	1	3%	1	0	0	0	0	1	1.0
zz) Partnering and collaborating with stakeholders, other institutions and organizations	1	3%	0	0	0	0	0	0	-
zzz) Sale of licensing rights	1	3%	0	1	0	0	0	1	0.8

Note: items 'z', 'zz', and 'zzz' were added by respondents in the 'other' category and were therefore not rated by all respondents

## 4.5 / Existing Programs and Potential Areas of Cutback

By comparison, the 1988 study found the top priorities for expansion were:

1. archival quality storage space and equipment
2. provincial operating grants<sup>21</sup>
3. provincial capital grants
4. records management
5. processing and preparing of finding aids.

In addition to identifying which programs/services they would most like to expand or add, respondents were asked to identify the five programs/services they would most likely cut back or eliminate if faced with a reduction in resources. Many respondents were initially reticent to provide answers to this hypothetical question because they felt that their resources were already so limited that a further cutback would render them unable to operate. However, 36 of 40 responding archives ultimately completed the question.

Table 48 (next page) summarizes responses to this question, including the total number and percentage of archives offering the listed programs/services, and the number of respondents who ranked each program or service as their first, second, third, fourth or fifth choice to cut back in a situation where resources are reduced. A weighted average score is calculated for each response by assigning first cutback choice a score of 5, the second cutback choice a score of 4 and so on. The higher the weighted average score, the more at risk the program or service should resources be reduced.

To allow for situations in which programs or services are not widely offered but may still be at risk among those institutions that do offer them, an average score per archives currently offering the service is also calculated. The higher the average score per archive, the more at risk a program or service may be should resources be reduced.

As illustrated in Table 48 (next page), the top five activities or services responding organizations would cut back or eliminate if faced with a reduction in resources are:

1. professional development and training opportunities
2. reprography/copying services
3. traditional displays
4. equipment to access non-textual records;
5. virtual displays/exhibitions.

When the average score per archive currently offering the program or service is considered, in-house microfilming, offered by three archives only, would be the first service to be cutback. Virtual displays and exhibits, offered by eleven archives, is the second cutback choice, with professional development and training third. Educational publications and monetary appraisal round out the list.

<sup>21</sup> Since expansion of provincial operating and capital grants are outside the control of the archives themselves, these choices were not included in this question in the 2007 survey.

**TABLE 48 / Programs and Services Currently Offered and Potentially Subject to Cutback**

Programs or Services	Currently Offered		Cutback Choices						Average Score	Average Score per Archives
	# archives	%	1st	2nd	3rd	4th	5th	Total		
a) Access to professional development & training opportunities	32	84%	7	6	1	0	3	17	13.0	0.41
b) Proactive acquisitions program	16	42%	0	0	0	2	0	2	0.8	0.05
c) Records management	17	45%	0	1	0	1	0	2	1.2	0.07
d) Library holdings including rare/special collections	27	71%	2	1	4	1	1	9	5.8	0.21
e) Arrangement and description of archival holdings	34	89%	0	1	0	3	1	5	2.2	0.06
f) Equipment to access non-textual records	23	61%	2	3	1	2	2	10	6.2	0.27
g) Archival quality storage space	28	74%	1	0	3	0	2	6	3.2	0.11
h) Archival quality storage supplies	36	95%	0	2	2	1	3	8	3.8	0.11
i) Preservation management	29	76%	0	0	0	3	2	5	1.6	0.06
j) Appraisal and reappraisal of holdings	21	55%	2	0	3	3	1	9	5.2	0.25
k) Monetary appraisal	10	26%	2	1	0	0	2	5	3.2	0.32
l) On-site public reference services	27	71%	1	0	2	0	1	4	2.4	0.09
m) On-line client access and public services	16	42%	2	1	1	1	0	5	3.8	0.24
n) Reprography/copying services	33	87%	2	4	0	2	2	10	6.4	0.19
o) In-house microfilming	3	8%	1	2	0	0	0	3	2.6	0.87
p) In-house digitization	22	58%	1	1	3	1	3	9	4.6	0.21
q) Advisory services (to sponsors and/or public)	21	55%	2	1	3	2	2	10	5.8	0.28
r) Extension/outreach services	15	39%	0	2	1	3	2	8	3.8	0.25
s) Oral history program	12	32%	1	0	1	1	2	5	2.4	0.20
t) Educational publications	11	29%	1	3	0	2	1	7	4.4	0.40
u) Traditional displays	24	63%	3	1	3	1	2	10	6.4	0.27
v) Publicity/public relations/promotional materials	22	58%	3	0	1	2	1	7	4.6	0.21
w) Virtual displays/exhibitions	11	29%	2	3	2	1	0	8	6.0	0.55
x) Development of searchable databases	25	66%	0	1	2	0	0	3	2.0	0.08
y) Fundraising	13	34%	1	0	1	0	0	2	1.6	0.12
z) Other: Support for CNSA to strengthen/improve provincial archival community	1	3%	0	0	0	0	0	0	-	-
zz) Partnering and collaborating with stakeholders, other institutions and organizations	1	3%	0	0	0	0	0	0	-	-
zzz) Sale of licensing rights	1	3%	0	0	0	0	0	0	-	-

## 4.6 / Best Uses of New Funding

Respondents were provided with a list of six possible uses of additional funds should CNSA receive an increase in its funding from the province, the NADP or both. The survey asked respondents to rank the options according to the best uses of these new funds.

Respondents ranked the top three uses for any new funding as:

1. increasing project funds for application by members
2. more educational, professional development and training opportunities
3. expanding/enhancing the role and activities of the EONA.<sup>22</sup>

Table 49 (next page) outlines all responses.

<sup>22</sup> Now known as Archives Advisor

**TABLE 49 / Respondent Ranking of Best Uses of Potential New Funding for CNSA**

Best Use of New Funding	Overall Rank	Average Score (1=highest 6=lowest)	# and % Selecting as First Choice
Increase project funds available for application by member institutions	1	2.50	15 (39%)
More educational, professional development and training opportunities	2	3.05	6 (16%)
Expand/enhance the role and activities of the EONA <sup>23</sup>	3	3.39	7 (18%)
CNSA-led cooperative projects e.g. Cooperative Microfilming Program, Mass Digitization, Province-wide Digital Collections	4	3.84	3 (8%)
Priorities that will be identified in the CNSA Needs Assessment and Planning Study Report, based in large part on responses to this survey questionnaire	5	3.92	5 (13%)
Create a CNSA Preservation Advisor Position	6	4.29	2 (5%)

**TABLE 50 / CNSA Programs and Services: Rating of Awareness, Usage, Satisfaction and Value**

CNSA Services	% Aware	% Used	Satisfaction Level (max= 5)	Value to Institution (max= 5)
EONA* services	84%	65%	4.7	4.8
ArchWay	95%	50%	3.8	3.8
Cooperative Acquisitions Strategy	66%	47%	3.9	4.3
Annual CNSA Conference	95%	76%	4.0	4.3
CNSA Newsletter	92%	86%	3.7	3.7
CNSA Introduction to Archives Workshop	89%	38%	4.6	4.6
CNSA Introduction to Preservation Workshop	84%	28%	4.7	4.4
CNSA Acquisitions, Appraisal & Accessioning Workshop	84%	27%	4.5	4.3
CNSA Arrangement & Description Workshop	84%	22%	4.5	4.4
CNSA Introduction to RAD Workshop	84%	32%	4.3	4.5
CNSA Access and Reference Workshop	79%	27%	4.7	4.6
CNSA Global Preservation Assessments	76%	26%	4.1	4.0
CNSA Website	89%	81%	4.0	4.1
CNSA List Serve	89%	81%	4.2	4.1
CNSA Cooperative Microfilming Project	66%	36%	4.6	4.8
CNSA Cooperative Online Exhibits	39%	17%	2.5	3.8
CNSA Lending Library	61%	27%	4.3	4.3
CNSA Loan of Environmental Equipment	68%	44%	4.9	4.7
CNSA Film Cold Storage Vault	66%	6%	5.0	4.7
CNSA Awards	79%	22%	3.8	4.1
Other CNSA services**:				
CNSA represents all archives in NS on CCA	3%	3%	5.0	5.0
Discount at archival supply stores	3%	0%	na	na

## 4.7 / CNSA Programs

Respondents were provided with a list of CNSA programs and services and were asked to indicate whether or not they were aware of each program/service. For those programs of which they were aware, respondents were asked to indicate whether or not they have used/participated in the program in the past three years, and for those programs which they have used/participated in, respondents were asked to rate the level of satisfaction and the value they derived from the experience. Table 50 summarizes response to this question.

### 4.7.1 / Awareness

Overall the data in Table 50 reveal a very high level of awareness of the majority of the CNSA programs/services, in particular:

- The annual conference and ArchWay (95%);
- The newsletter (92%);
- The Introduction to Archives Workshop, the CNSA website and the CNSA List Serve (89%);
- EONA services<sup>23</sup>, the Introduction to Preservation Workshop, and the Acquisitions, Appraisal & Accessioning Workshop (84%).

<sup>23</sup> Now known as Archives Advisor

Those programs/services for which there appears to be lower than average levels of awareness included:

- Cooperative online exhibits (39%)
- The CNSA lending library (61%)
- Cooperative Acquisitions Strategy, Cooperative Microfilming Program, and the film cold storage vault (66%)
- CNSA environmental equipment loan program (68%)

#### 4.7.2 / Usage

Those programs/services enjoying the highest levels of usage included:

- The newsletter (86%)
- The website and list serve (81%)
- The annual conference (76%)
- EONA services<sup>25</sup> (65%)
- ArchWay (50%)

Conversely, those programs and services that are least utilized/participated in included:

- Film cold storage vault (6%)
- Cooperative online exhibits (17%)
- CNSA awards (22%)
- Arrangement & Description Workshop (22%)
- Environmental equipment loan program (27%)

#### 4.7.3 / Satisfaction

On a scale of one to five, with five indicating very satisfied, those programs/services receiving the highest satisfaction ratings from respondents included:

- Film cold storage vault (5/5)
- Loan of environmental equipment (4.9/5)
- EONA<sup>24</sup> services, Introduction to Preservation and Access and Reference Workshops (4.7/5)
- Cooperative microfilming program (4.6/5)

Those programs/services that rated lowest in terms of satisfaction included:

- Cooperative online exhibits (2.5/5)
- The newsletter (3.7/5)
- ArchWay and CNSA Awards (3.8/5)
- Cooperative Acquisitions Strategy (3.9/5)

#### 4.7.4 / Value

On a scale of one to five, with five indicating very valuable, those programs/services receiving the highest value rating included:

- EONA<sup>25</sup> services (4.8/5)
- Cooperative microfilming program (4.8/5)
- Loan of environmental equipment and film cold storage vault (4.7/5)
- Introduction to Archives Workshop (4.6/5)

Those programs/services receiving the lowest value rating included:

- The newsletter (3.7/5)
- ArchWay (3.8/5)
- Cooperative online exhibits (3.8/5)
- Global preservation assessments (4/5)
- Web site, list serve and awards (4.1/5)

#### 4.7.5 / Outcomes

The following is a selection of comments about the outcomes or benefits members indicated they have derived from taking part in CNSA programs:

*The EONA has led us in the right direction on more than one occasion. For new employees, the core curriculum program is invaluable.*

*Knowledge, networking and access to programs and expertise is valuable. Usually the museum overwhelms the archives as concerns with buildings, fundraising and related tasks take so much time and resources. We do what we can and appreciate and value CNSA resources.*

*The opportunities to network within the archival community are extremely valuable. Much can be gained through the prior experience and learnings of others. The focus on professional development is extremely important — it supports the continuing development of standards within the profession. The CNSA also provides a collective voice for archival issues within NS. There is much opportunity for collaborative work between archives.*

<sup>24</sup> Now known as Archives Advisor



*Anything I have learned about archives I've learned from the CNSA. We have changed our practices and policies as a result of input from the CNSA. I had no idea about copyright before learning about it though the CNSA.*

*The EONA Service was helpful in setting priorities for our new Archives. CNSA's list serve is very important to keep us informed, and to allow us to share information with colleagues; CNSA's assistance with funding applications supported our successful applications; the administration of the funding processes is crucial to fairly and efficiently distributing funds; CNSA's ArchWay allows us to instantly share descriptions with the world, and it also is very important in identifying where records may be for researchers, as well as for appraisal decisions; CNSA workshops have increased abilities and quality of work of contract staff; co-operative offerings such as the microfilming and cold-vault gave us access to services we cannot provide on our own (more of this is needed); CNSA's conferences are good for getting the community together to share ideas; CNSA's leadership as a voice for archives in NS in recent Heritage Strategy ensured archives were represented and added to the profile of archives in my own organization*

*Over the years, I have found participating in CNSA's programs very valuable. Having never taken archival training before starting this job, I have found the workshops most helpful in finding out how to do things in a proper archival way. Having an EONA on staff is most beneficial to the smaller archives. The PCAS has made it easier to put acquisitions in the right area of the province. The annual conference is a big benefit to*

*me and puts me in touch with archivists from other parts of the province as well as the rest of Canada.*

*Staff have gained many new skills and knowledge about how to run an archives and how to do practical work and handling of materials. I am especially appreciative of the quality of assistance that is offered to small, grassroots community archives. This is the ultimate strength of NS and the rural areas appreciate the serious attitude and support we receive from CNSA to our queries and needs. The learning attitude and environment is impressive and so cooperative. Our institution has grown with CNSA's help. We achieved institutional status and received practical and vital professional development instruction. CNSA assisted with online study courses (financial assistance). Our community has a place to preserve the history and records of a vital part of Canada's history*

*The programs and services offered by the CNSA have been invaluable to our institution. The majority of the archival training received by our staff has happened over the years through the CNSA. The standards we have been able to achieve have all been a result of these educational and professional development opportunities offered by the CNSA. Our participation in the organization has been important as well.*

#### 4.7.6 / Barriers to Participation in CNSA Programs

**When asked to identify barriers to taking part in more CNSA programs, respondents offered the following answers:**

*Lack of training dollars, lack of HR resources to leave the site.*

*The issues of staffing (backfilling and vacancies), resources, travel and time are the main reason. Would like to see more physical presence of the CNSA in Cape Breton. We are willing to partner to host a workshop etc. The travel time and costs are often prohibitive to travel to access training, conferences, etc.*

*Taking the time away from the office seems to put me further behind. Also, finding volunteers who are competent and willing to take over responsibility of the archives for even one day.*

*Usually time constraints as well as funding. My budget doesn't allow for me to attend every workshop. However, there are enough funds to attend at least once a year providing the program is deemed useful.*

*Lack of funding and staff or volunteers.*

*In some instances timing has prevented participation, or distance. Also cost has played a part, as we volunteers pay our own expenses 99% of the time.*

*Inconvenient timing or location; no information about existence of programs.*

4.8 / Other Funding Programs

Survey respondents were asked to indicate their awareness and usage of three archival funding programs: the National Archival Development Program (NADP), the Archival Community Digitization Program (ACDP) and Young Canada Works (YCW), which are delivered or facilitated through the Canadian Council of Archives (CCA), the national membership organization representing archives in Canada.

The NADP was developed to improve capacity to preserve and make accessible archival material about Canada and Canadians. The program has five stated objectives:

- 1. to increase access to Canada’s archival heritage through the national catalogue
- 2. to increase awareness and broaden use of Canada’s archival heritage
- 3. to increase the representation of Aboriginal peoples and under-represented ethno-cultural groups in Canada’s archival heritage
- 4. to increase the capacity of archival networks to undertake strategic and development activities
- 5. to increase the capacity of archival institutions to preserve Canada’s archival heritage

The ACDP provides financial assistance to archival institutions for digitization projects of archival records. The projects must propose

the development of unique, digitized online cultural content, available free of charge via the Internet.

Young Canada Works is a program of the Department of Canadian Heritage. As a delivery organization, the Canadian Council of Archives makes Young Canada Works grants available to the archival community. This program offers students and young graduates the chance to acquire experience in their chosen field.

Table 51 summarizes the respondents’ awareness and usage of these archival funding programs as well as their satisfaction with and the perceived value of each.

4.8.1 / Awareness and Usage

From the data in Table 51 we can see that:

- Young Canada Works enjoys the highest level of awareness among responding organizations (94%) as well as the highest level of usage (63%);
- Only half of respondents were aware of the ACDP funding program and only 17% used the program;
- Approximately two-thirds of respondents were aware of the NADP funding program, but just over one-third (37%) have actually used the program.<sup>26</sup>

<sup>26</sup> The other two programs listed (SDI and Canadian Heritage COOP) were suggested by respondents in an “other” category. Awareness, usage, satisfaction with and value of these programs was not tested among all respondents as part of the survey.

TABLE 51 / CCA Delivered Programs and Services: Rating of Awareness, Usage, Satisfaction and Value

Archival Funding Programs	% Aware	% Used	Satisfaction Level	Value to Institution
National Archival Development Program (NADP) project funding	68%	37%	3.9	4.9
Archival Community Digitization Program (ACDP) project funding	50%	17%	2.8	4.1
Young Canada Works funding	94%	63%	3.8	4.8
SDI- Heritage Division	5%	3%	4.0	5.0
Dept. of Canadian Heritage CCOP	3%	0%	na	na



### 4.8.2 / Satisfaction Level and Value

Among responding organizations, NADP received the highest satisfaction and value ratings, followed closely by Young Canada Works.

### 4.8.3 / Reasons for Not Applying

Those organizations that had not applied for NADP, ACDP or YCW funding were asked to indicate the reasons why they had not applied for funding from these programs. As the following chart indicates, lack of awareness of the program was the most commonly cited reason for not applying for ACDP funding (all 20 responding organizations reported this as the reason), while 12 and 10 organizations respectively did not apply for NADP or YCW funding due to a lack of matching funds.

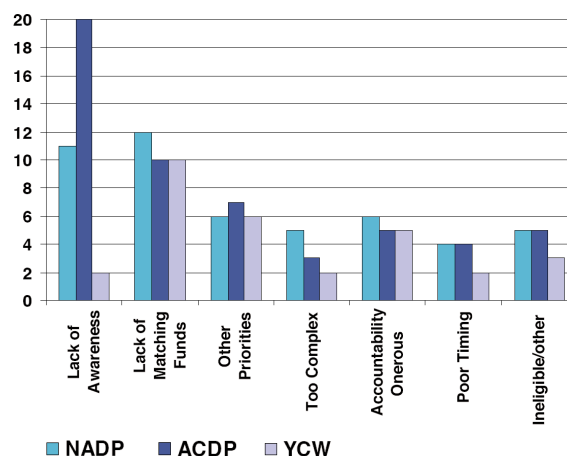
## 4.9 / Value for Money

When asked to rate the value they receive for their CNSA membership dollars, 89% of respondents rated their membership as valuable, quite valuable or extremely valuable, with an average rating of “4 out of 5,” or quite valuable.

**TABLE 52 / Rating of CNSA Value to Institutional Members**

Little Value	Somewhat Valuable	Valuable	Quite Valuable	Extremely Valuable	Average Rating
3% (3)	8% (8)	18% (7)	29% (11)	42% (16)	4

**FIGURE 8 / Reasons Identified For Not Applying to NADP, ACDP or YCW**



## 4.10 / Leadership on Provincial Heritage Strategy

In response to the question, “who should provide leadership in representing the needs of archives in the development of a provincial heritage strategy” the vast majority of respondents (32 of 38 responding or 84%) indicated that they believe the CNSA should provide this leadership on behalf of the province’s archives. Two respondents each indicated that they believe the Federation of Nova Scotian Heritage and NSARM should take the leadership role on behalf of archives, while one respondent each indicated that they believe the Nova Scotia Museum or the Department of Tourism, Culture and Heritage should take on this role.

# 5

## ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

### 5.1 / Strengths

#### 5.1.1 / Improvements in Holdings Management/Safety/Security

As discussed in the analysis of survey results, the majority of the responding archives have in place much of the basic equipment and many of the procedures that are necessary to manage and ensure the security of their archival holdings. There has been a marked improvement in these respects since the 1988 survey was undertaken.

#### 5.1.2 / Greater Levels of Professionalism

Throughout the survey, there is evidence of greater levels of professionalism developing among the province's archives. One way in which this is evidenced is in the significant number of members who have developed core policies to govern the operation of their archives and are, to the extent possible, applying those policies in their work. Another example is the high percentage of respondents indicating that they are assessing potential acquisitions on the basis of their conformity to the institution's acquisitions mandate. These, and other similar examples, suggest a new level of maturity and professionalism in the operations of the province's archives. This is due, in large part, to the training and professional development activities and guidance offered by the CNSA.

#### 5.1.3 / The Dedication of Staff and Volunteers

Those working in the province's archives, whether paid or volunteer, are a highly dedicated group of individuals who often work in the most trying of circumstances, with little financial support or other resources. If not for the dedication of these individuals, the archival record of this province would not be preserved for the benefit of current and future generations.

#### 5.1.4 / Strong Leadership in the Archival Community

The Council of Nova Scotia Archives, in collaboration with Nova Scotia Archives and Records Management (NSARM), which has a stated commitment to support the provincial archival community, provide confident and much needed leadership to the province's archival community. Many archives, in particular the smaller archives, would have no form of guidance or support for their work, were it not for the CNSA.

## 5.2 / Weaknesses

### 5.1.5 / Cooperative Spirit

There is a great cooperative spirit that exists within the archival community in this province. Despite, or perhaps because of the fact that many archives are under-resourced, there is an eagerness to share and work with other members of the community toward the greater good of archives in the province. The collaboration that exists between the CNSA, NSARM and the CCA to further develop and improve the archival community in the province is a particular asset.

### 5.2.1 / Lack of Financial Support

Many of the reporting archives operate without a budget dedicated to archival activities. In these cases, and even in some cases where archives have dedicated budgets, the amount spent on archives-related activities is woefully inadequate. As a result, the needs of archives within organizations often receive very low priority. For example, while an archives may clearly know what is needed to improve preservation management of its holdings, having completed a Global Preservation Assessment, it may not have the resources necessary to implement those recommendations.

### 5.2.2 / Lack of Staffing for Archival Activities

Closely related to the lack of financial support for many archives is the lack of adequate staffing. Selected categories of archives, such as government and university archives, are more likely to have paid professional staff dedicated to archival work on a year-round basis; however, other categories of archives, such as religious archives, museum/historical society archives and genealogical archives, are largely forced to rely on the efforts of volunteers (which comprise roughly one full-time equivalent position per archive utilizing volunteers), students and staff whose primary responsibilities lie elsewhere.

### 5.2.3 / Low Priority on Public Access to Holdings

In the heritage sector in recent years, there has been a growing trend toward increasing public access to heritage resources. The internet has opened up almost endless possibilities to providing this greater access. However, the results of this survey indicate that providing greater access to archival holdings, whether in person or online, remains a relatively low priority for Nova Scotia's archives.<sup>27</sup>

In part this may be due to the fact that many archives are so lacking in resources that they still struggle to fulfill their internal core functions, such as arrangement and description and preservation management. As a result, public services and making their holdings more accessible to the public are relegated to lower priorities.

<sup>27</sup> With the exception of NSARM, some university/school archives, and municipal archives, which rated electronic access and public services among higher priorities.

However, it is important to remember that increasing public access is a tool for making heritage more relevant, and as such, more highly valued and financially supported by the general public. Archives that fail to recognize this connection may do so at their own peril.<sup>28</sup>

#### **5.2.4 / Lack of Involvement in Effective/ Systematic Records Management**

The recently released Final Report of the Voluntary Planning Heritage Strategy Task Force noted the important obligation publicly funded organizations have with respect to records management. Yet the results of this survey suggest that many archives are neither responsible for, nor actively involved in, records management for their sponsoring organization. In addition, it became clear through the survey process that there is a lack of clear understanding of what records management is and involves.

<sup>28</sup> Some archives, particularly in the religious and thematic categories, define their public as a specific constituency of the organization, rather than the wider community. Commensurately, many rated public access activities as very low priorities in this survey since the term was taken to infer openness to the general public. It is not expected that these archives with holdings of a private nature would place a priority on access to the wider public, but that they should consider the importance of increasing access for their specific user group.

#### **5.2.5 / More Focus Needed on Strategies to Deal with Expanding Holdings**

As indicated in section 3.2.7 of this report, the holdings of the province's archives are growing rapidly, with most categories of holdings growing by at least one-quarter over the last five years alone. Unfortunately, this puts considerable pressure on the institutions to properly house and care for these materials. Pre-acquisition appraisals, post-acquisition reappraisals and de-accessioning are very important tools for the management of holdings; however, the results of this survey suggest that these tools are being underutilized by most institutions. Less than 50% of respondents actively reappraise, and less than 40% use the guidance of the CNSA's Cooperative Acquisitions Strategy to reappraise, de-accession or transfer holdings. Given that 83% of all archival storage capacity in the province is currently full and that 73% of archives will run out of storage space for holdings in nine years or less, a new focus must be placed on efforts to reduce or reorganize holdings.

### **5.3 / Opportunities**

#### **5.3.1 / Training and Professional Development Learning Opportunities**

Paid and volunteer workers in the province's archives are eager to develop the skills and practices necessary to fulfill their responsibilities as keepers of Nova Scotia's archival heritage. There are numerous opportunities where the CNSA and other partners can respond to these needs with new training and professional development programs or programs that have been redesigned to meet the changing needs of members.

#### **5.3.2 / Making Better Use of Information Technologies**

As the province's Voluntary Task Force on Heritage recently pointed out in their final report, opportunities for the heritage sector to exploit the internet appear to be "endless." This is particularly true for archives, whose holdings lend themselves well to the virtual medium. With the exception of a small number of the larger archives within the province, few archives have begun to take advantage of the opportunities presented by the internet or other electronic media. As such, there remains considerable untapped potential in this area.

### 5.3.3 / Building on Strengths within Regions/Types of Archives

In each region of the Province, and within each category of archives, there is a mix of small archives without dedicated budgets and staffing and archives that are larger, have professional staff and dedicated budgets. Those archives with dedicated budgets and staff represent regional/thematic strengths that could be an important resource for smaller organizations in their regions or within their category of archives.<sup>29</sup>

### 5.3.4 / Growing Recognition of the Importance of Archives Within the Heritage Community

In its recently released report, the Voluntary Planning Heritage Strategy Task Force acknowledges that “archives underpin virtually all other aspects of heritage.” This recognition of the important role that archives play in the province’s heritage sector represents an opportunity on which the archival community is positioned to capitalize.

<sup>29</sup> In its final report, the Voluntary Planning Heritage Task Force also recognizes the importance of these regional centres.

## 5.4 / Threats

### 5.4.1 / Continued Lack of Priority and Resources for Archival Work

Many of the province’s archives are only able to cobble together the most basic level of resources to pay for the core functions of their archival work. Where archives are part of multidisciplinary institutions, the work of the archives often receives very low priority relative to other functions. If this situation continues, it represents a considerable threat to the archival assets in the care of these archives.

### 5.4.2 / Lack of Attention to/Support for Human Resources

In the bulk of small archives in this province, archival activities are carried out by dedicated volunteers or staff for whom the archives represents a very small fraction of their total responsibilities. A continued lack of attention to the human resources needs of archives represents a serious threat to the long-term security of archival holdings, particularly as the core group of volunteers who have built and maintained many of the collections age and are not replaced. Furthermore, when asked to indicate which currently offered program or service would be cut back or eliminated should their archives’ resources be reduced,

professional development and training was most frequently mentioned as the first program to be cut and was chosen by over 50% of all archives as one of the top five activities to be cut in the case of reduced resources. Should the ongoing professional development of the community be curtailed, the ability of archives to care adequately and appropriately for their holdings would be at risk.

### 5.4.3 / Needs of Non-Textual Holdings

In the past, the province’s archival holdings consisted largely of textual records and other printed materials. As discussed in section 3.2.7 of this report, the categories of holdings that are showing the greatest levels of growth are in media that were once barely seen in most archives, such as film, video, sound recordings, and most recently, digital media. Dealing with these non-textual holdings requires different skills and strategies, which many archives do not currently have. If archives are not able to acquire these skills and strategies, they will not be able to appropriately care for these non-textual records for which they have now become the custodians.

#### 5.4.4 / Lack of Focus on Public Access to Holdings

For many archives, the main focus of activity is “getting their house in order;” in other words, carrying out basic arrangement and description of their holdings. As such, providing public<sup>30</sup> access to those holdings is a very low priority. However, securing financial support for the work of archives, not only today, but in the future, will depend in part on making the work of archives more relevant and meaningful to a wider public. Access is the first rung on the ladder of involvement, without which participation cannot take place. It is from participation that support will grow. A single focus on the internal core functions of archives, to the exclusion of access and awareness functions, is a potential barrier to achieving the broad exposure, relevance and commensurate support necessary to secure adequate resources for the province’s archives.

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<sup>30</sup> While the word “public” is used here, in the case of private archives, it refers to the intended user group of the material, as opposed to the broad public.



# 6

## RECOMMENDATIONS

### 6.1 / General Recommendations

The findings of the last comprehensive survey of Nova Scotia's archives in 1988 pointed to three core priority areas:

- I. Professional development and training;
- II. Physical facilities and preservation management
- III. Arrangement and description

The results of this 2007 survey demonstrate that while Nova Scotia's archives have made great strides in improving policies, procedures and practices, they have faced enormous challenges in terms of the quantity and nature of new holdings for which they have taken responsibility. At the same time, many archives still operate with few or no paid staff members and limited budgets. As such, we see that in 2007, the greatest priorities of archives in the province are much the same as they were almost twenty years ago:

- I. Arrangement and description
- II. Preservation management
- III. Staffing, professional development and training

The CNSA is well-positioned to assist its members to meet the challenges the community faces and realize the many exciting opportunities that await archives in the future. In order to do so, it is recommended that the CNSA pursue the following two core recommendations:

#### 1. Introduce a Provincial Archival Development Program (PADP)

It is recommended that NSARM, in collaboration with the CNSA, design and develop a PADP to parallel and leverage funding from the National Archival Development Program (NADP). It is recommended that a PADP be application-driven for cost shared project funding open to Institutional Members of the CNSA (excluding NSARM), and that it be adjudicated by an appropriately constituted CNSA committee according to evaluation criteria similar to those used for the NADP. It is further recommended that a PADP focus on five key areas: professional development and training, arrangement and description, preservation management, access (including digitization and online resources), and records created by or about Mi'kmaq, Acadians, African Nova Scotians, Gaels and other under represented ethno-cultural groups. Under a PADP the CNSA would make funding recommendations to the Minister of Tourism, Culture and Heritage through NSARM.



## 2. Secure Additional Resources to Implement Recommendations of the Needs Assessment

Much of the responsibility for implementing the recommendations of this Needs Assessment will fall on the shoulders of the CNSA. In order to do so, the CNSA will need to seek additional resources as its current resources are not sufficient to take on these expanded/new challenges. With these new resources, the CNSA will not only be able to successfully implement the recommendations of this study, but also build on the relationship between the CNSA, NSARM and the CCA and in particular, adequately fund and support the Archives Advisor position<sup>31</sup>, which has proven to be so valuable to the community.

<sup>31</sup> Formerly known as the EONA

## 6.2 / Specific Recommendations

### 6.2.1 / Staffing, Professional Development and Training Recommendations

#### a) Maintain and Expand Core Curriculum Courses, Workshops and Conference:

The core curriculum courses, workshops and conference offered by the CNSA have had positive outcomes on the province's archival community. Outcomes include increased levels of professionalism, and new skills, practices, and policies. Because the archival community experiences high levels of turnover among staff and volunteers, there is a need for the CNSA not only to continue to offer training and professional development opportunities through its core curriculum program, other workshops and the conference, but to expand its professional development and training opportunities to help the archival community meet changing challenges.

#### b) Update Content of Core Curriculum With Respect to Public Service/Access:

One of the major challenges and opportunities facing archives in Nova Scotia is finding new and more effective ways of providing public service/access. As such, it is recommended that the CNSA re-examine the curriculum of its core training program to insure that greater emphasis is placed on the role and importance of public service/access.

#### c) Develop an Online Refresher of Core-Curriculum Courses:

Travel costs and time away from the archives represent significant barriers for many organizations wishing to take part in professional development and training opportunities. As such, it is recommended that the CNSA explore the development of an online course designed as a "refresher" for those who have already taken part in other CNSA training courses.

#### d) Publicize the CNSA Travel Bursary More Heavily:

In order to ensure that the maximum number of members are taking advantage of the CNSA travel bursary, the CNSA should more heavily publicize the availability of the bursary and the eligibility of CNSA events to qualify for funds.

#### e) Encourage the Growth of Mentoring:

To support the exchange of information and foster learning and partnership opportunities among archives, the CNSA should encourage and facilitate the development of special interest archives groups. To this end, CNSA should schedule time for special interest groups to meet at the annual CNSA conference, and allow travel for study visits to colleague institutions to be eligible for travel bursary grants.

**f) Facilitate Other Learning Opportunities As Identified in the Needs Assessment Report:**

It is recommended that the CNSA facilitate other specific learning opportunities identified in subsequent sections of this report (6.2.2 to 6.2.9)

**6.2.2 / Acquisitions and Holdings Recommendations**

**a) Increase Awareness of and Adherence to the Cooperative Acquisition Strategy:**

The CNSA's Cooperative Acquisitions Strategy could be used to better advantage by member institutions as a tool for managing acquisitions and holdings. The CNSA should attempt to increase awareness of and adherence to the Cooperative Acquisitions Strategy.

**b) Build Awareness of and Capacity in Records Management:**

At the present time, there is a low level of involvement in records management and a lack of understanding of what it entails. As such, the CNSA should undertake to build awareness of what records management is, what its value is, and the appropriate role archives should play in records management for their sponsoring organization.

**c) Facilitate Learning Opportunities on Acquisition and Management of Non-Textual Media:**

Archives within the province have experienced significant growth in numerous categories of holdings, but are facing particular challenges in relation to the growth in photographs, sound recordings, film and electronic records. To assist its members in meeting these challenges, the CNSA should facilitate learning opportunities on the acquisition and management of non-textual media.

**d) Develop Special Media Resource List:**

It is recommended that CNSA develop a resource list of literature and specialist advisors in the field of management and conservation of special media such as photographs, sound recordings, film and digital media. This list should be made available to members via CNSA's web site.

**6.2.3 / Arrangement and Description Recommendations**

**a) Include Project Funding for Arrangement and Description in Proposed Provincial Archival Development Program:**

In order to decrease the backlog of materials and thereby increase public access to these materials, it is recommended that the CNSA include a project funding stream for arrangement and description in the proposed Provincial Archival Development Program and link this activity to increasing access to holdings. This made-in-Nova Scotia program would be an ideal complement to the NADP.

**b) Facilitate Learning Opportunities on Arrangement and Description of Non-Textual Material:**

Also to help its members deal with the challenges of growing holdings of non-textual materials, it is recommended that CNSA facilitate learning opportunities specifically focused on the topic of arrangement and description of electronic and other special media such as film sound recordings.

**c) Enhance the Connection between Arrangement and Description and Access to Material:**

In its education and funding programs, CNSA should enhance the link between improved arrangement and description and increased access to and visibility of holdings. This ties in nicely with the objectives of the NADP at the National level, which include increasing access to Canada's archival heritage.

#### **6.2.4 / Facilities and Equipment Recommendations**

**a) Encourage Reappraisal and De-accessioning to Extend the Life of Storage Capacity:**

The CNSA should encourage the use of reappraisal, de-accessioning and the Cooperative Acquisitions Strategy as tools for extending the life of archival storage space and for rationalizing holdings to better reflect acquisitions policies.

**b) Introduce a New Workshop on Making Better Use of Storage Spaces:**

Some CNSA members could extend the life of their storage space by implementing simple techniques that would maximize the efficiency of their existing space. It is recommended that the CNSA introduce a workshop on making better use of storage spaces.

**c) Increase Publicity of NADP Funding for Specialized Equipment:**

It is recommended that the CNSA more heavily publicize that equipment needed to implement recommendations of Global Preservation Strategies is eligible for NADP funding and outline the terms of acquiring such equipment.

**d) Investigate the Feasibility of an Equipment Exchange:**

The CNSA should explore the creation of a list of institutions that require equipment to access their holdings, as well as an inventory of the equipment currently owned by its members that may be available for use by other members. The CNSA should make this information available on its web site so that members in need of equipment can easily locate and contact other organizations that may have required equipment available.

#### **6.2.5 / Preservation Management Recommendations**

**a) Raise Awareness of Disaster Preparedness:**

It is recommended that CNSA promote the importance of up-to-date disaster preparedness plans to members and provide needed training to members in the development of disaster preparedness plans.

**b) Ensure All Members Have an Up-to-Date Global Preservation Assessment:**

It is recommended that the CNSA ensure that each of its members has an up-to-date Global Preservation Assessment and that the CNSA should devote priority funding to those organizations that do not have a Global Preservation Assessment or those whose plans are more than seven years old.

**c) Develop a Workshop on Implementing Global Preservation Assessments:**

It is recommended that the CNSA develop a workshop that will help members develop the skills and knowledge needed to implement their Global Preservation Assessments.

**d) Ensure Regular Reporting on Implementation of Global Preservation Assessments:**

It is recommended that the CNSA institute a biennial reporting process whereby members report to the CNSA on progress made in implementing their Global Preservation Assessment.

**e) Facilitate Learning Opportunities on the Preservation Management of Non-Textual Materials:**

In order to assist members to deal with the challenges of growing holdings of non-textual materials, it is recommended that the CNSA facilitate learning opportunities related to preservation management of non-textual materials.

### 6.2.6 / Public Services Recommendations

#### a) Broaden Understanding of and Commitment to Increased Public Access:

The CNSA should take a leadership role in encouraging the Nova Scotia archival community to provide increased access to records in its stewardship.

#### b) Revise Core Curriculum with Respect to Public Access:

CNSA should revise all of its core curriculum workshops to place greater emphasis on the importance and benefits of increasing public access and visibility.

#### c) Encourage Improved Collection of Archival User Statistics:

It is recommended that the CNSA work cooperatively with the archival community to develop a systematic approach to the annual collection of a standardized set of archival user statistics.

#### d) Facilitate Learning Opportunities on Copyright and FOIPOP:

The results of the survey suggest that there is need to improve knowledge among members regarding copyright and FOIPOP. As such, it is recommended that CNSA facilitate learning opportunities for members on these issues.

### 6.2.7 / Public Awareness and Profile Recommendations

#### a) Increase Awareness of the Value of Enhanced Public Profile:

Increasing public awareness and usage of archives is an important means to broaden general support for archives. As such, the CNSA should work with its members to develop strategies to increase stakeholder awareness, involvement and support. This dovetails nicely with the objectives of the NADP at the National level, which include increasing awareness and broadening use of Canada's archival heritage.

### 6.2.8 / Online/In-house Electronic Access Recommendations

#### a) Promote the Link Between Arrangement and Description and Online/ In-House Electronic Access:

Through the recommended Provincial Archival Development Program, the CNSA should promote the link between arrangement and description and public access, particularly online access.

#### b) Encourage Membership to Increase Online and In-house Electronic Access to Materials:

One of the most significant societal trends of the last 20 years has been the increased use of and demand for electronic access to

information. This trend presents particular opportunities and challenges for archives. The CNSA should encourage and support its members to increase their online and electronic presence through finding aids online, searchable databases and virtual exhibits in order to broaden access to the valuable resources in their care. Cooperative ventures such as this dovetail nicely with the objectives of the Canadian Council of Archives.

#### c) Take a Leadership Role in Facilitating the Creation of Photographic Databases:

The CNSA should take a leadership role in creating the infrastructure and criteria that can be used by members in the creation of photographic databases, both in-house and online.

### 6.2.9 Management and Governance Recommendations

#### a) Raise Awareness of the Importance of Succession Planning/Talent Management:

Many archives will face critical shortages of staff and volunteers in the future as core staff and volunteers age. The CNSA should draw attention to the importance of succession planning/talent management by facilitating learning opportunities on this topic.

**b) Support Members in the Development/  
Renewal of Institutional Policies:**

The CNSA should provide templates of key institutional policies on its web site in order to ensure that each of its members is able to develop and keep policies up-to-date.

**c) Facilitate Learning Opportunities  
Related to Annual Business Planning:**

Business plans are important management tools for not-for-profit organizations. It is recommended that CNSA facilitate learning opportunities for members on the preparation of annual business plans.

**d) Create a Network of “Institutional Heads”:**

The CNSA should encourage dialogue among institutional heads to discuss areas of cooperation and partnership that may be developed to support various archival activities and facilities needs.

## **A** APPENDIX A: ANALYSIS OF GENERAL MEMBERS' SURVEY

Selected General Members of the CNSA were sent a condensed version of the larger Institutional Member survey to complete. The focus of this survey was to gather basic data on holdings, acquisitions and public service; to identify priorities for these organizations; and to glean a clearer understanding of the challenges General Members have that preclude them from becoming Institutional Members.



## I / Response Rate

Twenty surveys were distributed; however, during the course of the survey, one General Member became an Institutional Member, and as a result, that response has been included in the Institutional Member analysis. Twelve of the remaining surveys were completed and returned, resulting in a 63% response rate. The following General Members completed the membership needs assessment survey:

- Admiral Digby Library & Historical Society
- Annapolis Valley MacDonald Museum Library
- Antigonish Heritage Museum
- Islands Historical Society Archives
- La Societe Saint-Pierre
- North Sydney Museum
- Nova Scotia College of Art and Design (NSCAD) University Archives
- Nova Scotia Sports Hall of Fame
- Ragged Islands Historical Society
- Shelburne County Arts Council
- St. Ninian's Cathedral Parish Archives
- Whitney Pier Historical Society

## II / Respondent Profile

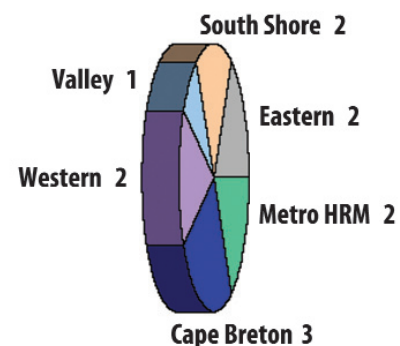
The 12 organizations responding to the General Members' survey are located in six regions of the province as illustrated in Figure A-1.

Nine responding archives are part of a museum/historical society. One respondent each identified as a university/school, church/religious and thematic archives.

Five respondents indicated that their archives is open to the public on a year-round basis and five indicated that appointments are necessary for at least part of the year. Three respondents indicated that their archives is accessible on a seasonal basis. One responding archives' records are stored at NSARM and available to the public there. One archives is under development and therefore is not open to the public at this time, while one responding archives is not open to the general public.

During the summer season, responding General Member archives are open to the public 32 hours per week on average. Hours of access range widely, from four to 60 per week. During the off-season, hours of access diminish by half, to an average of 15 hours per week, per archives. Again, the open hours vary widely, from four to 30 hours per week.

**Figure A-1 / Geographic Profile of General Member Responses**





### III / Analysis of Survey Results

As Table A-1 illustrates, responding General Members have holdings in all media categories.

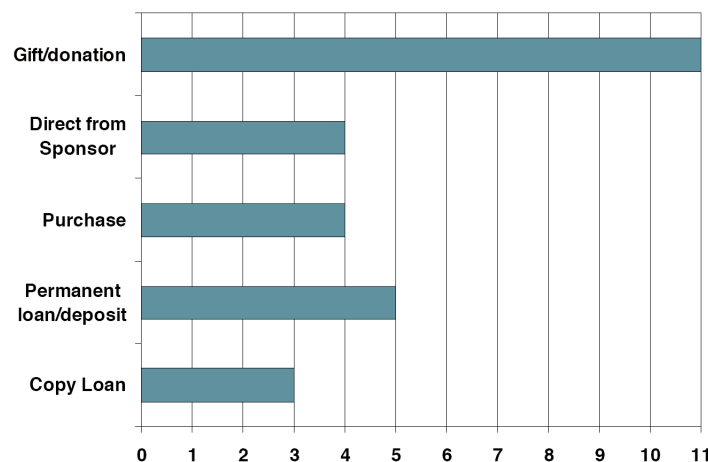
General Members were asked to identify the ways in which their archives acquires holdings. As Figure A-2 illustrates, “gift/donation” is the most common means of acquisition among reporting General Members, followed by “permanent loan/deposit,” “direct transfer from sponsor,” and “purchase.”<sup>32</sup>

When asked to identify the percentage of holdings obtained from their sponsoring organizations and the percentage obtained from other sources, percentages varied widely. On average, responding archives received 40% of their holdings from a sponsor, with three archives receiving 99-100% from a sponsor, three archives receiving no records from a sponsor, and the other five receiving 30-50% from a sponsor.

**TABLE A-1 / Extent of Holdings Reported by Responding General Members**

Media Category	Extent of Holdings
Textual records from sponsoring organization	1,153 linear metres
Textual records from other sources	1,117 linear metres
Published material (e.g. books magazines vertical files)	5,330 items
Maps & plans incl. architectural drawings	586 items
Microforms (microfilm microfiche)	190 items
Photographs (e.g. prints negatives transparencies)	23,496 items
Sound recordings (e.g. tapes cassettes)	386 items
Moving images (e.g. film video)	149 items
Paintings, drawings, prints	419 items
Electronic records	62 items
Artifacts and specimens	19,620 items
Other (transcripts)	70 items

**Figure A-2 / General Member Means of Acquisition**



<sup>32</sup> The 12th General Member responding to the survey is in the developmental stage and therefore has not yet amassed holdings.

## IV / Analysis of Priorities

As in the Institutional Members' survey, General Members were asked to rank the relative importance of nine broad categories of archival activities in the short- and long-term. Table A-2 summarizes the responses to this question.

From Table A-2, the following key points emerge:

- Acquisitions and holdings was the top priority for General Members in both the short- and long-term. This activity rated fourth for Institutional Members;
- Arrangement and description, the number one priority in the short- and long-term for Institutional Members, ranked almost as highly for General Members, with a second place ranking in both the short- and long-term;
- Staffing, professional development and training ranked third for General Members in the short-term, which is the same ranking given by Institutional Members; however, in the long-term, staffing, professional development and training becomes a lower priority for General Members, while it becomes a higher priority for Institutional Members;

**TABLE A-2 / Short- and Long-Term Priorities of General Members with Institutional Member Comparison**

Category of Archival Activity	Short Term Priority Ranking for General Members	Average Score (1=highest priority, 9=lowest)	Short term Priority Ranking and Score-Institutional Members	Long Term Priority Ranking for General Members	Average Score (1=highest priority, 9=lowest)	Long Term Ranking and Score – Institutional Members
Acquisitions and holdings	1	4.33	4 <sup>th</sup> (4.55)	1	4.45	4 <sup>th</sup> (4.63)
Arrangement and description	2	4.50	1 <sup>st</sup> (2.70)	2	4.82	1 <sup>st</sup> (3.30)
Staffing, professional development and training	3	4.67	3 <sup>rd</sup> (4.35)	4	5.55	2 <sup>nd</sup> (3.20)
Preservation management	4	5.17	2 <sup>nd</sup> (4.18)	3	4.91	3 <sup>rd</sup> (4.03)
Facilities and equipment	4	5.17	5 <sup>th</sup> (5.10)	6	5.73	5 <sup>th</sup> (5.30)
Public awareness and profile	6	6.33	9 <sup>th</sup> (6.28)	8	6.55	8 <sup>th</sup> (6.13)
Management and governance	6	6.33	8 <sup>th</sup> (6.13)	9	7.00	9 <sup>th</sup> (6.38)
Online/in-house electronic access	8	6.67	7 <sup>th</sup> (5.93)	7	5.82	7 <sup>th</sup> (5.85)
Public services	9	6.92	6 <sup>th</sup> (5.48)	5	5.64	6 <sup>th</sup> (5.41)

*Note: The lower the average score, the higher the priority.*

- Preservation Management ranked fourth among General Members in the short-term, which is lower than the second place ranking given to this category of activity by Institutional Members;
- Facilities and equipment ranked consistently in the middle of the scale for General and Institutional Members, both in the short- and long-term;
- Public awareness and profile was ranked as a higher priority by General Members in the short-term than it was by Institutional Members, although in both cases, this function ranked in the bottom three priorities;
- Management and governance was ranked as a higher priority overall by General Members than by Institutional Members, although in both cases, this function was ranked in the bottom three priorities;
- Online/in-house electronic access was ranked at a consistently low level of priority by both Institutional and General Members;
- Public services ranked as the lowest priority by General Members in the short-term, but increased in priority to sixth overall in the long-term. Institutional Members rated the priority of public services higher than General Members.

Overall, *General Members' priorities are quite similar to those of Institutional Members, with some variation in the rating of public awareness and profile; management and governance; and public services. However, the most significant variation is that the General Members place the highest priority on acquisitions and holdings, while this activity does not place in the top three Institutional Member priorities.*

General Members were also asked to rate the priority of a series of activities and services within each of the nine broad categories of archival activity, for both the short and long term. Those results are summarized in the following section.

### A / Rating of Specific Professional Development and Training Priorities

As outlined in Table A-3, the top professional development and training priorities for General Members include:

- Access to professional literature
- Other local workshops or seminars
- CNSA core curriculum
- CNSA conference

These results are very similar to those of the Institutional Member survey.

### B / Rating of Specific Acquisitions and Holdings Priorities

As outlined in Table A-4, the top acquisitions and holdings priorities for General Members include:

- Adherence to institutional acquisitions policy.
- Ability/expertise to acquire non-textual records.
- Adherence to the Cooperative Acquisitions Strategy.

Again, these results fall very closely in line with those of the Institutional Member survey.

**TABLE A-3 / Short- and Long-Term Priority Ratings for Professional Development and Training**

Professional Development & Training Activity	Short-term Response Average	Long-term Response Average
CNSA core curriculum workshops	<b>6.75</b>	6.36
Other local workshops or seminars	<b>6.33</b>	<b>6.20</b>
Post-secondary level programs/courses	7.83	7.64
Internships	7.75	7.64
Mentoring/professional partnerships	6.92	6.64
Study leave/ sabbatical	8.92	8.64
Access to professional literature	<b>5.50</b>	<b>4.64</b>
CNSA conference	<b>6.33</b>	<b>5.64</b>
Prov/national roundtables/forums/conferences	7.33	7.00

Note: The lower the average score, the higher the priority. Top choices are bolded.

**TABLE A-4 / Short- and Long-Term Priority Ratings for Acquisitions and Holdings**

Acquisitions and Holdings Activities	Short-term Response Average	Long-term Response Average
Acquisitions re: under-represented communities	6.58	6.64
Acquisitions to fill thematic gaps	7.67	7.36
Adherence to Cooperative Acquisitions Strategy	<b>5.92</b>	<b>5.27</b>
Adherence to institutional acquisitions policy	<b>4.00</b>	<b>3.91</b>
Ability/expertise to acquire non-textual records	<b>5.08</b>	<b>4.09</b>
Reappraisal and de-accessioning	6.83	5.82
Records management scheduling and transfers	6.75	5.73

Note: The lower the average score, the higher the priority. Top choices are bolded

### C / Rating of Specific Arrangement and Description Priorities

As outlined in Table A-5, the top arrangement and description priorities for General Members include:

- Increased/more consistent use of standardized subject and name authorities
- Description at fonds level (short-term)
- Increased/more consistent use of RAD
- Description at file or item level (long-term)

These results differ in some respects from those of the Institutional Members, who rated decrease of backlog/more access to holdings as one of the very top priorities overall at a score of 2.40 and 2.72 in the short- and long-term respectively. Overall, the priority of arrangement and description activities were more highly rated by Institutional Members than by General Members.

**TABLE A-5 / Short- and Long-Term Priority Ratings for Arrangement and Description**

Arrangement and Description Activities	Short-term Response Average	Long-term Response Average
Decrease of backlog/more access to holdings	5.73	5.36
Increased/more consistent use of RAD	<b>4.58</b>	<b>4.27</b>
Increased/more consistent use of standardized subject & name authorities	<b>4.17</b>	<b>4.73</b>
Description at fond level	<b>5.00</b>	5.18
Description at file or item level	5.08	<b>4.18</b>
Production of online finding aids & research tools	6.33	5.36

*Note: The lower the average score, the higher the priority. Top choices are bolded*

### D / Rating of Specific Facilities and Equipment Priorities

As outlined in Table A-6, the top facilities and equipment priorities for General Members include:

- Adequate security for archival storage
- Improved configuration/use of storage space
- Sufficient archival quality storage space (long-term)

These results are very similar to those of the Institutional Members' survey.

**TABLE A-6 / Short- and Long-Term Priority Ratings for Facilities and Equipment**

Facilities and Equipment Issues	Short-term Response Average	Long-term Response Average
Sufficient archival quality storage space	5.17	<b>4.18</b>
Adequate security for archival storage	<b>4.83</b>	<b>3.45</b>
Improved configuration/use of storage space	<b>4.75</b>	4.36
Increased capacity to process/ access non-textual records	5.42	4.55

*Note: The lower the average score, the higher the priority. Top choices are bolded.*

## E / Rating of Specific Preservation Management Priorities

As outlined in Table A-7, the top preservation management priorities for General Members include:

- Preventative conservation measures
- Access to conservation/restoration advice/services (short-term)
- Development/revision of preservation policies/procedures
- Improved environment for archival storage (long-term)

These results are very similar to those of the Institutional Member survey, with the exception of the implementation of global preservation assessment recommendations, which rated much more highly among Institutional Members, as would be expected given that many General Members have not had a global preservation assessment.

## F / Rating of Specific Public Services Priorities

As outlined in Table A-8, the top public services priorities for General Members include:

- Improved client services
- More online access to archival holdings
- Increased knowledge of/consistent compliance with copyright (short-term)
- Improved knowledge of users and user expectations (long-term)

Overall, Institutional Members tended to rate these activities as higher priorities than General Members. Both groups indicated that more online access to archival holdings is one of the more important public services. Both groups noted increased knowledge of and consistent compliance with copyright as a relatively high priority.

**TABLE A-7 / Short- and Long-Term Priority Ratings for Preservation Management**

Preservation Management Activities	Short-term Response Average	Long-term Response Average
Preventative conservation measures	<b>4.08</b>	<b>4.18</b>
Access to conservation/restoration advice/services	<b>4.42</b>	4.64
Implementation of global preservation recommendations	5.67	5.00
Development/revision of preservation policies/procedures	<b>4.58</b>	<b>4.36</b>
Increased capacity to preserve non-textual records	6.42	5.09
Improved environment for archival storage	4.67	<b>4.18</b>

Note: The lower the average score, the higher the priority. Top choices are bolded

**TABLE A-8 / Short- and Long-Term Priority Ratings for Public Services**

Public Services	Short-term Response Average	Long-term Response Average
Increased hours of access	7.18	5.64
Increased knowledge of/consistent compliance with copyright	<b>4.67</b>	5.82
More online access to finding aids & research tools	6.42	5.64
More online access to archival holdings	<b>6.08</b>	<b>5.55</b>
Improved client services	<b>5.75</b>	<b>4.82</b>
Improved knowledge of users & user needs/expectations	6.25	<b>5.45</b>

Note: The lower the average score, the higher the priority. Top choices are bolded.

### G / Rating of Specific Public Awareness and Profile Priorities

As outlined in Table A-9, the top awareness and profile priorities for General Members include:

- Partnering with stakeholders
- Displays/exhibits
- Development and delivery of educational programs (short-term)
- Newspaper articles, radio spots, and media releases/interviews (long-term)

Overall, General Members tended to rate these activities as slightly higher priorities than Institutional Members. However, the top priorities are very similar between General and Institutional Members.

### H / Rating of Specific Online/In-house Electronic Access Priorities

As outlined in Table A-10, the top online/in-house electronic access priorities for General Members include:

- Website development or enhancement
- Searchable databases
- Scanning of photographs/documents on request
- Virtual exhibits and finding aids on-line in the longer-term

Overall, General Members rated online/in-house electronic access activities as relatively low priorities, particularly contribution of descriptive records to ArchWay, content online, virtual exhibits and digitization of selected holdings.

In the longer-term, General Members rated activities in this category as generally higher priorities.

**TABLE A-9 / Short- and Long-Term Priority Ratings for Public Awareness and Profile**

Public Awareness and Profile	Short-term Response Average	Long-term Response Average
Displays/exhibits	<b>4.75</b>	<b>4.18</b>
Publications	7.67	6.64
Development/delivery of educational programs	<b>5.50</b>	5.27
Increased visits to schools by archives	6.75	5.91
Development & delivery of school/group tours	5.92	5.45
Newspaper articles radio spots media releases interviews	5.67	<b>4.91</b>
Open houses	6.67	5.64
Archival advice to other institutions	7.75	7.36
Partnering with stakeholders	<b>4.67</b>	<b>4.09</b>

Note: The lower the average score, the higher the priority. Top choices are bolded.

**TABLE A-10 / Short- and Long-Term Priority Ratings for Online/In-house Electronic Access**

Online/In-house Electronic Access Activities	Short-term Response Average	Long-term Response Average
Web-site development or enhancement	<b>4.75</b>	<b>3.82</b>
Searchable databases	<b>5.33</b>	4.73
Virtual exhibits	6.33	<b>4.18</b>
Finding aids on-line	5.73	<b>4.27</b>
Content on-line	6.75	6.64
Contribution of descriptive records to Archway/Archives Canada	6.50	5.80
Digitization of selected holdings	6.17	4.82
Scanning of photographs/documents on request	<b>5.67</b>	4.45
Public access computers on site	6.83	5.73

Note: The lower the average score, the higher the priority. Top choices are bolded.



## I / Rating of Specific Management and Governance Priorities

As outlined in Table A-11, the top management and governance priorities for General Members include:

- Records management policy development
- Improved financial accountability
- Development/revision of institutional policies
- Succession planning, particularly for the long-term

Overall, these results are similar to those of the Institutional Members survey.

## VI / CNSA

General Members were asked to identify which CNSA Institutional Membership criteria or other factors were preventing their archives from becoming an Institutional Member of the CNSA. CNSA Institutional Membership criteria include:

- A written mandate approved by a governing body of the public authority or the private organization in which the archives is a unit of responsibility
- An acquisition policy
- An access policy
- A preservation policy
- A designated individual accountable for the archives operation

- A secure designated space protected from degradation agents
- Open hours equivalent to one day per week

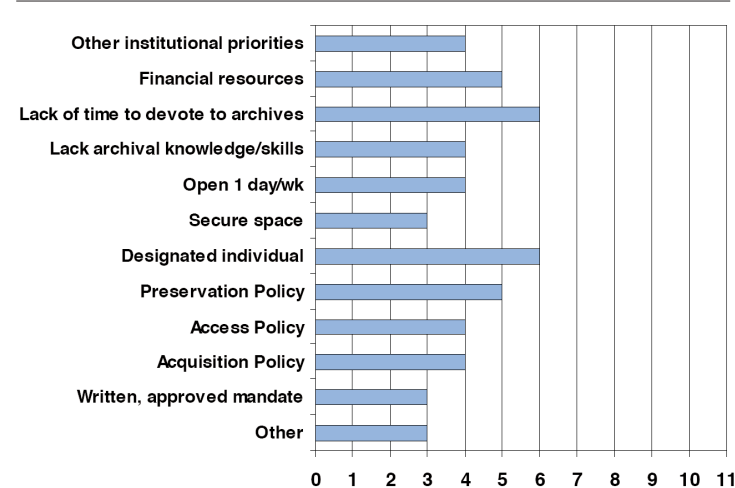
As Figure A-3 illustrates, a “lack of time to devote to archival activities” and “not having a designated individual accountable for archives” were the most frequently cited factors preventing General Members from becoming Institutional Members. A “lack of a preservation policy” and “the necessary financial resources” were the next most frequently cited barriers to Institutional Membership.

**TABLE A-11 / Short- and Long-Term Priority Ratings for Management and Governance Activities**

Management and Governance Activities	Short-term Response Average	Long-term Response Average
Records management policy development	<b>4.90</b>	<b>4.40</b>
Development/revision of institutional policies	<b>4.45</b>	4.90
Board renewal	5.64	5.40
Approved and up-to-date institutional mission and mandate	5.91	6.50
Succession planning for staff & volunteers	5.45	<b>4.40</b>
Approved annual business plan	6.73	6.10
Improved financial accountability	<b>5.09</b>	<b>4.60</b>

Note: The lower the average score, the higher the priority. Top choices are bolded.

**Figure A-3 / Factors Preventing General Members from Becoming an Institutional Member**



In the “other reasons preventing your organization from becoming a CNSA Institutional Member” category, one member each suggested the following barriers to becoming an Institutional Member:

- the archives is a low priority for the parent organization;
- more hands-on support is needed;
- the institution was not interested in becoming an Institutional Member.

When asked to identify the types of assistance that would help their organization become full Institutional Members, respondents provided the following suggestions and comments:

*Regular visits to our museum, a visit to our society meetings, a regional presence.*

*In order to become a full Institutional Member who would meet the necessary criteria/requirements, we would need financial resources to allow us to hire the human resources required and trained to address the factors here-mentioned in the above question.*

*Perhaps a site visit with the purpose of overlooking our policies and mandates and priority suggestions for improvements and additions would be the push we need.*

*We are a small local group with only three really active members — all volunteers with other commitments.*

*We have to fundraise and therefore have less time and energy for actual archiving. Materials have been gathered since 1985 but little organization has been achieved. We are trying to catch up. We have used CAP and ICP programs but that also means putting in more time supervising. We are currently partnering to create a local art and artists archive. We receive no government funding except for small municipal grants.*

*We submitted our policies to the CNSA in 2005, however it was returned asking us to have distinct policies for all parts of the operation. Finding the time for the one staff person is not easy and not a job for volunteers. I have advised the Board that I will be working on updating and changing, as necessary, our Board Manual this winter. This project will include the policies required by CNSA.*

*Space, staffing and a budget!!! Advice on developing policies; advice to institution's administration on importance of supporting an archives.*