



Membership Needs Assessment and Planning Study EXECUTIVE SUMMARY

Prepared by

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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.¹

¹ 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.² Completed surveys were returned by 40 institutions for a return rate of 95%.

TABLE 1 / Survey Response Rate

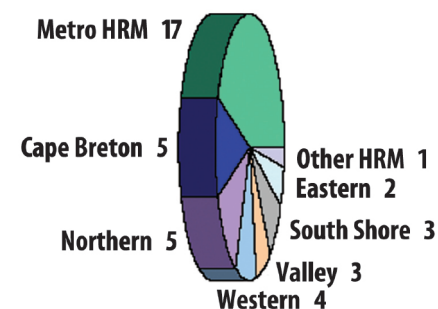
Number of surveys issued	42
Number of responses	40
Response rate	95%

Table 2 (next page) shows a list of the 40³ 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



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

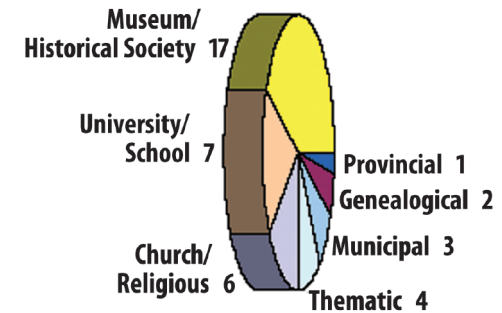
³ Near the end of the study process, one General Member became an Institutional Member. At that point, this new Institutional Member was issued an Institutional Member survey, but was unable to complete it by the study deadline. However, this member completed the General Member survey and those responses 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'Universite 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 categories⁴ 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

⁴ 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 / Operating Revenues and Expenses

The report concludes that 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 notes that NSARM represents 61% of this figure, and when removed from the calculation, the average budget size per institution is \$41,098. As illustrated in Table 3, university and school archives represent 17% of all operating revenues, with an average budget size of \$101,007. Municipal, thematic

and museum/historical society archives represent 6–7% of total revenues for archival activities at an average budget size of \$82,511, \$61,695 and \$16,108 respectively. Religious and genealogical archives represent the remaining 3% of total revenue. 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.

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%
Total Operating Revenue	\$ 2,350,000	100%	\$ 707,046	100%	\$ 247,533	100%	\$ 111,640	100%	\$ 246,781	100%	\$ 15,988	100%	\$ 273,835	100%	\$ 3,952,823	100.0%
Average Operating Revenue	\$ 2,350,000		\$ 101,007		\$ 82,511		\$ 18,607		\$ 61,695		\$ 7,994		\$ 16,108		\$ 98,821	

Table 4 provides a summary of operating expenditures by category of archives:

TABLE 4 / Operating Expenditures by Category of Archives

Expense Categories	Provincial		University/ School		Municipal		Religious		Thematic		Genealog.		Museum		TOTAL	
	(1)	%	(7)	%	(3)	%	(6)	%	(4)	%	(2)	%	(17)	%	(40)	%
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%
Total Operating Expenses	\$ 2,350,000	100%	\$ 696,829	100%	\$ 243,047	100%	\$ 113,750	100%	\$ 238,496	100%	\$ 17,102	100%	\$ 275,925	100%	\$ 3,935,149	100.0%
Average Operating Expenses	\$ 2,350,000		\$ 99,547		\$ 81,016		\$ 18,958		\$ 59,624		\$ 8,551		\$ 16,231		\$ 2,633,927	

3.2 / Extent and Growth of Holdings

The report clearly illustrates the extensive and multi-media nature of the holdings of Nova Scotia’s archives, and the tremendous growth in holdings that has taken place over the last five years, as seen in the following tables:

TABLE 10 / Extent of Holdings by Category of Archives

Category of Holdings	University/ School							TOTAL (40)
	Provincial (1)	School (7)	Municipal (3)	Church/Rel (6)	Thematic (4)	Genealog. (2)	Museum (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

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

Category of Holdings	University/ School							TOTAL (40)
	Provincial (1)	School (7)	Municipal (3)	Church/Rel (6)	Thematic (4)	Genealog. (2)	Museum (17)	
Textual records from sponsoring organization (linear metres)	9%	15%	50%	27%	41%	0%	19%	23%
Textual records from other sources (linear metres)	-12%	20%	62%	0%	43%	20%	63%	28%
Published material (e.g. books magazines vertical files) (#items)	1%	5%	80%	6%	18%	25%	13%	21%
Maps & plans incl. architectural drawings (# items)	-50%	146%	70%	3%	34%	10%	11%	32%
Microforms (microfilm microfiche) (# items)	1%	20%	60%	30%	5%	8%	98%	32%
Photographs (e.g. prints negatives transparencies) (# items)	1%	13%	78%	31%	28%	18%	166%	48%
Sound recordings (e.g. tapes cassettes) (# items)	1%	9%	51%	12%	43%	50%	8%	25%
Moving images (e.g. film video) (#items)	12%	17%	75%	3%	50%	0%	14%	24%
Paintings drawings prints (#items)	2%	4%	55%	13%	1%	100%	17%	27%
Electronic records born in electronic format (# files)	0%	234%	0%	100%	53%	95%	68%	79%
Artifacts and specimens and ephemera (# items)	0%	6%	5%	1%	39%	30%	13%	13%

4 ANALYSIS OF PRIORITIES

4.1 / Overall Ranking of Priorities in the Short-Term

The report concludes that 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*.

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

In the long-term (5 years +), the report finds that *arrangement and description remains the number one priority*, followed by *staffing, professional development and training and preservation management*.

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

4.3 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 NAPD or both. The survey asked respondents to rank the options according to the best uses of new funds. The top three ranked uses for any new funding were:

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 (now called Archives Advisor)

5

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The study identifies the following, strengths, weaknesses, opportunities and threats that characterize the archival community in Nova Scotia at this time.

5.1 / Strengths

- 5.1.1 / Improvements in Holdings Management/Safety/Security
- 5.1.2 / Greater Levels of Professionalism
- 5.1.3 / Dedication of Staff and Volunteers
- 5.1.4 / Strong Leadership in the Archival Community
- 5.1.5 / Cooperative Spirit

5.2 / Weaknesses

- 5.2.1 / Lack of Financial Support
- 5.2.2 / Lack of Staffing for Archival Activities
- 5.2.3 / Low Priority on Public Access to Holdings
- 5.2.4 / Lack of Involvement in Effective/Systematic Records Management
- 5.2.5 / More Focus Needed on Strategies to Deal with Expanding Holdings

5.3 / Opportunities

- 5.3.1 / Training and Professional Development Learning Opportunities
- 5.3.2 / Making Better Use of Information Technologies
- 5.3.3 / Building on Strengths within Regions/Types of Archives
- 5.3.4 / Growing Recognition of the Importance of Archives Within the Heritage Community

5.4 / Threats

- 5.4.1 / Continued Lack of Priority and Resources for Archival Work
- 5.4.2 / Lack of Attention to/Support for Human Resources
- 5.4.3 / Needs of Non-Textual Holdings
- 5.4.4 / Lack of Focus on Public Access to Holdings

6 RECOMMENDATIONS

6.1 / General 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 position⁵, which has proven to be so valuable to the community.

⁵ 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
- b) Update Content of Core Curriculum With Respect to Public Service/Access
- c) Develop an Online Refresher of Core-Curriculum Courses
- d) Publicize the CNSA Travel Bursary More Heavily
- e) Encourage the Growth of Mentoring
- f) Facilitate Other Learning Opportunities As Identified in the Needs Assessment Report

6.2.2 / Acquisitions and Holdings Recommendations

- a) Increase Awareness of and Adherence to the Cooperative Acquisition Strategy
- b) Build Awareness of and Capacity in Records Management
- c) Facilitate Learning Opportunities on Acquisition and Management of Non-Textual Media
- d) Develop Special Media Resource List

6.2.3 / Arrangement and Description Recommendations

- a) Include Project Funding for Arrangement and Description in Proposed Provincial Archival Development Program
- b) Facilitate Learning Opportunities on Arrangement and Description of Non-Textual Material
- c) Enhance the Connection between Arrangement and Description and Access to Material

6.2.4 / Facilities and Equipment Recommendations

- a) Encourage Reappraisal and De-accessioning to Extend the Life of Storage Capacity
- b) Introduce a New Workshop on Making Better Use of Storage Spaces
- c) Increase Publicity of NADP Funding for Specialized Equipment
- d) Investigate the Feasibility of an Equipment Exchange

6.2.5 / Preservation Management Recommendations

- a) Raise Awareness of Disaster Preparedness
- b) Ensure All Members Have an Up-to-Date Global Preservation Assessment
- c) Develop a Workshop on Implementing Global Preservation Assessments
- d) Ensure Regular Reporting on Implementation of Global Preservation Assessments
- e) Facilitate Learning Opportunities on the Preservation Management of Non-Textual Materials

6.2.6 / Public Services Recommendations

- a) Broaden Understanding of and Commitment to Increased Public Access
- b) Revise Core Curriculum with Respect to Public Access
- c) Encourage Improved Collection of Archival User Statistics
- d) Facilitate Learning Opportunities on Copyright and FOIPOP

6.2.7 / Public Awareness and Profile Recommendations

- a) Increase Awareness of the Value of Enhanced Public Profile

6.2.8 / Online/In-house Electronic Access Recommendations

- a) Promote the Link between Arrangement and Description and Online/In-House Electronic Access
- b) Encourage Membership to Increase Online and In-house Electronic Access to Materials
- c) Take a Leadership Role in Facilitating the Creation of Photographic Databases

6.2.9 / Management and Governance Recommendations

- a) Raise Awareness of the Importance of Succession Planning/Talent Management
- b) Support Members in the Development/Renewal of Institutional Policies
- c) Facilitate Learning Opportunities Related to Annual Business Planning
- d) Create a Network of “Institutional Heads”