

THE UNITED CHURCH OF CANADA
ARCHIVAL NETWORK REVIEW

FINAL REPORT

11 APRIL 2018

Prepared for

The United Church of Canada
Archival Network Review Advisory Task Group

By

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0.0 Executive Summary

The United Church of Canada is in the process of transitioning away from the current four-court system to a new three-council system. Major changes will come into effect as early as 1 January 2019. To support this transition to a new governance model, the United Church of Canada has commissioned an Archival Network Review.

This review, carried out from December 2017 to April 2018, aims to assess conditions and help identify options for a new model for managing Church records and archives. In this review, the consultant has considered the financial, technological, legal, human resource, and facility realities facing the Church in order to identify the best options for continuing the Church's efforts to manage its records and archives as part of its overall ministry and mission.

0.1 A New Governance Model for the Church

The consultant begins the report by outlining the Church's decisions about the new governance model, particularly related to Regional Council boundaries and staffing. She presents her recommendation that the Church maintain existing records and archives operations in current locations for the foreseeable future. She then introduces a new governance model for records and archives management. This model is intended to be integrated – incorporating both records and archives management as a continuum of care – and flexible – providing effective service through the transition and into the future, whatever organizational structures are adopted.

To support this approach, she recommends that the Church implement a transitional plan for records and archives management. This transitional plan will help the Church move from current (largely archival-oriented) operations to a new integrated model of records and archives management, without disrupting Church operations unnecessarily during this time of flux. She proposes a three-year horizon for this transition in records and archives services. Detailed proposals for the transition plan are outlined in this section of the report, including the identification of eight transitional goals, summarized here:

1. Develop and implement an integrated records and archives management program
2. Develop and implement digital records management systems
3. Develop and implement digital archives preservation systems
4. Transfer and manage records needed by regional councils
5. Appraise and transfer conference archives
6. Process legacy archives backlogs
7. Provide ongoing research and reference services
8. Integrate reference and outreach services.

0.2 Transitional Staffing Requirements

In this section, the consultant presents her view of transitional staffing requirements. This plan identifies a total of 15 positions: 9 full time and 6 part time. The consultant suggests that this plan should be adopted, with amendments as the Church sees fit, for no more than three years, and that annual reviews should be carried out to ensure staff resources are as cost-effective as possible while supporting the transitional goals outlined in this report.

0.3 Financial Analysis

In this section, the consultant outlines current and proposed staff costs based on the proposed staffing plan. The consultant also comments on the valuable contributions of volunteers and students to the preservation of Church archives while arguing that the Church should not rely on volunteer or student inputs for the maintenance of an effective and accountable recordkeeping program.

The consultant outlines current Conference Archives expenses and income and offers options and strategies for funding records and archives services in the future. The consultant believes that the Church should cover core costs centrally if records and archives management is defined as a shared service. However, as discussed in this section, regions should be able to receive and administer supplemental funds for additional activities.

0.4 Legal Arrangements and Staff Contracts

In this section, the consultant reminds the Church that all third-party agreements in place across the Church will need to be renegotiated once the new governance model comes into effect. Even if the change from Conference to Regional Council is “in name only,” these agreements will have to be reviewed and renewed. The consultant reiterates the need to review and renegotiate records and archives staff contracts and job descriptions. The consultant also identifies specific legal and staffing issues to address at the Conference level, restating findings articulated in the Interim Report.

0.5 Redefining Archives and History Committees

In this section, the consultant considers the potential future role of Archives and History Committees across the country. She believes that there is value to establishing national and local committees or groups to support a range of archives- and history-related needs for the Church and proposes that the current scope of AHCs should be expanded, moving away from oversight of archival operations and focusing more on promoting and supporting the value of records, archives, history, and heritage to Canadian society.

0.6 *Supporting the Indigenous Church*

In this section, the consultant notes that final decisions have not yet been made about the relationship between Indigenous church communities and recordkeeping services for the Church. In the meantime, the consultant emphasizes her support for any efforts to ensure that all documentary evidence is available as freely as possible and for ensuring that records and archives services are flexible, to help support the needs of the Indigenous Church.

0.7 *Ecumenical Initiatives*

In this section, the consultant reiterates her finding, outlined in the Interim Report, that a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both is not feasible. She does believe there is scope for other collaborative initiatives, as time and resources allow, and she suggests some potential actions for the Church to consider.

0.8 *Planning Digitization*

In this section, the consultant comments on the potential – and potential drawbacks – of digitization and a tool for archival preservation and dissemination. She notes that digitization is not a panacea and that best practices must be followed to ensure top quality digital products.

0.9 *The Importance of Strategic Planning*

In this section, the consultant proposes that the Church use this report as the basis for developing a strategic plan to support the transition to a new, integrated records and archives management service. The Church should then continue to develop and implement such strategic plans as a core planning tool for records and archives services.

0.10 *Conclusion*

In this section, the consultant provides her conclusion and summarizes her recommendations. In particular, she offers a response to the overarching questions posed as part of this archival network review, as shown below.

- 1) *How could archival operations be organized across the country and what might be the most appropriate or sustainable models?*

The consultant recommends that the Church develop a model for integrated records and archives management services. This model is intended to support flexibility, innovation, and integration, while recognizing and respecting regional needs for access to records and archives with high value for local

communities. At a high level, the model recognizes layers of service, from records management, which is best managed in a highly coordinated manner, to research support for legacy archives, which is ideally provided at the local level.

- 2) *If the current system of decentralized archives management is to be maintained, what resources would be necessary to maintain that approach: for instance, would Regions be given the same responsibility for regional archives management that the Conferences currently have for Conference Archives and would the National Archives in Toronto be given the same responsibility for the denomination's central archival records?*

The consultant does not recommend retaining the current system of decentralized archives management. She proposes that the management of Denominational Council records and archives remain under the care of Toronto-based staff. She also recommends the identification of three broad “regions” – Western, Central, and Eastern – to coordinate with the Denominational Council to deliver records and archives services across the 16 regions.

- 3) *If the current system were not maintained and a new approach were considered, what might that new approach look like? What would be the most efficient and effective way to organize and maintain archival operations for the entire denomination across Canada?*

The consultant has proposed an integrated records and archives service, in which staff will Denominational Council and Regional Council records and archives in a coordinated manner. The program as a whole will be funded centrally, as a shared service of the Church, but additional funds may be raised or used locally to support additional activities beyond the core program.

- 4) *Should the United Church consider developing a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both? If so, what would that approach look like? This scenario is being explored because there have been preliminary conversations with representatives of all three denominations about areas where archival services might be shared.*

After consultations with the Presbyterian Church in Canada and the Anglican Church of Canada, the consultant and the Church agreed that a shared archival system was not viable for many reasons (as addressed in the Interim Report). The consultant does recommend that joint ecumenical initiatives be

considered to foster collaboration and maximize the potential for sharing valuable documentary sources with researchers and the public.

0.11 Recommendations

The consultant's recommendations are listed below.

- Recommendation 1:** The Church will maintain existing records and archives facilities in current locations for at least three years, if possible, in order to support the transition and maintain locally available archival collections.
- Recommendation 2:** The Church will review the model proposed here for integrated records and archives management services and amend as needed before adoption.
- Recommendation 3:** The Church will review the recommended transitional goals and priorities outlined in this report and amend as needed before adoption.
- Recommendation 4:** The Church will use the approved models and transitional goals and priorities to develop a strategic plan to support the transition to a new model of service.
- Recommendation 5:** At the end of three years from the start of the transition period, the Church will review the models and plans and determine how to further the vision of integrated records and archives management.
- Recommendation 6:** To support this vision, the Church will revise its strategic plan to address priority records and archives tasks for the next three to five years.
- Recommendation 7:** The Church will review the transitional staffing plan offered in this report and amend as required before adoption.
- Recommendation 8:** The Church will review the status of records and archives operations annually and revise staffing levels as needed.
- Recommendation 9:** At the end of three years from the start of the transition period, the Church will review the staffing plans again to determine how staffing allocations should be applied for the next three to five years.
- Recommendation 10:** The Church should analyze the staffing costs and financial data provided in this report to identify appropriate funding needs for records and archives services across the country.
- Recommendation 11:** The Church should adjust the resources allocated to meet the staffing proposals in this report, in order to

accomplish the transitional goals while ensuring financial resources are well used.

- Recommendation 12:** The Church should develop funding formulas to support the integrated records and archives management services model proposed in this report, as amended and approved by the Church.
- Recommendation 13:** The Church should review all third-party legal agreements and renegotiate them as needed.
- Recommendation 14:** The Church should review all records and archives management staff contracts and renegotiate them as needed.
- Recommendation 15:** The Church should pay particular attention to the specific Conference-level issues highlighted in the Interim and Final Reports when reviewing and renegotiating agreements and contracts.
- Recommendation 16:** The Church should establish a cross-Canada working group to review the status and future of Archives and History Committees and consider the establishment of a new national and regional/local committee or group focused on supporting and fostering broader understanding of the Church's archives, history, and heritage. The inputs provided in this report should be used as a basis for discussion.
- Recommendation 17:** The Church is urged to incorporate decisions about the Indigenous Church in planning for the new records and archives management model, to ensure that the services provided are meaningful and useful to the different stakeholder communities across the country, both Indigenous and non-Indigenous.
- Recommendation 18:** The consultant recommends that representatives of the three denominations in Toronto continue to meet at least quarterly to consider options for cooperation and collaboration.
- Recommendation 19:** In 2019, the three churches should consider holding an "Ecumenical Archives Research Day."
- Recommendation 20:** The Church should develop a strategic approach to digitization to support its transitional goals, particularly to capture and preserve high-risk archives and make popular resources remotely available.
- Recommendation 21:** The Church should not adopt scanning processes – including "scan and destroy" – without consulting

records and archives professionals within the Church, in order to take into account all concerns – legal, financial, administrative, historical, and cultural – that must be considered.

Recommendation 22: The Church should develop a strategic plan to support the transition to new records and archives operations, using information in this report, including the transitional goals, as the basis for planning.

Recommendation 23: The Church should incorporate strategic planning into its records and archives management processes as a core planning tool.

The Church is facing a fundamental shift in direction: moving from Conferences and Presbyteries to Regional Councils, decentralizing many functions and activities, and continuing to fulfil ongoing operations while at the same time changing how those operations are performed. However, the consultant believes that great challenges can also present great opportunities. She consultant hopes that the Church will consider the recommendations and suggestions offered in this report as best advice offered on the basis of knowledge available today.

The consultant hopes that the Church will benefit from the ideas shared in this report and wishes the very best of luck to everyone involved with this important, exciting, and challenging transition.

Laura Millar
April 2018

1.0 Introduction

The United Church of Canada is in the process of transitioning away from the current four-court system to a new three-council system. Major changes will come into effect as early as 1 January 2019. To support this transition to a new governance model, the United Church of Canada has commissioned an Archival Network Review.

1.1 Purpose of the Archival Network Review

This review, carried out from December 2017 to April 2018, aims to assess conditions and help identify options for a new model for managing Church records and archives. In this review, the consultant has considered the financial, technological, legal, human resource, and facility realities facing the Church in order to identify the best options for continuing the Church's efforts to manage its records and archives as part of its overall ministry and mission.

The Archival Network Review Task Group asked the consultant to address the following overarching issues.

- 1) How could archival operations be organized across the country and what might be the most appropriate or sustainable models?
- 2) If the current system of decentralized archives management is to be maintained, what resources would be necessary to maintain that approach: for instance, would Regions be given the same responsibility for regional archives management that the Conferences currently have for Conference Archives and would the National Archives in Toronto be given the same responsibility for the denomination's central archival records?
- 3) If the current system were not maintained and a new approach were considered, what might that new approach look like? What would be the most efficient and effective way to organize and maintain archival operations for the entire denomination across Canada?
- 4) Should the United Church consider developing a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both? If so, what would that approach look like? This scenario is being explored because there have been preliminary conversations with representatives of all three denominations about areas where archival services might be shared.

1.2 Relationship to the 2006 Archival Network Review

The 2017-2018 review builds on data gathered for an Archival Network Review conducted by the same consultant in 2006, which assessed the (then) state and future development of archival operations for the United Church across the country. While the 2006 review provided valuable background information, the 2017-2018

review is intended to support decision making as the Church identifies the best strategies for records and archives management in the new governance structure. Key data gathered during the 2017 surveys were incorporated in both the Interim and Final Reports, along with comparative data from 2006 where valuable. Researchers interested in additional comparative data are directed to the survey results from both reviews, which have been retained by the United Church.

1.3 Tasks Performed

Between December 2017 and April 2018, the consultant undertook the following tasks, with the valuable help of General Council (GC) Archives' staff:

- reviewed and revised the 2006 survey
- developed a new survey
- distributed the new survey to 13 Conferences and Conference archives (distributed by GC Archives staff)
- compiled data from survey results into tabular form for analysis (compiled by GC Archives staff)
- analyzed data gathered from the survey
- reviewed background literature, including the findings and reports of the 2006 Archival Network Review; documentation related to the planned boundary changes; background information about Church records and archives operations; and associated information
- met with stakeholders in the United Church Headquarters in Toronto, 11-15 December 2017
- met with archivists responsible for the records of the Anglican and Presbyterian Churches in Toronto, 11 December 2017
- participated in a conference call with the National Archives and History Committee, 15 January 2018
- participated in a conference call with Conference Archivists, 25 January 2018
- conducted interviews and other conversations with other Church representatives, in person or via telephone or email from December 2017 to April 2018
- gathered additional financial information about records and archives operations across the country
- completed an Interim Report (submitted 6 February 2018) summarizing the current conditions for records and archives services across the country
- solicited feedback on the Interim Report, including corrections and observations

- solicited and gathered stakeholder inputs on the future of records and archives operations for the Church
- reviewed all data gathered during the site visit, interviews, and research
- solicited additional inputs from Church records and archives representatives and Task Group members to support the drafting and completion of the final report
- prepared this final report, submitted in draft form for review by key stakeholders on 3 April 2018 and then in final form on 11 April 2018.

1.4 Final Report

This final report addresses the following issues:

- a new governance model for the Church and for integrated record and archives management
- transitional staffing requirements for records and archives management
- financial status of Church records and archives operations
- legal arrangements and staff contracts
- the future role of archives and history committees
- records and archives support for the Indigenous Church
- the potential for ecumenical initiatives
- issues associated with digitization
- the importance of strategic planning

The following appendices are included in this report.

- **Appendix A** identifies the name, title, and geographic location of stakeholders who provided inputs into the Archival Network review and offers an anonymized selection of comments received.
- **Appendix B** identifies the legal agreements for archival facilities and operations in place across the country, for review by the Church as it renegotiates arrangements as part of the transition to the new governance model.
- **Appendix C** provides inputs from the consultant specifically to support the strategic planning process.

2.0 A New Governance Model for the Church

2.1 Summary and Key Recommendations

In this section of the report, the consultant outlines the Church's decisions about the new governance model, particularly related to Regional Council boundaries and staffing. She presents her recommendation that the Church maintain existing records and archives operations in current locations for the foreseeable future. She then introduces a new governance model for records and archives management. This model is intended to be integrated – incorporating both records and archives management as a continuum of care – and flexible – providing effective service through the transition and into the future, whatever organizational structures are adopted.

To support this approach, she recommends that the Church implement a transitional plan for records and archives management. This transitional plan will help the Church move from current (largely archival-oriented) operations to a new integrated model of records and archives management, without disrupting Church operations unnecessarily during this time of flux. She proposes a three-year horizon for this transition in records and archives services, from 2018 to 2021. (In this report, she discusses a three-year plan, although she recognizes that the Church also makes reference in other contexts to 2018-2019 as the “transitional” year.)

In this transition plan, existing records and archives facilities across the country will remain the same for at least three years, in order to allow the Church to develop new governance structures without the added burden of moving facilities at the same time. A transitional records and archives management team will be established to help provide efficient, flexible, and coordinated records and archives management support during the transition and to establish the basis for sustainable services into the future.

Key goals will be set for the transition, after which the Church will re-evaluate operations and plan the next stage in support of the full implementation of integrated records and archives care. At the end of the transition period outlined here, the Church should have established a strong and sustainable strategic framework for ongoing records and archives management services.

- Recommendation 1:** The Church will maintain existing records and archives facilities in current locations for at least three years, if possible, in order to support the transition and maintain locally available archival collections.
- Recommendation 2:** The Church will review the model proposed here for integrated records and archives management services and amend as needed before adoption.
- Recommendation 3:** The Church will review the recommended transitional goals and priorities outlined in this report and amend as needed before adoption.

- Recommendation 4:** The Church will use the approved models and transitional goals and priorities to develop a strategic plan to support the transition to a new model of service.
- Recommendation 5:** At the end of three years from the start of the transition period, the Church will review the models and plans and determine how to further the vision of integrated records and archives management.
- Recommendation 6:** To support this vision, the Church will revise its strategic plan to address priority records and archives tasks for the next three to five years.

2.2 Regional Council Boundaries

As of 2018, the United Church of Canada is structured into one General Council, 13 Conferences, and 85 Presbyteries. (For the purposes of policy, the east and west districts in Newfoundland and Labrador and the Bermuda synod are counted as part of the 85 Presbyteries.) The All Native Circle Conference encompasses Presbyteries and pastoral charges that identify with Indigenous communities, which sometimes overlap geographically with Presbyteries in other Conferences.

As of 2019, the United Church will be governed according to a new structure, articulated in the Boundaries Commission's *Final Report* and the Remit Implementation Team's *Staffing Model*, both issued on 27 February 2018. Table 1 outlines the boundary decisions, comparing new Regional Councils with existing Conferences. A map of the boundaries is available [here](#). As a result of these changes, other governance decisions will need to be made, many of which will affect records and archives operations, including:

- changes in the scope of responsibilities and duties for the Denominational Council and Regional Councils
- the physical location of the different Regional Councils (or, more likely, the different locations in which regional activities will be performed)
- the physical location(s) of the 6 full-time administrative support persons
- the duties, responsibilities, and physical location(s) of the Office of Vocation ministers, Stewardship and Gifts officers, and EDGE staff and consultants
- the vision of clusters and networks.

The organization and operations of the Indigenous Church are also still to be determined. Pastoral charges that form part of the Indigenous Church may establish different relationships with Regional Councils from those that had been in effect with Conferences, particularly for British Columbia, London, Hamilton, Toronto, Bay of Quinte, Montreal and Ottawa, and All Native Circle Conference. Records and archives management for the Indigenous Church will need to be agreed once these relationships are clarified.

Table 1: Regional Council Boundaries

Regional Council	Former Conferences Included	Description and Key Changes
Denominational Council	General Council	<i>Change in name. Increased responsibility for shared services.</i>
RC 1	British Columbia Alberta Northwest	RC 1 includes all pastoral charges in BC Conference as well as Whitehorse PC, Yukon Territory and Rundle Memorial PC, Banff, Alberta. Approximately 174 PCs.
RC 2	British Columbia Alberta Northwest	All pastoral charges in the province of Alberta north of and including provincial Hwy 13; Yellowknife PC and Grace PC-Hay River, Northwest Territories; Fort Nelson: Hillcrest PC, Hudson's Hope: St. Peter's (SM) PC, Chetwynd Shared Ministry (SM) PC, South Peace PC, Fort St. John: St. Luke's PC, British Columbia. Approximately 95 PCs.
RC 3	Alberta Northwest	All pastoral charges in the province of Alberta south of provincial Hwy 13, save Banff: Rundle Memorial PC, Alberta. Approximately 91 PCs.
RC 4	Saskatchewan	All pastoral charges in the province of Saskatchewan. Approximately 172 PCs.
RC 5	Manitoba Northwestern Ontario	All pastoral charges in the province of Manitoba; All pastoral charges in the Central Time Zone portion of Cambrian Presbytery; Atikokan PC. Approximately 144 PCs.
RC 6	Manitoba Northwestern Ontario Manitou	All pastoral charges in Manitou Conference; All pastoral charges in Algoma Presbytery; All pastoral charges in the Eastern Time Zone portion of Cambrian Presbytery, save Atikokan PC. Approximately 78 PCs.
RC 7	London Hamilton	All pastoral charges in Elgin Presbytery; All pastoral charges in Essex Presbytery; All pastoral charges in Kent Presbytery; All pastoral charges in Lambton Presbytery; All pastoral charges in Middlesex Presbytery; All pastoral charges in Oxford Presbytery. Approximately 141 PCs.
RC 8	London Hamilton Toronto	All pastoral charges in Huron-Perth Presbytery; All pastoral charges in Bruce Presbytery; All pastoral charges in Waterloo Presbytery; All pastoral charges in Northern Waters Presbytery north of Hwy 9, save Bond Head-Newton Robinson PC, Beeton: Trinity PC, Country Side PC, Midland: St. Paul's PC, but including Erin PC and Ballinafad PC. Approximately 138 PCs.
RC 9	Hamilton Toronto	All pastoral charges in Erie Presbytery; All pastoral charges in Halton Presbytery; All pastoral charges in Hamilton Presbytery; All pastoral charges in Niagara Presbytery; Norval PC, St. John's PC (Georgetown), St. Andrew's Georgetown PC, Acton PC. Approximately 143 PCs.

Table 1: Regional Council Boundaries

Regional Council	Former Conferences Included	Description and Key Changes
RC 10	Toronto	All pastoral charges in Living Waters Presbytery, save Uxbridge: Trinity PC, Sandford-Zephyr PC, and Goodwood-Epson-Utica PC; All pastoral charges in Toronto Southeast Presbytery; All pastoral charges in South West Presbytery, save Norval PC, St. John's PC (Georgetown), St. Andrew's Georgetown PC; All pastoral charges in Northern Waters Presbytery south of Hwy 9, save Erin PC, Ballinfad PC, and Acton PC, but including Bond Head-Newton Robinson PC, Beeton: Trinity PC, Country Side PC, Midland: St. Paul's PC. Approximately 160 PCs.
RC 11	Bay of Quinte Toronto	All pastoral charges in Lakeridge Presbytery; All pastoral charges in Kawartha Highlands Presbytery; All pastoral charges in Hills and Shores Presbytery; All pastoral charges in Shining Waters Presbytery; All pastoral charges in Kente Presbytery; All pastoral charges in Four Winds Presbytery; Trinity PC-Uxbridge, Sandford-Zephyr PC, and Goodwood-Epson-Utica PC, Living Waters Presbytery. Approximately 146 PCs.
RC 12	Bay of Quinte Montreal and Ottawa	All pastoral charges in Upper Valley Presbytery; All pastoral charges in Four Rivers Presbytery; All pastoral charges in Ottawa Presbytery; All pastoral charges in Seaway Valley Presbytery; Église Saint-Marc, Consistoire Laurentien. Approximately 133 PCs.
RC 13	Montreal and Ottawa	All pastoral charges in Consistoire Laurentien, save l'Église Saint-Marc; All pastoral charges in Consistoire du Québec. Approximately 76 PCs.
RC 14	Maritime	All pastoral charges in the province of New Brunswick; All pastoral charges in the province of Prince Edward Island; Gaspé-Cap-Aux-Os PC, New Carlisle PC, and New Richmond PC, Quebec. Approximately 116 PCs.
RC 15	Maritime	All pastoral charges in the province of Nova Scotia; Bermuda Synod has functioned as part of Maritime Conference pursuant to an agreement between the Synod and The United Church of Canada. This report confirms that the Synod will function as part of Regional Council 15 within the meaning of the agreement. Approximately 139 PCs.
RC 16	Newfoundland and Labrador	All pastoral charges in the province of Newfoundland and Labrador. Approximately 88 PCs.

2.3 United Church Governance Staffing Model

To support the new governance model, the Church's Remit Implementation Task Group has developed a new staffing model. The staffing model articulates the purpose of the regional councils as follows:

- a) to resource and support the mission and ministry of communities of faith
- b) to ensure that polity and legal requirements are met
- c) to ensure good communication and act as a liaison between the councils of the church
- d) to implement the priorities of the regional councils
- e) to reflect the priorities of the denominational council.

The model is intended to be flexible, both in relation to operations and logistics (with a variety of physical and virtual offices) and in terms of working relationships (with an emphasis on strong communications and coordinated services).

The staffing model consists of the following:

- one denominational council
- 16 Regional Councils
- 6 Executive Ministers serving two or three regional councils each
- 6 full-time administrative support persons, one for each Executive Minister
- up to 6 Office of Vocation ministers across the country
- up to 7 Stewardship and Gifts officers across the country
- a number of EDGE staff and consultants across the country.

Additional program staff positions will be identified, based on the responsibilities and priorities of the Regional Councils.

Provisional Executive Ministers were appointed on 22 March 2018, grouping the 16 Regional Councils as follows:

- Regions 1 and 3 (British Columbia and southern Alberta): Doug Goodwin, formerly Conference Executive Secretary of BC Conference (until June 30, 2019)
- Regions 2, 4, and 5 (northern Alberta, Saskatchewan, Manitoba, and northwestern Ontario): Shannon McCarthy, formerly Conference Executive Secretary of the Conference of Manitoba & Northwestern Ontario
- Regions 6 and 10 (southcentral Ontario from the Toronto area to northern Ontario): Peter Hartmans, formerly Conference Executive Secretary of Hamilton Conference

- Regions 7, 8, and 9 (southwestern Ontario up to the Bruce Peninsula): Cheryl-Ann Stadelbauer-Sampa, formerly Conference Executive Secretary of London Conference
- Regions 11, 12, and 13 (Bay of Quinte, Ottawa, and most of Quebec): Rosemary Lambie, formerly Conference Executive Secretary of Synode Montréal & Ottawa Conference
- Regions 14, 15, and 16 (Gaspé, New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador, and Bermuda): Faith March-MacCuish, formerly Conference Executive Secretary of Newfoundland and Labrador Conference.

In the Church's new staffing model, several technical and support services are defined as "shared services," to be administered and paid for by the denominational council or on a cost-sharing basis with the Regional Councils. These shared services include information technology, communication, payroll, accounting, human resources, administration, and pension plan. Other shared services under consideration are records and archives management and incorporated ministries. Decisions about shared services will have an impact on the ways in which records and archives management operations will be developed and delivered.

2.4 Researching Records and Archives Service Models

The consultant considered various organizational models and presented several in the Interim Report, as summarized in Appendix A to this report. The Church then solicited input from stakeholders across the country about the models as well as about the future of the Church's records and archives program in general. The consultant joins the Church in thanking everyone who provided comments; these insights were extremely helpful to the review process.

As highlighted in the remarks shown in Appendix A, virtually none of the respondents to the request for input considered centralization (whether in Toronto or otherwise) to be a suitable choice. The importance of local access to physical archives was a strong feature in the comments. The consultant agrees with this assessment, for many reasons.

- "Out of sight out of mind" becomes a real danger with the centralization of archival storage and services. There is a tangible value to being able to *see and use* archives in person. Digitization is a tremendously powerful tool and its use should be encouraged and supported, whether to capture copies of fragile originals or to make popular content available from a distance. But (as discussed later in this report) digitization is not a solution to archival management: there is no magic bullet to simplify the reality that archives take time and money to preserve and make available.
- As many respondents noted, their communities greatly value their local United Church archives. If those archives were moved to a remote location, the loss would be twofold. First, the local community would not have its own

documentary story close at hand, and the community might gradually lose touch with its past. Second, the archival staff in the “remote” facility may not have easy access to the local knowledge needed to contextualize those materials fully.

- There are real and often insurmountable costs – monetary and other – associated with moving records and archives from place to place. As one respondent noted, the United Church is not a Walmart. And its archives are not just goods on a shelf. If one box of archives is lost or damaged, it cannot simply be replaced with another box of archives. Archives are unique: not just as single items but also as aggregations of documents. The work involved in moving the Church’s extant archives out of the various repositories across the country and into another facility would probably take longer, and cost more, than simply leaving the archives where they are and integrating them virtually into a networked archival system. (This statement is not intended to diminish the challenge of creating shared descriptive systems and coordinating reference services; as discussed later, the transition will not be easy.)
- Finally, there may be significant legal and administrative implications to moving archives out of existing facilities. As some stakeholders noted, donation agreements, particularly for private (non-Church) archives, may well have been based on an explicit or implicit understanding that those archives were being donated to that repository and no other. The Church risks disrespecting terms and conditions that might have been in place for decades.

While moving archives is sometimes necessary and beneficial, the consultant does not see value in considering any physical move of legacy Conference Archives for *at least* three years, if at all, unless other circumstances compel a change. Once the Church has completed its transition to new governance structures *and* a new integrated records and archives management service has been established, the Church should re-evaluate the status of its regional and local archival arrangements and consider whether and how changes might need to be made.

In offering this recommendation that legacy archives not be moved for the foreseeable future, the consultant notes that the Archives Task Group agrees with the suggestion that moving legacy archives is not desirable. In its own feedback to the consultant on the Interim Report, the Task Group expressed its view that moving existing records to Toronto or another location did not make sense. The Task Group supports the preservation of legacy archives in their places of origin at this time, while noting that digital records can exist and be accessed anywhere.

In reality, some adjustments in storage arrangements may need to be made to reconcile changes in the relationships of pastoral charges to Regional Councils versus pastoral charges to Conferences. There may be instances where the volume of archives is so small or the move so simple that it may be feasible to consider transferring holdings (such as the archives of one church) to different locations. The Church will also need to “draw the lines” between Executive Ministers, Regional

Records and Archives Managers, current records in physical or virtual storage repositories, and legacy archives in other locations, in order to outline the path that activities – and records and archives – follow before, during, and after the transition.

The consultant cautions that establishing a “virtual” records and archives environment containing primarily digital holdings requires expertise, effort, and resources. As discussed in Section 9, digitization should not be seen as a quick and easy solution to the inevitable – but not insurmountable – challenges of managing regional and local records and archives services and holdings in a country as huge and diverse as Canada.

2.5 An Integrated Records and Archives Management Services Model

Based on the research conducted for this review, and taking into account the views of Church representatives, archival professionals, and other stakeholders, the consultant proposes a model for **integrated records and archives management services**. This model is characterized by a combination of coordinated administration and decision making and distributed services. The model is intended to be flexible, supporting both physical and virtual access to the Church’s records and archives.

The model recognizes that records and archives management must be carried out as a unit, to provide a continuum of care for the documentary evidence of the Church. In a digital age, waiting to manage “old” archives without managing “new” records can result in the loss of critical evidence needed to support current operations. And managing records without protecting archives can result in the loss of evidence valuable not only today but also decades or centuries into the future.

Below are the key features of this integrated model.

1. Records and archives management will be managed together as an **integrated** continuum of care. The Church will actively manage its current records, in all forms and media, as well as preserve and make available valuable archival materials.
2. The effective creation, acquisition, management and preservation of **digital records and archives** – both born-digital and digitized sources of evidence – will be a recordkeeping priority for the next three years at least, to maximize the benefits of information technology for the management of information and evidence as the Church transforms its operations.
3. Because the Church’s records, archives, and related documentary evidence are the legal property of the Church as a whole, and because the new Church model emphasizes efficiency, effectiveness, and flexibility, the records and archives management program will be considered a **shared service** of the Church, to be managed in a coordinated, accountable, transparent fashion.
4. As a shared service, records and archives management will receive **core funding** from the Denominational Council.

5. Regional Councils or local communities may **supplement core funding** with additional resources – including grant funds, trust funds, or donations – in order to undertake specific projects or initiatives. The availability of local funding will not diminish the provision of adequate resources to support core records and archives management operations.
6. The Church will adopt a **strategic approach** to records and archives management to ensure services remain relevant and sustainable over time.
7. The Church will apply **best-practice standards** in records, information, and archives management in order to ensure the highest level of success.
8. Records and archives management services across the country will be **coordinated** in order to achieve consistent and sustainable outcomes. But coordination does not mean centralization: regional and local needs will be taken fully into account, and variations in activities and priorities across the country will be supported when appropriate.
9. Regional and local services will be **flexible and adaptable**, to accommodate ongoing changes associated with the transition to new regional structures.
10. In developing this model, the Church will continue to recognise that **other sources of, information, evidence, and knowledge** are created by Church communities. The Church will support other methods of documentation and memory keeping, including Indigenous ways of knowing, while ensuring that the Church’s polity and legal requirements are met through the protection of sources of documentary evidence.

2.6 Adopting a Transition Plan

To support the transition to integrated records and archives management, the consultant proposes a three-year transition plan. The following assumptions have been made.

- The Denominational Council will remain in Toronto for the foreseeable future.
- Toronto, Vancouver, and Sackville will serve as the primary locations for Denominational Council and Regional Council records and archives services.¹
- Digital information, records, and archives services will be developed in close collaboration with the Church’s Information Technology Service.
- Existing records and archives facilities across the country will remain in place for at least three years.

¹The selection of those three locations is based in part on the fact that current records and archives services in those areas are administered out of facilities owned or rented directly by the Church, not third-party institutions. Also, this distribution of regional records and archives management supports the division of Regional Council responsibilities amongst Executive Ministers.

- Legacy and archives management, including backlog reduction, will be carried out efficiently to reduce existing backlogs as quickly and effectively as possible.
- Reference and research services will continue to be provided at all existing records and archives facilities.

To support the transition plan, eight transitional goals are proposed, grouped into four streams. These streams of activity will be prioritized, as listed below and described in more detail in Table 2:

1. digital and analogue records management (Transitional Goals 1, 2, 4, 5)
2. digital preservation (Transitional Goal 3)
3. archival backlog reduction (Transitional Goal 6)
4. reference support and outreach (Transitional Goals 7, 8).

Table 2: Transitional Goals and Priority Actions

TRANSITIONAL GOAL	PRIORITY ACTION	KEY STEPS
1. DEVELOP AND IMPLEMENT AN INTEGRATED RECORDS AND ARCHIVES MANAGEMENT PROGRAM	Establish function-based classification schemes and retention/disposal schedules to support flexible and sustainable records and archives management	<ul style="list-style-type: none"> • Consolidate information about previous and current records management work across the Church and work with Executive Ministers to determine new or changed Church functions. • Adopt a risk-based approach to records management (identifying records that <i>must</i> be created and kept permanently, records that <i>may</i> be created and may be kept for a set period, and records that should be disposed of as soon as they are no longer needed). • Develop function-oriented classification schemes, to allow flexibility and support access to records even when organizational structures change. • Revise existing records classification schemes and retention/disposal schedules or develop new schemes and schedules, to support this risk-based approach for the management of Church records and data, regardless of form or medium.
2. DEVELOP AND IMPLEMENT DIGITAL RECORDS MANAGEMENT SYSTEMS	Incorporate classification and retention decisions into chosen tools to establish digital repositories for records capture, management, and storage	<ul style="list-style-type: none"> • Work with the Church’s IT Services to expand SharePoint and/or other software tools to serve as the Church’s digital records storage facility. • Coordinate digital preservation requirements with the development and use of other tools and services as required.
3. DEVELOP AND IMPLEMENT DIGITAL ARCHIVES PRESERVATION SYSTEMS	Develop digital preservation technologies, systems, and processes for the protection of digital Church archives	<ul style="list-style-type: none"> • Work with the Church’s IT Services to identify and implement software tools to serve as the Church’s digital archival repository to support long-term preservation and access. (The digital archival repository will be separate from current records management tools and technologies, as ongoing digital preservation requires much higher levels of control to protect records for their enduring value over years or decades.) • Develop and test tools and implement them once they are considered stable.
4. TRANSFER AND MANAGE RECORDS NEEDED BY REGIONAL COUNCILS	Identify records required to support operations in the new governance model	<ul style="list-style-type: none"> • Determine which Conference records should be retained to support the transition and ensure they are organized to support both access and preservation. • Incorporate records into temporary recordkeeping systems until new recordkeeping systems are established, and then transfer them to new recordkeeping systems, using the tools established through the transitional process.

Table 2: Transitional Goals and Priority Actions

GOAL	PRIORITY ACTION	KEY STEPS
5. APPRAISE AND TRANSFER CONFERENCE ARCHIVES	Appraise records no longer needed for immediate operations and ensure their preservation as archives	<ul style="list-style-type: none"> • As Conferences close and operations transition to Regional Councils, identify all remaining Conference records and archives, in both paper/analogue and digital form, no longer needed to support the transition. • Appraise and identify those archives that should be retained to support the transition and ensure they are organized to support both access and preservation. • Determine which records can be disposed of as obsolete and which should be transferred into archival custody.
6. PROCESS LEGACY ARCHIVES BACKLOGS	Acquire, appraise, and process all remaining legacy archives to reduce or eliminate the backlog as much as possible	<ul style="list-style-type: none"> • Receive outstanding legacy archives from Conference offices (as per the appraisal and transfer process outlined above). • Prioritize arrangement and description of all legacy archives, including current backlogs and newly transferred materials, so that archives can continue to be arranged, described, and processed to support preservation and use.
7. PROVIDE ONGOING RESEARCH AND REFERENCE SERVICES	Continue to provide reference and access support across the country	<ul style="list-style-type: none"> • Maintain existing reference and research services across the country during the transition. • As new archival systems and processes are built, amend or replace legacy reference and research services.
8. INTEGRATE REFERENCE AND OUTREACH SERVICES	Coordinate existing digital and physical reference and outreach operations	<ul style="list-style-type: none"> • As the transition process unfolds, develop strategies for coordinating reference and research services, on an incremental basis. • Develop a long-term plan to integrate reference and research across the country. • A first step will be to develop a new United Church Archives website, with links to redesigned Conference Archives websites; this approach will allow continued access to existing search tools without changing too many other features prematurely. • A second step will be to investigate closer coordination of existing reference services and develop a multi-year transitional plan for moving to new systems and processes.

3.0 Transitional Staffing Requirements

3.1 Summary and Key Recommendations

In this section of the report, the consultant presents her view of transitional staffing requirements. This plan identifies a total of 15 positions: 9 full time and 6 part time. The consultant suggests that this plan should be adopted, with amendments as the Church sees fit, for *no more than three years*, and that annual reviews should be carried out to ensure staff resources are as cost-effective as possible while supporting the transitional goals outlined in this report.

- Recommendation 7:** The Church will review the transitional staffing plan offered in this report and amend as required before adoption.
- Recommendation 8:** The Church will review the status of records and archives operations annually and revise staffing levels as needed.
- Recommendation 9:** At the end of three years from the start of the transition period, the Church will review the staffing plans again to determine how staffing allocations should be applied for the next three to five years.

3.2 Transitional Staffing Plan

A transitional staffing plan is proposed, as shown in the organizational chart (Chart 1) and in the summary of staff positions (Table 5). The staffing plan is designed to accomplish the eight Transitional Goals outlined in Table 2.

The staffing plan is designed to support the transition only and should be reassessed annually, with adjustments made as priority actions are completed and goals achieved.

In this plan, the consultant proposes that the three Regional Records and Archives Managers provide service largely in keeping with the responsibilities assigned to the six Executive Ministers, as summarized below and highlighted in Table 4.

Western Region: Regional Councils 1-5 (676 pastoral charges)

Central Region: Regional Councils 6-11 (806 pastoral charges)

Eastern Region: Regional Councils 12-16 (552 pastoral charges)

One Denominational Council Records and Archives Manager will be responsible for records and archives management for the Denominational Council activities.

Below are comments about the plan.

- A total of 15 records and archives positions are proposed to support the transition: 9 full time and 6 part time.
- One new full-time contract position of Records Management Specialist will support the development of records management programs and systems (Transitional Goals 1 and 2) as a priority. This position should be budgeted for at least one year and possibly two.
- Once records management programs and systems have been developed, responsibility for their implementation and maintenance should fall to the Denominational and Regional Council Records and Archives Managers.
- The positions of Reference and Processing Archivists are designed to carry out two central tasks: (1) backlog reduction through arrangement and description of legacy archives and (2) support for reference and access, supporting Transitional Goals 6 and 7.
- In some cases, additional positions have been identified to support backlog reduction and reference while Records and Archives Managers focus on records management. This proposal to “backfill” positions and increase capacity temporarily reflect the consultant’s assessment of the volume of unprocessed legacy archives across the country as of 2017, as shown in Table 3 here.

Table 3: Status of Archival Backlogs

Conference	Percent Processed	Percent Unprocessed
General Council	60	40
Central Ontario Conferences	99	1
N&L	95	5
Maritime	95	5
M&O	No information provided	
MNWO/ANCC	70	30
SK	75	35
ANW	50	50
BC	80	20

- Staff are also needed to provide on-site reference services in the different facilities holding legacy archives. As long as local archival facilities are maintained, the Church should ensure sufficient reference support to meet local research needs.

- Once the transition period is over, the Church should reassess all staffing levels and determine the most appropriate ways to ensure local reference and research needs are supported. Where archives are held in third-party repositories, for instance, the Church may wish to shift away from using Church staff and instead adopt third-party service agreements with custodial institutions to provide reference and access services. This model is already followed in some jurisdictions.

The consultant has reviewed existing job descriptions as part of this review, but she has not prepared new or revised job descriptions beyond the summaries provided in Table 5. The Church will need to review, amend, and adopt the overall transitional plan first, and then it will need to develop or revise job descriptions to support staffing decisions.

The consultant believes that *all* job descriptions related to records and archives management across the country, not just new or different job descriptions, should be reviewed and revised. This review will help the Church confirm the duties, responsibilities, and relationships of all staff and ensure that staffing levels, compensation packages, and responsibilities and benefits are consistent with the Church's strategic goals.

The consultant commends the Church for its efforts over the last decade to increase the capacity of records and archives staff across the country, including engaging qualified professionals in positions requiring records and archives expertise. She encourages the church to maintain standards by blending professional, para-professional, and support positions in the new model as appropriate. While archival professionals may be essential to success in some positions, other posts – including those providing local reference and processing support – might be filled in future by archival technicians or support staff, as the Church's records and archives management program evolves.

Table 4: Regional Records and Archives Management Relationships

Region	No. of Pastoral Charges	Regional Councils	Name, Location, and Responsibilities of Executive Minister	Location of Records and Archives Manager	Location of Legacy Archives Operations
Denominational Council	n/a	n/a	General Secretary	Toronto	Toronto
Western	676	1-5	Doug Goodwin, Regions 1, 3 (265 PCs)	Vancouver	Vancouver Edmonton Saskatchewan Winnipeg
			Shannon McCarthy, Manitoba, Regions 2, 4, 5 (411 PCs)		
Central	806	6-11	Peter Hartmans, Hamilton, Regions 6, 10 (238 PCs)	Toronto	Manitoba Toronto
			Cheryl Ann Stadelbauer-Sampa, Regions 7, 8, 9 (422 PCs)		
			Rosemary Lambie, Region 11 (146 PCs)		
Eastern	552	12-16	Rosemary Lambie, Regions 12, 13 (209 PCs)	Sackville	Toronto Montreal Sackville St. John's (Bermuda)
			Faith March-MacCuish, Regions 14, 15, 16 (343 PCs)		

Chart 1: Proposed Records and Archives Management Services Organizational Chart

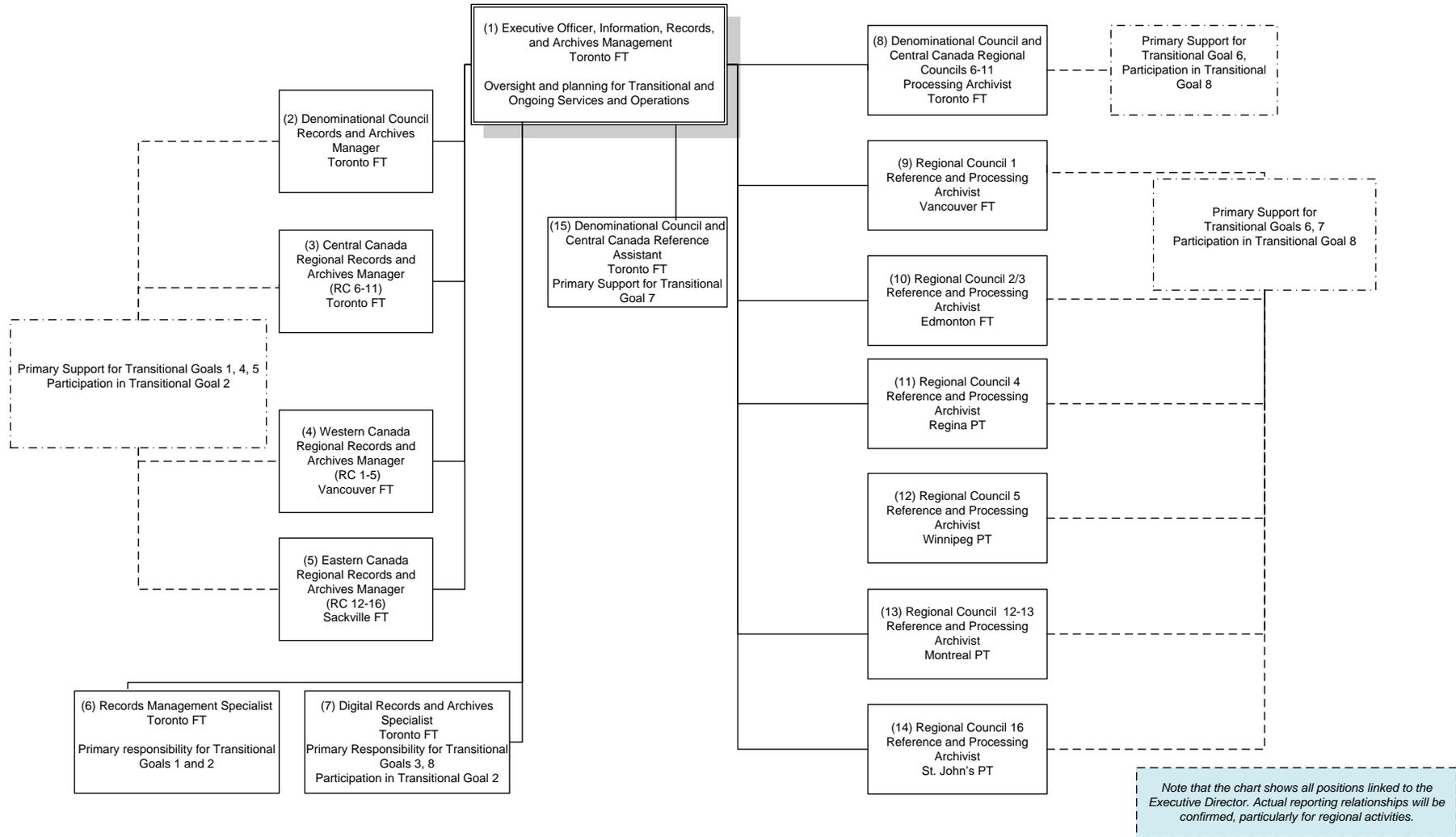


Table 5: Summary of Staffing Positions

<p>(1) Executive Officer, Information, Records, and Archives Management</p>	<p>SCOPE: The Executive Officer provides leadership in the efficient and effective information, records, and archives functions for all sectors of the Church, including the Denominational Council and the Regional General Councils.</p> <p>To support the transition, the Executive Officer will be responsible for overseeing the completion of all eight transitional goals identified in this report, as well as for managing staff and resources, developing strategic and operational plans, and, as possible, participating directly in the development of digital records and archives management systems and services. A primary focus will be to ensure consistent outcomes for records and archives management are achieved across the Church while addressing regional and local needs and priorities.</p> <p>TRANSITIONAL GOALS: All</p> <p>LOCATION: Toronto</p> <p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered an expansion of the existing post of General Council Archivist. The existing job description should reviewed and revised to incorporate broader supervisory and management responsibilities.</p>
<p>(2) Denominational Council Records and Archives Manager</p>	<p>SCOPE: The Denominational Council Records and Archives Manager oversees all aspects of denominational council records and archives management.</p> <p>To support the transition, the Denominational Council Records and Archives Manager will provide primary support for work associated with achieving Transitional Goals 1, 4, and 5, and will participate in work associated with achieving Transitional Goal 2. Duties will include working with Regional Records and Archives Managers to develop integrated records and archives management programs, support the transfer and management of legacy records needed by the Denominational Council, and appraise legacy General Council archives so they may be arranged, described, and processed by Reference and Processing Archivists.</p> <p>TRANSITIONAL GOALS: 1, 2, 4, 5</p> <p>LOCATION: Toronto</p> <p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered an expansion of the existing post of Assistant Archivist, General Council Archives; the existing job description should reviewed and revised to incorporate broader supervisory and management responsibilities.</p>
<p>(3) Central Canada Regional Records and Archives Manager (Regions 6-11)</p>	<p>SCOPE: The Central Canada Regional Records and Archives Manager oversees all aspects of records and archives management for Regions 6-11.</p> <p>To support the transition, the Central Canada Regional Records and Archives Manager will provide primary support for work associated with achieving Transitional Goals 1, 4, and 5, and will participate in work associated with achieving Transitional Goal 2. Duties will include working with other Regional Records and Archives Managers and the Denominational Council Records and Archives Manager to develop integrated records and archives management programs, support the transfer and management of legacy records needed by Regional Councils 6-11, and appraise legacy archives from Conferences within the Central Canada Region so they may be arranged, described, and processed by Reference and Processing Archivists.</p> <p>TRANSITIONAL GOALS: 1, 2, 4, 5</p> <p>LOCATION: Toronto</p>

Table 5: Summary of Staffing Positions

	<p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered an expansion of the existing post of Central Conferences Archivist; the existing job description should reviewed and revised to incorporate different duties and responsibilities.</p>
<p>(4) Western Canada Regional Records and Archives Manager (Regions 1-5)</p>	<p>SCOPE: The Western Canada Regional Records and Archives Manager oversees all aspects of records and archives management for Regions 1-5.</p> <p>To support the transition, the Western Canada Regional Records and Archives Manager will provide primary support for work associated with achieving Transitional Goals 1, 4, and 5, and will participate in work associated with achieving Transitional Goal 2. Duties will include working with other Regional Records and Archives Managers and the Denominational Council Records and Archives Manager to develop integrated records and archives management programs, support the transfer and management of legacy records needed by Regional Councils 1-5, and participate in the appraisal of legacy archives from Conferences within the Western Canada Region so they may be arranged, described, and processed by Reference and Processing Archivists.</p> <p>TRANSITIONAL GOALS: 1, 2, 4, 5</p> <p>LOCATION: Vancouver</p> <p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered an expansion of the existing post of British Columbia Conference Archivist; the existing job description should reviewed and revised to incorporate different duties and responsibilities.</p>
<p>(5) Eastern Canada Regional Records and Archives Manager (Regions 12-16)</p>	<p>SCOPE: The Eastern Canada Regional Records and Archives Manager oversees all aspects of records and archives management for Regions 12-16.</p> <p>To support the transition, the Eastern Canada Regional Records and Archives Manager will provide primary support for work associated with achieving Transitional Goals 1, 4, and 5, and will participate in work associated with achieving Transitional Goal 2. This work will include working with other Regional Records and Archives Managers and the Denominational Council Records and Archives Manager to develop integrated records and archives management programs, support the transfer and management of legacy records needed by Regional Councils 12-16, and participate in the appraisal of legacy archives from Conferences within the Eastern Canada Region so they may be arranged, described, and processed by Reference and Processing Archivists.</p> <p>The Eastern Canada Regional Records and Archives Manager will also be responsible for processing backlogged legacy archives for the former Maritime Conference; since the current backlog is only 5 percent of total holdings, the expanded position should be able to carry out the different range of duties adequately.</p> <p>TRANSITIONAL GOALS: 1, 2, 4, 5</p> <p>LOCATION: Sackville</p> <p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered an expansion of the existing post of Maritime Conference Archivist from part time to full time; the existing job description should reviewed and revised to incorporate different duties and responsibilities.</p>

Table 5: Summary of Staffing Positions

<p>(6) Records Management Specialist</p>	<p>SCOPE: The Records Management Specialist will be primarily responsible for supporting work associated with Transitional Goals 1 and 2 and will be directly involved with developing classifications schemes and retention and disposal schedules for all Church records (including adapting existing schemes and schedules). The position will also be responsible for working with IT Services staff to develop software tools and systems to capture, manage, and store digital records.</p> <p>The position will involve close communications with Denominational Council and Regional Council Records and Archives Managers to develop systems and structures, but the primary purpose of the position is to offload direct responsibility from those staff members for the development of a new integrated records and archives management system, allowing the system to be built as quickly and effectively as possible.</p> <p>TRANSITIONAL GOALS: 1, 2</p> <p>LOCATION: Toronto</p> <p>POSITION: Full-time, contract, open to annual review</p> <p>COMMENTS: This new position would require a new job description. This position is not defined as an information technology position but a records management position; the preferred candidate will bring considerable knowledge about and experience with electronic and paper/analogue records management planning and implementation. The position would be located in the current General Council Archives in Toronto but may require actual or virtual meetings with staff across the country. It is assumed that this position would end once records management programs and systems have been established, tested, and implemented, after which time ongoing administration of paper and digital records management services should be undertaken by Denominational and Regional Council Records and Archives Managers.</p>
<p>(7) Digital Records and Archives Specialist</p>	<p>SCOPE: The Digital Records and Archives Specialist will be primarily responsible for developing and implementing digital preservation systems (Transitional Goal 3) and developing tools and technologies to support online reference services (Transitional Goal 8). This position will also participate in work to develop digital records management systems, in order to ensure coordination with digital preservation requirements (Transitional Goal 2).</p> <p>TRANSITIONAL GOALS: 2, 3, 8</p> <p>LOCATION: Toronto</p> <p>POSITION: Full-time, continuing</p> <p>COMMENTS: The position is considered a redefinition of the existing post of General Council Digital Archives Specialist; the existing job description should reviewed and revised to incorporate different duties, responsibilities, and priorities. The duties and responsibilities – and balance of time allocation – for this position should be defined clearly, so that work remains focused on the key transitional priorities. At the end of the transition period, the scope of duties and priorities for this position should be reassessed and new strategic priorities identified.</p>
<p>(8) Denominational Council and Central Canada Region</p>	<p>SCOPE: The Denominational Council and Central Canada Region Processing Archivist will carry out tasks associated with Transitional Goal 6: processing remaining backlogs of legacy archives for both the Denominational Council and Central Canada Regional Council. Support would also be provided for the development of new reference and outreach services (Transitional Goal 8). Since a separate position of Reference Assistant already exists for the Toronto location, this position would not include the provision of reference services (Transitional Goal 7).</p>

Table 5: Summary of Staffing Positions

<p>Processing Archivist</p>	<p>TRANSITIONAL GOALS: 6, 8</p> <p>LOCATION: Toronto</p> <p>POSITION: full-time, open to review</p> <p>COMMENTS: The position is a redefinition of the current Ontario Central Conferences Assistant Archivist, to expand the scope of duties to encompass Denominational Council backlog management; staff have been successful in clearing the existing backlog of archives held by the Central Ontario conferences, but a backlog in General Council holdings still exists, and there may well be further legacy archives identified during the transition.</p>
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<p>(9) Regional Council 1 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Council 1 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the British Columbia Conference and providing reference services at the Vancouver archival facility. Support would also be provided for the development of new reference and outreach services (Transitional Goal 8).</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: Vancouver</p> <p>POSITION: Part-time, contract, open to review</p> <p>COMMENTS: This new position is intended to backfill duties currently performed by the British Columbia Conference Archivist, who will be focusing on priority tasks to support the development of new records and archives systems and operations. This new position would require a new job description. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p>
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<p>(10) Regional Councils 2-3 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Council 2-3 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the Alberta and Northwest Conference and providing reference services at the Edmonton archival facility.</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: Edmonton</p> <p>POSITION: Part-time, open to review</p> <p>COMMENTS: The position is a redefinition of the existing Conference Archives position; the current job description would need to be reviewed and revised. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p>
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<p>(11) Regional Council 4 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Council 4 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the Saskatchewan Conference and providing reference services at the Regina archival facility. Support would also be provided for the development of new reference and outreach services (Transitional Goal 8).</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: Regina</p>
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Table 5: Summary of Staffing Positions

	<p>POSITION: Part-time, open to review</p> <p>COMMENTS: The position is a redefinition of the existing Conference Archives position; the current job description would need to be reviewed and revised. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p>
<p>(12) Regional Council 5 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Council 5 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the Manitoba and Northwestern Ontario Conference and providing reference services at the Winnipeg archival facility. Support would also be provided for the development of new reference and outreach services (Transitional Goal 8).</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: Winnipeg</p> <p>POSITION: Part-time, open to review</p> <p>COMMENTS: The position is a redefinition of the existing Conference Archives position; the current job description would need to be reviewed and revised. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p>
<p>(13) Regional Councils 12-13 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Councils 12-13 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the Montreal and Ottawa Conference and providing reference services as required. (Reference services may be minimal as processed legacy archives are already housed in third-party repositories that provide reference services.) Support would also be provided for the development of new reference and outreach services (Transitional Goal 8).</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: Montreal</p> <p>POSITION: Part-time, open to review</p> <p>COMMENTS: The position is a redefinition of the existing Conference Archives position; the current job description would need to be reviewed and revised. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p> <p>Given that all archival holdings for the current M&O Conference are in the custody of third parties, and given the limited information provided to the consultant about backlogs and current operations in the Conference, the consultant suggests that further information should be gathered to assess the viability of this position after the transition is completed, if third-party custodial relationships are maintained. If this position were eliminated, travel costs should be allocated to allow the Eastern Canada Regional Records and Archives Manager to travel to the region to support the management of records and archives for Regions 12 and 13.</p>

Table 5: Summary of Staffing Positions

<p>(14) Regional Council 16 Reference and Processing Archivist</p>	<p>SCOPE: The Regional Council 16 Reference and Processing Archivist will carry out tasks associated with Transitional Goals 6 and 7: processing remaining backlogs of legacy archives for the Newfoundland and Labrador Conference and providing reference services as required. Support would also be provided for the development of new reference and outreach services (Transitional Goal 8).</p> <p>TRANSITIONAL GOALS: 6, 7, 8</p> <p>LOCATION: St. John's</p> <p>POSITION: Part-time, open to review</p> <p>COMMENTS: The position is a redefinition of the existing Conference Archives position; the current job description – which encompasses Newfoundland and Labrador Conference Bookstore Manager/ Archives/ Administrative Assistant – would need to be reviewed and revised. The position should be reassessed annually and at the end of the transition, as part of a broader analysis of how and where legacy archives management and reference services will be provided across the country after the transition is completed.</p>
<p>(15) Denominational Council and Central Canada Reference Assistant</p>	<p>SCOPE: The Denominational Council and Central Canada Reference Assistant will assist in making available the records of the Denominational Council Office and Central Canada Regional Councils archives housed in the Toronto repository available for public reference and use (Transitional Goal 7). Assuming that the Processing Archivist for this location (Position 8) participates in the development of new reference and outreach services, these duties, associated with Transitional Goal 8, would not be carried out by this assistant.</p> <p>TRANSITIONAL GOALS: 7</p> <p>LOCATION: Toronto</p> <p>POSITION: Full-time; open to review</p> <p>COMMENTS: This is a retitling of an existing position, formerly titled Reference Assistant, Archives (General Council Office/Central Ontario Conferences). The job description should be reviewed and revised to ensure all assigned duties are appropriate. The position supports support actual and anticipated reference and research needs for the largest of the United Church's archival repositories and frees up archival staff for records and archives management duties, particularly during the transition. The position should be reviewed annually and at the end of the transition period to determine future needs and directions.</p>

4.0 Financial Analysis

4.1 Summary and Key Recommendations

In this section, the consultant outlines current and proposed staff costs based on the proposed staffing plan. The consultant also comments on the valuable contributions of volunteers and students to the preservation of Church archives. While such contributions are extremely valuable and welcome, the Church should not rely on volunteer or student inputs for the maintenance of an effective and accountable recordkeeping program.

The consultant then outlines current Conference Archives expenses and income, noting that the data on which this summary is based has come from Conferences across the country, which all calculate their budgets and expenditures very differently. Because many salaries could change to address new or different responsibilities or schedules, the consultant has found that determining the actual “hard” costs is challenging. She advises the Church to scrutinize the numbers presented here carefully and to use the numbers as a baseline for considering the *range* of costs that could be anticipated during the transition.

The consultant also offers options and strategies for funding records and archives services in the future. The closure of Conferences changes entirely the funding model for archival services. The consultant believes that the Church should cover core costs centrally if records and archives management is defined as a shared service. However, as discussed in this section, regions should be able to receive and administer supplemental funds for additional activities.

The consultant ends this section by noting that it is not possible to provide a firm statement of the future cost of records and archives operations after the transition. She hopes that the data presented in this report provides a useful basis for assessing actual and anticipated expenditures in both the short- and long term.

- Recommendation 10:** The Church should analyze the staffing costs and financial data provided in this report to identify appropriate funding needs for records and archives services across the country.
- Recommendation 11:** The Church should adjust the resources allocated to meet the staffing proposals in this report, in order to accomplish the transitional goals while ensuring financial resources are well used.
- Recommendation 12:** The Church should develop funding formulas to support the integrated records and archives management services model proposed in this report, as amended and approved by the Church.

4.2 Staffing Costs

Table 7 captures key data about current and proposed staff costs: new positions are in bold and current positions are shown below in italics. The consultant has highlighted in green those positions she believes should be maintained as continuing positions. Positions highlighted in yellow are open to review and should be reassessed once the transition is completed. Positions in red are contract positions that should be considered temporary only; they will likely be eliminated once the transition is over.

Based on the numbers provided in Table 6, the total annual staff costs for Year One of the transition period would be \$928,155.50. This represents an increase of \$174,704.21 over current actual staff costs of \$753,451.29

The Consultant recognizes that one of the goals of the change in Church governance is to maximize results in a time of diminished resources. Therefore, it is disconcerting, if not ironic, that her staffing proposal increases rather than decreases staff costs for records and archives management. An infusion of contract staff, particularly the Records Management Specialist, and an increase in core records and archives management positions from part time to full time account for the bulk of the increase.

The consultant suggests that these increases are necessary in the short term, to help the Church establish strong and sustainable recordkeeping systems, including the protection of and easy access to current records and legacy archives. The proposed staff complements are intended to support the Church in its transition to a three-council structure and help ensure the Church serves as an effective agent of mission, ministry, and service in a digital age.

The consultant recognizes that salaries may need to be adjusted to reflect the new or different job duties proposed. She is not in a position to estimate those changes or otherwise comment on the financial implications of changes in job duties and responsibilities. The Church will need to conduct a detailed analysis of all job descriptions if and when proposed changes are adopted.

Table 6: Records and Archives Management Staff Costs

New Position (bold)	Hours/ Week Future	Weeks/ year Future	Vacation Future	Gross Salary/ Fees Future
<i>Current Position (italics)</i>	<i>Hours/ Week Current</i>	<i>Weeks/ year Current</i>	<i>Vacation Current</i>	<i>Gross Salary/ Fees Current</i>
(1) Executive Officer, Information, Records, and Archives Management	35	52	15-20 days	107,495.00
<i>General Council Archivist</i>	<i>35</i>	<i>52</i>	<i>15-20 days</i>	<i>107,495.00</i>
(2) Denominational Council Records and Archives Manager	35	52	15-20 days	57,076.03
<i>General Council Assistant Archivist</i>	<i>35</i>	<i>52</i>	<i>15-20 days</i>	<i>57,076.03</i>
(3) Central Canada Regional Records and Archives Manager (Regions 6-10)	35	52	20 days	89,376.00
<i>Ontario Central Conferences Archivist</i>	<i>35</i>	<i>52</i>	<i>20 days</i>	<i>89,376.00</i>
(4) Western Canada Regional Records and Archives Manager (Regions 1-5)	35	52	TBD	94,148.60
<i>British Columbia Conference Archivist</i>	<i>28</i>	<i>52</i>	<i>18.5 days</i>	<i>75,324.39</i>
(5) Eastern Canada Regional Records and Archives Manager (Regions 12-16)	35	52	13 days	80,353.00
<i>Maritime Conference Archivist</i>	<i>23</i>	<i>52</i>	<i>13 days</i>	<i>52,798.00</i>
(6) Records Management Specialist <i>(new position)</i>	35	52	TBD	90,000.00
(7) Digital Records and Archives Specialist	35	52	15-20 days	90,236.00
<i>General Council Digital Archives Specialist</i>	<i>35</i>	<i>52</i>	<i>15-20 days</i>	<i>90,236.00</i>
(8) Denominational Council and Central Canada Region Processing Archivist (Regions 6-11)	35	52	15-20 days total	65,361.00
<i>General Council Reference Archivist /Ontario Conferences Reference Archivist</i>	<i>35</i>	<i>52</i>	<i>15-20 days total</i>	<i>65,361.00</i>

Table 6: Records and Archives Management Staff Costs

New Position (bold)	Hours/ Week Future	Weeks/ year Future	Vacation Future	Gross Salary/ Fees Future
<i>Current Position (italics)</i>	<i>Hours/ Week Current</i>	<i>Weeks/ year Current</i>	<i>Vacation Current</i>	<i>Gross Salary/ Fees Current</i>
(9) Regional Council 1 Reference and Processing Archivist (new position)	15.75	52	TBD	38,325.00
(10) Regional Councils 2-3 Reference and Processing Archivist	20	52	9 days	44,565.00
<i>Alberta Northwest Conference Archivist</i>	<i>20</i>	<i>52</i>	<i>9 days</i>	<i>44,565.00</i>
(11) Regional Council 4 Reference and Processing Archivist	15.75	NA	NA	38,325.00
<i>Saskatchewan Conference Archivist</i>	<i>15.75</i>	<i>NA</i>	<i>NA</i>	<i>38,325.00</i>
(12) Regional Council 5 Reference and Processing Archivist	21	52	20 days	43,518.20
<i>Manitoba and Northwestern Ontario Conference Keeper of the Archives (includes support for All Native Circle Conference)</i>	<i>21</i>	<i>52</i>	<i>20 days</i>	<i>43,518.20</i>
(13) Regional Councils 12-13 Reference and Processing Archivist	NA	NA	no info	11,000.00
<i>Montreal and Ottawa Conference Archivist</i>	<i>NA</i>	<i>NA</i>	<i>no info</i>	<i>11,000.00</i>
(14) Regional Council 16 Reference and Processing Archivist	7	52	20 days	12,745.67
<i>Newfoundland and Labrador Conference Bookstore Manager/ Archives/ Administrative Assistant</i>	<i>7</i>	<i>52</i>	<i>20 days</i>	<i>12,745.67</i>
(15) Denominational Council and Central Canada Reference Assistant	35	52	20 days	65,631.00
<i>Reference Assistant, Archives (General Council Office/Central Ontario Conferences).</i>	<i>35</i>	<i>52</i>	<i>20 days</i>	<i>65,631.00</i>

4.3 Volunteer, Student, and Third-Party Support

In her analysis of staff costs, consultant has not included the services rendered by volunteers or students. While such contributions are extremely valuable and welcome, the Church should not rely on volunteer or student inputs for the maintenance of an effective and accountable recordkeeping program. However, it is important to acknowledge how much work is performed by unpaid volunteers or grant-supported students. Table 7 highlights these contributions.

Table 7: Conference Archives Volunteer and Student Contributions

Conference	Volunteer and Student Hours, 2017
General Council	0
Central Ontario Conferences	0
N&L	300 hours (student) 500 hours (volunteer)
Maritime	150 hours (volunteer)
M&O	0
MNWO/ANCC	360 hours (student) 200 hours (contract)
SK	0
ANW	100-130 hours (student) 576 hours (volunteer)
BC	150 hours (students) 180-360 hours (volunteer) 700 hours (other)

The consultant urges the Church to continue to provide support for volunteer and student involvement in the effort to protect, preserve, and make available the Church's documentary legacy. There are great benefits to encouraging local community involvement in the care of organizational archives and history, and these opportunities should be supported and applauded. As discussed later, she sees a valuable role, for instance, for a new form of Archives and History Committee to promote awareness of archives, history, and heritage. But volunteer contributions cannot replace the responsibility of the Church to manage its operational records and archives as core sources of evidence, to support its polity and legal obligations.

4.4 Conference Archives Expenses and Income

A summary of 2017 Conference expenses is shown in Table 8, based on information provided from the General Council and Conference Archives. Because Conferences calculate their expenditures very differently, and some do not create formal budgets specifically for archival operations, determining actual “hard” costs is challenging. In some Conferences, staff costs are included; in others they are not. In some cases, rents are covered by the Conference and not included as part of the actual archives budget, and in some cases grants or donations are identified separately. Whenever possible, the consultant has tried to separate out staff costs, and in some cases she has noted that the expenses figure appears to be inclusive.

In many locations across the country, third-party repositories provide extensive unpaid support to manage Conference archives, including providing reference services and storing archival materials at little or no charge. Tens of thousands of dollars in costs for staff time, facilities management, equipment, and supplies are provided by archival institutions and other third-party providers. While these “soft” costs cannot be calculated in actual dollars, their value as generous “in kind” donations to the Church should be acknowledged. In the budget analysis, information is included to highlight these contributions whenever possible.

As well, some Conferences receive income from several sources, including the sale of church properties. A breakdown of those arrangements is shown in Table 9.

The Church is urged to use the data presented in this section of the report to identify, as much as possible, the actual costs of administering records and archives services across the country, and the potential for various revenue streams. This information will be invaluable as the Church determines the best strategies for funding records and archives services in the proposed shared services model. The consultant advises the Church to scrutinize these numbers carefully to ensure their accuracy and currency.

Table 8: Conference Archives Expenses, 2017

CONF	Expenses	Staff Costs	Comments
GC	526,148 (inclusive)	250,000	The total budget figure is for 2018; the 2017 budget was \$385,313. 2018 projections include \$200,000 in rent and \$250,000 in staffing. An additional \$2,000 in income came from other sources.
ON	217,403	180,568.50	The Central Ontario Conferences provide funding to the General Council based the percentage of Conference holdings: the total cost of rental of the archival facility is \$454,823 and the 2017 contribution was \$217,403.
NL	24,324.95 (inclusive)	12,745.67	The Conference covers staff and building costs. A property grant of \$6,678.58 is also received from the government to offset building costs.
MAR	4,650	52,798.00	The Conference covers salary and administrative costs and owns the building in which the Archives operates. It also generates income from the rental of archival storage space: \$11,777 in income was received in 2017.
M&O	\$12,650 (inclusive)	11,000	The budget does not include any rent, although Conference staff work part time on archival tasks in the Conference office. Third-party repositories pay all expenses for storage and management of Conference archives.
MNWO/ ANCC	14,000	43,518.20	The actual 2017 expenditure on archives is stated as \$69,130. An additional \$16,874 in income came from grants, donations, and project funds. As of 2017, the university pays rent, utilities, and other onsite costs for storing and managing the Conference archives; this is estimated as an in-kind donation of approximately \$25,000. Staff levels were reduced by 50% in 2017, reducing the budget accordingly. Traditionally, the ANCC provides MNWO with \$5,000 a year to support ANCC archives, but it appears that those funds have not been transferred regularly in recent years. It is understood that in 2017 the contribution was \$2,500.
SK	47,410 (inclusive)	38,325.00	As of 2018 the costs of storage at the Provincial Archives of Saskatchewan are \$7,300. The Conference pays these space costs, as well as archival expenses such as memberships, supplies, and insurance.
ANW	59,685	44,565.00	Both budgets include staffing costs. The ANW Conference Archives has access to a trust fund, which pays for supplies. The Conference Archives also received \$15,656.73 in income from the closure of pastoral charges.
BC	56,000	75,324.39	Current rent costs are not reflected in the budget. As noted in the Interim Report, The British Columbia Conference budget increased from \$31,642 in 2006 to \$133,952 in 2017. The Conference currently covers 100% of salaries, 25% of rent, and 90-100% of other costs. The Conference Archives also received about \$21,000 in fees, donations, and income from a legacy fund.

Table 9: Status of Archival Funding from Church Sales, 2017

Conference	Yes or No	Percentage	Comments from Survey Respondents
GC	n/a	n/a	
BQ	NO	0	
HAM	YES	3	
LON	YES	2	The conditions of the arrangement refer to “surplus” funds and that the definition of surplus was problematic.
MAN	NO	0	
TOR	YES	5	
N&L	YES	1	
Maritime	YES	2	This percentage is “recommended” only.
M&O	YES	2	
MNWO/ANCC	YES	2	This provision is documented but not always followed.
SK	NO	0	
ANW	YES	2	The amount is 2% to a maximum of \$5,000.
BC	NO	0	

4.5 Options and Strategies for Funding

With the closure of Conferences, Conference funds for archives will disappear unless the Regional Councils adopt policies that earmark funds for archival purposes. The consultant believes that if the Church identifies records and archives management as a shared service, core costs should be covered centrally. The challenge will be how to define “core” costs and distinguish those from additional expenditures. Another challenge will be to determine how regions can or should administer supplemental funds, such as legacy funds currently held by Conferences or grants or donations received locally.

The Church is no doubt considering comparable issues of balance as it considers the transition to a three-council structure. Without contradicting decisions that the Church might already have made, the consultant offers the following suggestions for consideration.

- **Core funding** should be used to pay for all core Church records and archives operations and services – including staffing, equipment, supplies, facilities, and technologies – in order to ensure the Church remains accountable for its actions, transactions, and decisions through the effective management of its information, records, and archives services and to protect the documentary memory of the Church for the present and future.
- **Core records and archives operations and services** should include the management of all the official records and archives of the Church *as a whole*

and all its subsidiary and associated entities, regardless of form or medium, as well as the management of all legacy archives across the country. Management includes all central recordkeeping functions, from creation and acquisition to capture and preservation, to dissemination and use.

- The **distribution of core funding** will not be *equal* across the country but should ensure *equivalent* operations and services can be achieved, depending on the needs and priorities of different regions over time.
- **Regions should have the authority and autonomy** needed to seek out and use additional resources for regionally relevant supplementary activities, such as grants and donations, third-party in-kind donations, trust funds, and volunteer or student time. Additional funds will not be used to diminish core funding for primary records and archives operations.
- **Third-party contributions** should be recognized and valued, but the Church should remain fully aware of the precarious nature of such contributions and be prepared to replace lost funds with Church resources if required to support core services.
- The Church will need to consider whether and how it can continue receiving funds from the **sale of Church properties** for archival management. The consultant hopes that such arrangements can continue.
- Supplemental funding, including income received from the sale of Church properties, should be **made available for use by the region** in which the Church in question was located. Those funds should be used to enhance records and archives services, particularly for the management of private archives or legacy holdings, but they should not be used to diminish core funding for primary records and archives operations.

The consultant cannot present the Church with a blanket statement of the future cost of records and archives operations in the new governance model. She hopes that the data presented in this report provide the basis for a strong and evidence-based assessment of actual and potential expenditures.

5.0 Legal Arrangements and Staff Contracts

5.1 Summary and Key Recommendations

In this section of the report, the consultant reminds the Church that all third-party agreements in place across the Church will need to be renegotiated once the new governance model comes into effect. Even if the change from Conference to Regional Council is “in name only,” these agreements will have to be reviewed and renewed. The consultant reiterates the need to review and renegotiate records and archives staff contracts and job descriptions. The consultant also identifies specific issues to address at the Conference level, restating findings articulated in the Interim Report.

- Recommendation 13:** The Church should review all third-party legal agreements and renegotiate them as needed.
- Recommendation 14:** The Church should review all records and archives management staff contracts and renegotiate them as needed.
- Recommendation 15:** The Church should pay particular attention to the specific Conference-level issues highlighted in the Interim and Final Reports when reviewing and renegotiating agreements and contracts.

5.2 Renegotiating Legal Agreements

The Church will need to review and renegotiate, or terminate, all third-party agreements in place across the Church once the new governance model comes into effect. Even if the change from Conference to Regional Council is “in name only,” these agreements will have to be reviewed and renewed.

As outlined in the Interim Report, some third-party providers, such as provincial repositories, may have concerns about the changes in Church governance. However, the configuration of the final boundaries leads the consultant to believe that those concerns will be relatively minor. It should be possible to confirm new custodial arrangements without too much difficulty.

The consultant has recommended that, whatever regional boundaries are agreed for the future, legacy archives already in third-party custodial care should remain where they are for at least three years, and possibly indefinitely, unless particular archival materials in hand are so small in scope (the archives of one church, say) that moving them would be logical and easy. The Church will have to decide where “new” records associated with both “new and “old” boundaries will be maintained; it is hoped that digital technologies will support easier access, either to electronic records in virtual repositories or to physical records through online descriptions.

The consultant urges the Church to seize the opportunity presented by the need to review and revise all agreements to ensure they are suitable for the Church into the 21st century. Existing arrangements should not be retained simply because doing so would seem easier. Many of these “gentleman’s agreements” are of another era and are not as clear or precise as they should be. In all cases the Church should articulate clearly the terms and conditions for: deposits and donations; withdrawal of archives; access, privacy, and use; third-party facilities and staffing services; fees and penalties; and other concerns.

Appendix B provides a complete list of records- and archives-related legal agreements across the country, current to February 2018. This list will serve as a useful resource for identifying legal issues to review and for tracking the review process.

5.3 *Revising Staff Contracts*

As mentioned already, the dissolution of Conferences and change in governance means that all archival staff contracts and job descriptions will need to be revised, even if no changes were made to staffing structures. Given the breadth of proposed changes in this report, the consultant urges the Church to take the opportunity to review all staff agreements and ensure they offer the best balance of tasks and duties to achieve the best outcomes possible for records and archives management while respecting the professional and personal needs of staff. Professional, para-professional, technical, and support positions can all be used to create a strong and cost-effective suite of records and archives services.

5.4 *Conference-Specific Legal and Staffing Issues*

In this section, the consultant restates Conference-specific findings articulated in the Interim Report, related to legal agreements and physical facilities. She also comments on staff contracts as appropriate. The goal is to provide summary information the Church can use as it reviews legal arrangements and relationships across the country. Decisions about the Indigenous Church will affect the scope of duties in many regions and should be taken into account when renegotiating legal agreements.

- **BC Conference.** BC Conference is now encompassed in Regional Council 1. The changes in boundaries and pastoral charge responsibilities are very small. The BC Conference Archives recently signed an agreement to move into a new Vancouver-based facility as of April 2018; the lease will be in effect to 2030. The location of the archives in Vancouver should not need to change as a result of the move from Conference to Regional Council the Vancouver facility should be considered the repository for the records and archives of RC 1 for the foreseeable future. The primary change might be to reflect the new organizational names for the Regional Council within the Church. ² The reference and processing position suggested in this report should be established on a contract basis and re-evaluated regularly.
- **Alberta and Northwest Conference.** ANW Conference has been divided into Regional Councils 2 and 3. Existing archival services at the Provincial Archives of Alberta should continue for at least three years. Whether or not this third-party relationship should continue after that date will depend on whether, how, and where Regional Council services are administered. It may also be

² In discussions with the consultant, the current BC Conference Archivist noted that there have been some questions about whether the current name of the BC Conference Archives – the Bob Stewart Archives – ought to be changed to something more in keeping with current social and political priorities. The consultant acknowledges a conflict of interest here, as she was a close colleague of Bob Stewart, the former BC Conference archivist and major donor to the work of the archives. She would be saddened to see his name removed from the facility he worked to support and build over so many years. She can only express her personal opinion that a change in name would not be a wise course of action.

reasonable to consider different staffing arrangements. Third-party service contracts may be appropriate for reference and access services once backlogs are processed. Future records and archives management may be carried out regionally or remotely, with periodic transfers of physical materials into archival custody. When current legal agreements are reviewed, the prospect of future changes in staffing and storage should be discussed, so that both parties can plan together.

- **Saskatchewan Conference.** As noted, the geographic boundaries of the Saskatchewan Conference will remain the same in Regional Council 4. Discussions should be held with the Provincial Archives of Saskatchewan about changes in Church governance and possible implications for third-party services. The consultant notes that the staffing agreement requires three months' notice of change or cancellation. Since she proposes no immediate change to the work of the Conference Archivist aside from renaming the position and adjusting some of the duties and reporting relationships, the current arrangement should remain in place for at least the next year. The Church should review the arrangement annually during the transition in order to allow enough time for contract changes if required. It may be reasonable to consider different staffing arrangements once backlogs are processed and further records and archives management is carried out regionally.³
- **Manitoba and Northwest Ontario Conference Archives.,** The boundaries of the Manitoba and Northwest Ontario Conference Archives will not change significantly as the Conference is transformed into Regional Council 5. The Conference is presently negotiating a formal agreement with the University of Winnipeg for the transfer of ownership of the Church's archives. The consultant believes these negotiations should continue, taking into account the findings of this report, and that representatives of the Task Group should participate to ensure that decisions are made in keeping with future directions for the Church's records and archives program as a whole. Different staffing arrangements could be considered if a third-party agreement is formalized, as reference and access to physical archives may become a part of University of Winnipeg services in future.
- **Manitou, London, Hamilton, Toronto, Bay of Quinte Conferences.** These Conferences, currently managed under the umbrella of the Central Ontario Conferences, will become Regional Councils 6, 7, 8, 9, 10, and 11. Because these Conference archives are currently managed as part of the Central Ontario Conferences, major adjustments in recordkeeping may not be required. However, as noted in the Interim Report, the current Ontario Conference Archivist has noted her concern that archives are not transferred regularly from some Conferences. As the Church transitions to the Regional

³ The consultant has received valuable feedback from representatives of the Provincial Archives of Saskatchewan as well as from the Saskatchewan Conference Archivist to support this review; she has provided that detailed input directly to the Archival Network Review Task Group for consideration.

Council structure, concerted efforts should be made to identify and secure all legacy archives so that the recordkeeping “slate is clean” when new operations are established. While reference services will continue to be offered at the Toronto location, the future duties of the processing archivist and reference assistant may need to be reconsidered once backlogs are reduced.

- **Montreal and Ottawa Conference.** The Montreal and Ottawa Conference will be divided into Regional Councils 12 and 13. The vast majority of archives from the Conference are housed in third-party repositories in Quebec and Ottawa. Existing legal agreements should all be reviewed and revised, and clear arrangements for the continuing transfer of regional archives should be outlined, so that the terms and conditions of transfer are strong and sustainable. The work place and duties of the current Conference archivist will need to be determined within the next 2-3 years, as electronic records and archives systems are developed and as the Eastern Canada Regional Records and Archives Manager plans the overall administration of operations in the region. It may be reasonable to consider different staffing arrangements, if relationships continue with third-party repositories, as there may be less need for support for archival processing in Montreal.
- **Maritime Conference.** The division of the Maritime Conference into Regional Councils 14 and 15 need not affect the administration of archives, assuming the Maritime Archives continues to operate for the foreseeable future out of the Church’s purpose-built archival facility, as the consultant recommends. The legal agreement for the use of storage space in the Archives by third parties needs to be renegotiated to reflect changed names and administrative structures. The increase of staffing levels to full time are intended to allow sufficient time to manage records and archives needs across the Eastern region. Whether that position remains in Sackville will depend on Church decisions about the long-term ownership and management of the current facility.
- **Newfoundland and Labrador.** The Newfoundland and Labrador Conference will remain intact as Regional Council 16. The two districts will cease to exist but other geographic changes appear to be minimal. The work place and duties of the current Conference archivist will need to be determined within the next 2-3 years, as electronic records and archives systems are developed and as the Eastern Canada Regional Records and Archives Manager plans the overall administration of operations in the region. It may be reasonable to consider establishing a custodial relationship with an existing archival repository in St. John’s, such as Memorial University or The Rooms, to transfer storage, reference, and access services; such an approach may be more sustainable and provide greater access to the Church’s archives than can be offered at the moment.

6.0 Redefining Archives and History Committees

6.1 *Summary and Key Recommendations*

One of the questions posed in this study relates to the potential future role of Archives and History Committees across the country. Many such committees exist across the country. The consultant has been advised that they are not always fully operational and that their activities and services vary in intensity and quality. The status, scope, and activities of these committees was outlined in the Interim Report and will not be repeated here.

The consultant believes that there is value to establishing national and local committees or groups to support a range of archives- and history-related needs for the Church. The Church's history in Canada should be preserved and shared, so that everyone can learn from the lessons of the past. The current scope of AHCs should be expanded, moving away from oversight of archival operations and focusing more on promoting and supporting the value of records, archives, history, and heritage to Canadian society. New approaches to outreach and awareness raising are essential at a time when the traditions and norms of the Church and society are changing and we are learning new and different ways in which our past is of value to society.

Recommendation 16: The Church should establish a cross-Canada working group to review the status and future of Archives and History Committees and consider the establishment of a new national and regional/local committee or group focused on supporting and fostering broader understanding of the Church's archives, history, and heritage. The inputs provided in this report should be used as a basis for discussion.

6.2 *Reimagining Outreach and Awareness Raising*

The consultant believes that volunteer groups within the Church should be encouraged to promote and support archives, history, and heritage activities. Rather than have separate regional or local committees, she recommends that one Church-wide committee or group be established, with regional or local branches or chapters as appropriate.

The focus of this structure – be it a committee with branches or chapters, a “group,” “circle,” or “network” – should be on promotion, outreach, support, information sharing, and advice. For the purposes of discussion, and in order to distinguish this new entity from existing committees, the consulting is using the generic term “group.” She assumes the group would serve national, regional, and local interests.

Community identity can be national or regional, but it can also be local. While the Church may divide itself into Regional Councils for administrative purposes, people within the Church may not see themselves as part of “regions.” A change in

administration can happen quickly but a change in mindset can take much longer. For instance, Church members in Alberta may see themselves both as United Church members and as “Albertans,” but they may not see themselves as “north of the highway” Albertans or “south of the highway” Albertans. Church members may see themselves as Nova Scotians, not Eastern Canadians, regardless of the fact that their churches will now be located administratively within a larger region.

The new Church structure also explicitly acknowledges that the Indigenous Church can choose its own relationships with other Church bodies. Incorporating Indigenous perspectives into records and archives activities is a crucial step in supporting greater awareness and understanding of the role and importance of archives, history, and heritage. Indigenous communities may not “see” themselves easily in the story of the Church, but in fact their history is closely intertwined with that of the Church, as the work of Canada’s Truth and Reconciliation Commission has demonstrated.

To support the changes in the Church and in Canadian society, the Church should reimagine its existing AHCs. The goal would be to create an organizational structure that allows for Church representatives to use archives, history, and heritage as tools to reach out the Church community and the public; raise awareness of the stories of the Church in the past; promote the information, knowledge, and insights residing in archives, heritage buildings, and other sources of evidence; encourage participation from the public in the preservation and dissemination of the archival, historical, and heritage resources of the Church; and use the opportunities presented by archives, history, and heritage to foster dialogue, sharing, and relationship building.

6.3 Proposed Scope and Activities

The proposed group may be a national committee with local branches or chapters, or it might be conceived as connected clusters, networks, or circles of activity. The scope, duties, and configuration of this group should be decided by the Church. In order to help the Church consider options, the consultant offers the following comments on her own vision.

1. The group would reach across Canada, including representation from all Regional Councils as well as the Denominational Council.
2. The purpose of creating one national group with local and regional components, rather than retaining locally based independent committees, would be to facilitate coordination and communications and build on local and regional inputs to build a “national” vision for archives, history, and heritage across the country.
3. A national “oversight” team will help coordinate work but local groups will be encouraged and expected to participate fully in strategic planning, to help achieve nation-wide outcomes while respecting local and regional interests.
4. Groups may be formed at the regional level or by combining regions (such as one group for Alberta rather than one group for each of Regional Councils 2 and 3).

5. Work should continue to support historic commemorations and the identification of Church-related historic sites and to investigate the management of artifacts at various levels of the Church. Local efforts in those should be coordinated with national work, in order to avoid duplication or overlap.
6. A major role for the group, nationally and locally, should be to support outreach and awareness raising about the value of records, archives, history, and heritage to the Church community and to Canadian society as a whole.
7. Promotional and outreach initiatives, participation in conferences and seminars, and the development of physical and virtual exhibits and displays would serve not only to share local historical information but also to increase public knowledge about the Church across the country.
8. The group would serve as a public voice for archives, history, and heritage for the Church as a whole, such as by lobbying for donations or other funding, supporting publications or exhibits, and speaking in support of Church history to such diverse groups as educational institutions, community associations, governments, or funders.
9. Another major role for the new group would be to engage with different stakeholder communities in society, bringing them “into the fold” of Church history and heritage so that they become more aware of the role of the Church in their communities.

The current list of tasks for the National Archives, History, and Heritage Committee, as articulated in the Church’s *Governance Handbook*, is shown in Table 10. The consultant proposes a new set of tasks for this new group, as shown in Table 11.

6.4 Membership

To support innovative outreach *and* stakeholder engagement, membership in this new group should be broader than with current AHCs. The goal would be to reach a wide range of stakeholder communities within the Church and in the broader Canadian society. Representatives would include people who have already expressed an interest in the Church history, heritage, or records and archives, but the Church should also include representatives of sectors traditionally “outside” of the world of archives, history, and heritage, such as lawyers or business professionals.

Potential stakeholder communities might include:

- academic scholars, interested in Church archives and history
- interested members of the Church community
- genealogists and family historians
- representatives of Indigenous communities
- student or youth representatives
- representatives of businesses in the community
- lawyers, justice professionals, and legal scholars.

Table 10: Current Archives and History Committee Tasks

1. Encouraging Conferences to provide adequate <i>financial support</i> for archives.
2. Encouraging the use of <i>professional standards and procedures</i> by Conference archivists.
3. Stimulating <i>interest in the history</i> of the United Church.
4. Assisting students in theological colleges and universities in <i>historical research</i> .
5. Sssisting with the <i>publication</i> of Church-related historical studies.
6. Encouraging presbyteries and Conferences to develop guidelines and resources for dealing with <i>historical designation</i> of United Church buildings, properties and sites.
7. Representing the Church in discussion of Church-related <i>national monuments</i> .
8. Supporting the accurate <i>recording</i> of Church actions and decisions in registers, minute books and electronic documents.
9. Impress[ing] upon the United Church the importance of the <i>systematic preservation</i> of the historically significant records.
10. Encouraging the use of the archival resources to support <i>ecumenical studies</i> in Canadian church history.

Table 11: Proposed Archives, History, and Heritage Tasks

1. Supporting national, local, and regional initiatives by helping to locate external sources of <i>financial support</i> for specific (non-core) archival activities.
2. Encouraging recognition of the value of <i>professional standards and procedures</i> by supporting the use of best-practice standards and processes for records and archives work.
3. Stimulating <i>interest in the history</i> of the United Church through promotional, lobbying, and outreach activities of all kinds.
4. Promoting the use of the Church's archival records as valuable sources for <i>theological, historical, and other research</i> and study.
5. Participating in and supporting the <i>publication</i> of historical studies and related works that draw on the archival resources of the Church.
6. Supporting the identification and formal <i>heritage designation</i> of United Church buildings, properties and sites as places of historical and community value.
7. Representing the Church in discussion of Church-related <i>monuments and heritage sites</i> at national and local levels.
8. Supporting the role and responsibility of the Church's records and archives staff as the Church's core <i>recordkeepers</i> .
9. Supporting the Church in its responsibility to preserve <i>historically significant records</i> systematically and effectively.
10. Encouraging the use of archival resources to support <i>ecumenical studies</i> in Canadian church history.

6.5 Relationship to Records and Archives Operations

The scope and activities of this group should *not* include supervising or managing records and archives activities. The application of best-practice standards by professionally trained archival staff is the solution to ensuring quality records are created and kept. Even though the group should not be responsible for overseeing records and archives work, a close relationship with Church archivists is encouraged. Archivists benefit from the enthusiasm and insights of volunteers, and the inputs of a group such as this can help archivists determine priorities for archival initiatives, promote new archival holdings or services, or undertake tasks outside of the normal scope of work. Groups may also provide advice about and support for funding initiatives or grant applications. Local groups may also include members who wish to provide hands-on volunteer support for archival work.

6.6 Next Steps for the Church

To begin the process of change, the consultant recommends that a planning team be established. Members should include representatives of existing AHCs across the country but should also include one or two members from the proposed new stakeholder groups, including youth and members of Indigenous communities. This team would review the suggestions offered in this report and determine the best course of action for the creation of a new entity. Ideally the resulting plan will bring forward the best elements of the legacy committees and merge them with new and innovative ideas. The hope is that both national and regional/local perspectives will help the Church re-imagine and redefine the potential for archives, history, and heritage support.

7.0 Supporting the Indigenous Church

7.1 Summary and Key Recommendations

In this section, the consultant notes that final decisions have not yet been made about the relationship between Indigenous church communities and recordkeeping services for the Church. In the meantime, the consultant emphasizes her support for any efforts to ensure that all documentary evidence is available as freely as possible and for ensuring that records and archives services are flexible, to help support the needs of the Indigenous Church.

Recommendation 17: The Church is urged to incorporate decisions about the Indigenous Church in planning for the new records and archives management model, to ensure that the services provided are meaningful and useful to the different stakeholder communities across the country, both Indigenous and non-Indigenous.

7.2 Recognizing Indigenous Rights

The United Nations has recognized the importance of respecting indigenous rights, as stated in the *United Nations Declaration on the Rights of Indigenous People*, published in 2008. As part of that declaration, the UN acknowledged that “Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons” (Article 13).

Archivists also recognize the importance of respecting Indigenous rights as part of a broader respect for human rights in relation to recordkeeping. In 2016, the International Council on Archives’ Human Rights Working Group published its *Basic Principles on the Role of Archivists and Records Managers in Support of Human Rights*. Among the 25 principles articulated, Principle 17 particularly emphasizes the importance of respecting cultural and legal rights, stating that

institutions, archivists and records managers should respect the cultural and legal patrimony of countries and communities and not acquire archives which do not fall with their jurisdiction. Institutional acquisition policies should respect the right of communities to write their own histories.⁴

This principle was crafted directly in response to the *UN Declaration*, in order to recognize and affirm the right of Indigenous people to maintain their cultural property, including archives. The consultant believes that the Church should and will respect this need to manage archival and documentary sources created by the Indigenous Church, while supporting the protection of evidence needed to protect the rights of the people represented.

7.3 Recordkeeping Services for the Indigenous Church

As of April 2018 decisions had not yet been made about the structure, scope, or operations of Indigenous church communities in the new governance model.⁵ Decisions about the relationship between Indigenous church communities and

⁴ International Council on Archives, Human Rights Working Group, *Basic Principles on the role of Archivists and Records Managers in Support of Human Rights: A Working Document of the International Council on Archives*, September 2016, p. 11.

⁵ On 16 February 2018, the consultant was fortunate to be able to talk with Adrian Jacobs, Keeper of the Circle at the Sandy-Salteaux Spiritual Centre in Manitoba, about the place of records and archives in the Indigenous Church. He provided valuable insights and ideas not just about the place of recordkeeping in Indigenous church communities but also about the importance of artifacts and sacred objects as sources with cultural and spiritual value. The consultant has shared her notes about these inputs with the Archival Network Review Task Group. The consultant was not able to solicit inputs from other representatives of the ANCC or Indigenous Church.

recordkeeping services for the Church will need to be made in the future. In the meantime, the consultant offers the following general comments.

- Recognizing the vision of “dual belonging” (with participation or membership in both a regional body and a national Indigenous body), the consultant supports efforts to ensure that all documentary evidence is available as freely as possible.
- These efforts would include protecting digital records so that they can be accessed through virtual systems and identifying high-priority and high-risk analogue or paper records – particularly but not only as related to Indigenous issues – so that they may be digitized for improved access.
- The staffing model proposed in this report takes into account the existing pastoral charges across the country, which it is assumed will encompass the Indigenous Church. Should any new or different entities be established, recordkeeping services will need to be provided accordingly.
- The services required to support records and archives management for the Indigenous Church might best be provided by someone with close ties to the Indigenous community or communities in question.
- Regardless of the manner in which records and archives management support is offered, it may involve additional records and archives staff or different activities from those outlined in this report. Resources may need to be allocated accordingly.
- The Church recognizes that documentary records are not the only sources of information, evidence, and knowledge are created by Church communities. The consultant encourages any efforts the Church can make to support other methods of documentation and memory keeping, including Indigenous ways of knowing. Differences between Indigenous and non-Indigenous ways of recordkeeping and documentation should be acknowledged, accommodated, and respected, recognizing that the Church must also meet its polity and legal requirements.
- The preservation and protection of artifacts and sacred objects is outside of the scope of records and archives management. The consultant supports efforts across the Church community to ensure that such sources of evidence, identity, and memory are protected and made available for use as appropriate to the communities in question.

8.0 Ecumenical Initiatives

8.1 *Summary and Key Recommendations*

In the Interim Report, the consultant concluded that a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both was not feasible. She does believe there is scope for other collaborative initiatives, as time and resources allow.

Recommendation 18: The consultant recommends that representatives of the three denominations in Toronto continue to meet at least quarterly to consider options for cooperation and collaboration.

Recommendation 19: In 2019, the three churches should consider holding an “Ecumenical Archives Research Day.”

8.2 *The Potential for Joint Initiatives*

In the Interim Report, the consultant summarized her findings about the potential for a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both, concluding that, for many reasons, a formal relationship that involved shared facilities and services was not feasible. As she noted, though, there is scope for virtual collaboration, including the creation of cross-denominational archival resources, web tools, and so on. The major challenges involve limitations on time and resources.

The consultant suggests that the three denominations continue to discuss potential collaboration, which might include actions such as the following:

- the development of a digital “ecumenical research centre,” which could share information from and about archival materials from all three denominations in a web environment;
- the development of cross-denominational web exhibits and other digital resources and displays; and
- collaborative efforts to participate in awareness-raising events, public forums, professional conferences, or other initiatives.

One specific suggestion is to consider holding an “Ecumenical Archives Research Day” in 2019. The purpose of the event would be to share information and ideas about the different holdings across the churches. Such an event would be opened to the public, with invitations issued to universities, theological colleges, Indigenous communities, and other church communities. National and/or local Archives, History, and Heritage Committee members – or members of the proposed new group

replacing these committees – should be encouraged to play a leadership role in organizing the event.

Pursuing collaborative initiatives such as those suggested here could have several benefits. The churches would share information and ideas across the denominations. They would also save resources and improve access by coordinating and streamlining ecumenical information services. And they would present a united front: demonstrating to the public the belief that cooperative, collaborative records and archives services are possible across denominations.

9.0 Planning for Digitization

9.1 Summary and Key Recommendations

In this section of the report, the consultant comments on the potential – and potential drawbacks – of digitization and a tool for archival preservation and dissemination. She notes that digitization is not a panacea and that best practices must be followed to ensure top quality digital products. The “scan and destroy” approach to records management is not necessarily a wise or cost-effective strategy.

Recommendation 20: The Church should develop a strategic approach to digitization to support its transitional goals, particularly to capture and preserve high-risk archives and make popular resources remotely available.

Recommendation 21: The Church should not adopt scanning processes – including “scan and destroy” – without consulting records and archives professionals within the Church, in order to take into account all concerns – legal, financial, administrative, historical, and cultural – that must be considered.

9.2 The Complexity of Digitization

Digitization – the transfer of analogue or manually created items such as documents, photographs, or sound recordings into digital form for electronic access and use – is increasingly popular and is a valuable tool for both archival preservation and access/reference. But it is not always wise to consider digitized copies of archives as complete replacements for analogue or paper originals. The original record, be it a document, photograph, sound recording, or other item, may also need to be preserved for legal, administrative, or other reasons.

Digitization is time consuming, costly, and potentially damaging to archives. In his 2010 report for the European Commission on the costs of digitization, Nick Poole, Chief Executive of the UK-based Chartered Institute of Library and Information Professionals (CILIP), estimated that the per-page digitization costs for paper documents ranges from €0.36 to €0.46 (CAD \$0.56 to \$0.71) and the per-image costs

for digitizing photographs ranges from €4.00 to €15.00 (CAD \$6.00 to \$23.00) depending on the size of the original image and the quality of output desired.⁶

Using these numbers, we can use as an example the estimated cost to digitize the General Council Records of Proceeding, an archival resource heavily used by General Council office staff. The books in the series, which span from 1925 to 2016, total 21,614 pages. At an average cost of 60 cents a page, the cost of digitization would be \$12,968.40.

The time involved in digitization must also be considered. The General Council Archives has estimated that it cost over \$250,000 to digitize the records needed to support the work of the Truth and Reconciliation Commission, and Conference Archives incurred similar costs. Successful archival digitization involves: appraisal and project planning; document or photograph preparation, scanning, image manipulation, quality control, metadata management and the creation of archival descriptions; then ensuring the storage of digital masters and duplicates and the storage or disposition of originals. Ongoing management is required, including reformatting and/or migrating digital data, to ensure digital resources remain accessible in perpetuity.

9.3 Selective Digitization as a Strategic Option

Digitization offers tremendous benefits, but it is unwise to assume that everything in a repository – or even a significant portion of holdings – can or should be digitized. Deciding *what* should be digitized and *why* needs to be done strategically. Any digitization initiative must be well planned so it can be efficient, cost-effective, and sustainable. To support this planning process, the Church will continue to benefit from the expertise of its professional records and archives staff, who are already considering key issues associated with digitization, such as the following.

- The need to apply digitization standards to ensure digital outputs are legally acceptable if necessary and are also stable and usable over the long term.
- The need to respect intellectual property rights and privacy requirements; documents cannot just be scanned and posted to a website without ensuring personal rights are protected.
- The importance of sustainable and reliable technological infrastructure, equipment, and resources, to ensure digitized materials can be stored securely for the long term, made available online, and reformatted as needed in the future.

⁶ More frighteningly, Poole estimated the overall costs of digitizing the collections of various archival institutions in Europe, concluding that the cost of digitizing the eligible holdings of The National Archives in the United Kingdom would be approximately €41.87 billion (CAD \$65.28 billion). See Nick Poole, *The Cost of Digitising Europe's Cultural Heritage: A Report for the Comité des Sages of the European Commission*, November 2010 (available online at http://nickpoole.org.uk/wp-content/uploads/2011/12/digiti_report.pdf.)

- The importance of establishing priorities for digitization, to balance the need to protect high-risk materials with the value of making high-use materials available remotely.
- The importance of applying strong and consistent descriptive and metadata standards, to ensure all items in a digital repository are clearly identified and contextualized to support use.
- The challenge of establishing security protocols to ensure digital materials are not compromised, deleted, or misused.
- The value of applying best-practice standards for the storage of digital media and technology, including the implementation of stable environmental controls and monitoring systems and robust backup processes.

Digitization is an exciting and dynamic use of information technologies. It is also expensive, time consuming, and labour intensive. Strategic planning is essential to sustained success.

10.0 The Importance of Strategic Planning

10.1 Summary and Key Recommendations

In this section of the report, the consultant proposes that the Church use this report as the basis for developing a strategic plan to support the transition to a new, integrated records and archives management service. The Church should then continue to develop and implement such strategic plans as a core planning tool for records and archives services.

Recommendation 22: The Church should develop a strategic plan to support the transition to new records and archives operations, using information in this report, including the transitional goals, as the basis for planning.

Recommendation 23: The Church should incorporate strategic planning into its records and archives management processes as a core planning tool.

10.2 Strategic Action to Support the Transition

To support the Church and ensure that the shift from old to new recordkeeping practices is as effective as possible, the consultant recommends that the Church use this report as the basis for developing a strategic plan to support the transition. The

Church should start implementing the plan as soon as possible and continue it for three full years, ending at the end of 2021 or 2022.⁷

The Church should consider the Transitional Goals identified in this report as guideposts for strategic planning; the Church may also benefit from the notes and statements about strategic planning included in Appendix C.

11.0 Conclusion and Summary of Recommendations

11.1 Summary

In this section, the consultant provides her conclusion and summarizes her recommendations.

11.2 Overarching Questions

As noted in the introduction, the consultant was asked to address the overarching questions as part of this archival network review. She begins this conclusion by providing a brief response to each of those questions.

- 1) *How could archival operations be organized across the country and what might be the most appropriate or sustainable models?*

The consultant recommends that the Church develop a model for integrated records and archives management services. This model is intended to support flexibility, innovation, and integration, while recognizing and respecting regional needs for access to records and archives with high value for local communities. At a high level, the model recognizes layers of service, from records management, which is best managed in a highly coordinated manner, to research support for legacy archives, which is ideally provided at the local level.

- 2) *If the current system of decentralized archives management is to be maintained, what resources would be necessary to maintain that approach: for instance, would Regions be given the same responsibility for regional archives management that the Conferences currently have for Conference*

⁷ Because this report has been completed in April 2018 and the Church's fiscal year mirrors the calendar year, the proposed strategic plan – if implemented within the next 203 months – would be operational for about 3.5 years. The end date – 2021 or 2022 – will depend on when the Church formally approves the report and commences transitional work. For convenience's sake the consultant has consistently referred to a three-year time frame but appreciates that the dates will need to be confirmed.

Archives and would the National Archives in Toronto be given the same responsibility for the denomination's central archival records?

The consultant does not recommend retaining the current system of decentralized archives management. She proposes that the management of Denominational Council records and archives remain under the care of Toronto-based staff. She also recommends the identification of three broad "regions" – Western, Central, and Eastern – to coordinate with the Denominational Council to deliver records and archives services across the 16 regions.

- 3) *If the current system were not maintained and a new approach were considered, what might that new approach look like? What would be the most efficient and effective way to organize and maintain archival operations for the entire denomination across Canada?*

The consultant has proposed an integrated records and archives service, in which staff will Denominational Council and Regional Council records and archives in a coordinated manner. The program as a whole will be funded centrally, as a shared service of the Church, but additional funds may be raised or used locally to support additional activities beyond the core program.

- 4) *Should the United Church consider developing a shared archival system with either The Presbyterian Church in Canada or the Anglican Church of Canada or both? If so, what would that approach look like? This scenario is being explored because there have been preliminary conversations with representatives of all three denominations about areas where archival services might be shared.*

After consultations with the Presbyterian Church in Canada and the Anglican Church of Canada, the consultant and the Church agreed that a shared archival system was not viable for many reasons (as addressed in the Interim Report). The consultant does recommend that joint ecumenical initiatives be considered to foster collaboration and maximize the potential for sharing valuable documentary sources with researchers and the public.

11.3 Recommendations

The consultant's recommendations are restated below.

- Recommendation 1:** The Church will maintain existing records and archives facilities in current locations for at least three years, if possible, in order to support the transition and maintain locally available archival collections.
- Recommendation 2:** The Church will review the model proposed here for integrated records and archives management services and amend as needed before adoption.
- Recommendation 3:** The Church will review the recommended transitional goals and priorities outlined in this report and amend as needed before adoption.
- Recommendation 4:** The Church will use the approved models and transitional goals and priorities to develop a strategic plan to support the transition to a new model of service.
- Recommendation 5:** At the end of three years from the start of the transition period, the Church will review the models and plans and determine how to further the vision of integrated records and archives management.
- Recommendation 6:** To support this vision, the Church will revise its strategic plan to address priority records and archives tasks for the next three to five years.
- Recommendation 7:** The Church will review the transitional staffing plan offered in this report and amend as required before adoption.
- Recommendation 8:** The Church will review the status of records and archives operations annually and revise staffing levels as needed.
- Recommendation 9:** At the end of three years from the start of the transition period, the Church will review the staffing plans again to determine how staffing allocations should be applied for the next three to five years.
- Recommendation 10:** The Church should analyze the staffing costs and financial data provided in this report to identify appropriate funding needs for records and archives services across the country.
- Recommendation 11:** The Church should adjust the resources allocated to meet the staffing proposals in this report, in order to accomplish the transitional goals while ensuring financial resources are well used.

- Recommendation 12:** The Church should develop funding formulas to support the integrated records and archives management services model proposed in this report, as amended and approved by the Church.
- Recommendation 13:** The Church should review all third-party legal agreements and renegotiate them as needed.
- Recommendation 14:** The Church should review all records and archives management staff contracts and renegotiate them as needed.
- Recommendation 15:** The Church should pay particular attention to the specific Conference-level issues highlighted in the Interim and Final Reports when reviewing and renegotiating agreements and contracts.
- Recommendation 16:** The Church should establish a cross-Canada working group to review the status and future of Archives and History Committees and consider the establishment of a new national and regional/local committee or group focused on supporting and fostering broader understanding of the Church’s archives, history, and heritage. The inputs provided in this report should be used as a basis for discussion.
- Recommendation 17:** The Church is urged to incorporate decisions about the Indigenous Church in planning for the new records and archives management model, to ensure that the services provided are meaningful and useful to the different stakeholder communities across the country, both Indigenous and non-Indigenous.
- Recommendation 18:** The consultant recommends that representatives of the three denominations in Toronto continue to meet at least quarterly to consider options for cooperation and collaboration.
- Recommendation 19:** In 2019, the three churches should consider holding an “Ecumenical Archives Research Day.”
- Recommendation 20:** The Church should develop a strategic approach to digitization to support its transitional goals, particularly to capture and preserve high-risk archives and make popular resources remotely available.
- Recommendation 21:** The Church should not adopt scanning processes – including “scan and destroy” – without consulting records and archives professionals within the Church, in order to take into account all concerns – legal, financial,

administrative, historical, and cultural – that must be considered.

Recommendation 22: The Church should develop a strategic plan to support the transition to new records and archives operations, using information in this report, including the transitional goals, as the basis for planning.

Recommendation 23: The Church should incorporate strategic planning into its records and archives management processes as a core planning tool.

11.4 Closing Comments

The Church is facing a fundamental shift in direction: moving from Conferences and Presbyteries to Regional Councils, decentralizing many functions and activities, and continuing to fulfil ongoing operations while at the same time changing how those operations are performed. As noted in the Interim Report, the consultant agrees with the comments of Andrew Richardson, the Chair of the Boundaries Commission, who commented in the 15 January 2018 YouTube Live event that the Church is facing “immense,” “transformative” change. Richardson said that the new model will certainly not be “business as usual” and that it may be “a shock to the system.”

But great challenges can also present great opportunities. The consultant urges the Church to consider the recommendations and suggestions offered in this report as best advice offered on the basis of knowledge available today. The Church must and should move forward with confidence and vision, but as the landscape changes, the Church should also not be afraid to make adjustments. Everyone will need to muster all their reserves of patience and good will as the Church steers a new path.

To adapt the message in the Song of Faith to the archival realm, the Church is on a journey that will be guided and inspired by ever-greater understanding of the experiences and insights of the past. Records and archives – documentary evidence – are among the primary sources of knowledge of human experience and cultural assumptions, past and present. Records and archives are invaluable to everyone as we struggle to achieve the best for the Church, for ourselves, and for our communities.

Scripture is our song for the journey, the living word
passed on from generation to generation
to guide and inspire,
that we might wrestle a holy revelation for our time and place
from the human experiences
and cultural assumptions of another era .
God calls us to be doers of the word and not hearers only.

United Church, *Song of Faith*, 2006

The consultant hopes that the Church will benefit from the ideas shared in this report and wishes the very best of luck to everyone involved with this important, exciting, and challenging transition.

Laura Millar
April 2018

Appendix A: Stakeholder Inputs

As part of the Interim Report, the consultant four different models for records and archives services:

- Denominational Council Archives and Regional Council Archives (much like the current system)
- Centralized Records and Archives Operations (likely based in Toronto)
- Centralized Administration and Distributed Services (with geographic flexibility across regions)
- Joint Ecumenical Archives with Presbyterian and Anglican Churches

In order to encourage the widest possible feedback on the various models, the Church solicited input from stakeholders across the country about the models shown in the Interim Report, as well as about the future of the Church's records and archives program in general. The consultant joins the Church in thanking everyone who provided comments; these insights were extremely helpful to the consultant as she considered the viability of various options for records and archives management.

The people identified in Table A1 contributed their perspectives with the consultant. All communications but one were offered in writing and sent to the consultant directly or via a Conference archivist. (The consultant spoke with Adrian Jacobs via telephone and they subsequently exchanged emails.) Selected anonymized comments related to the choice of model are highlighted in Table A2.

In addition, the consultant has provided other feedback from archivists and other stakeholders directly to the Archives Network Review Task Group, so that the Task Group had direct access to these inputs.

Table A1: Stakeholder Inputs

Name	Affiliation	Date of communication
Ahluos, Monica	Archives user, British Columbia	14 March 2018
Airhart, Phyllis	Archives user, Toronto, Ontario	16 March 2018
Anderson, Betsy	Archives user, Toronto, Ontario	29 March 2018
Anderson, Julielynne	Chair, Maritime Conference Archives Committee, New Brunswick	20 February 2018
Anonymous	Historical Research Consultant, British Columbia	16 March 2018
Anonymous	Newfoundland and Labrador	March 2018
Bowden, Linda	Archives volunteer and former chair, Records and Archives Committee, Newfoundland and Labrador	10 March 2018
Etches, Duncan	Chair of the Board, Canadian Memorial United Church, British Columbia	16 March 2018
Doyle, Bill	Executive Secretary, Saskatchewan Conference	14 February 2018
Gale, Paula	Minister, Member of General Council Executive and Newfoundland Conference Executive, Newfoundland and Labrador	2 March 2018
Gray, Lynda	First Nations historical researcher, British Columbia	13 March 2018
How, Gordon	Archives user and former Executive Secretary, British Columbia	13 March 2018
Jacobs, Adrian	Keeper of the Circle, Sandy-Saulteaux Spiritual Centre, Beausejour, Manitoba	16 February 2018
Kim, Paul	Lay Member, Korean United Church of Vancouver, British Columbia	16 March 2018
McCandless, Kaisa	Indigenous Relations Specialist, British Columbia	19 March 2018
Posno, Kim	Corresponding Secretary, Toronto Conference United Church Women, Ontario	n.d.
Riggs, Bert	Archivist (retired), former chair, Records and Archives Committee, Newfoundland and Labrador	9 March 2018
Saklikar, Renee	Poet and writer/researcher, British Columbia	13 March 2018
Small, Russell	Archives user, former minister, former member of the Archives Committee, Newfoundland and Labrador	March 2018
Thorpe, Brian	Professor, Vancouver School of Theology and former Senior Advisor to General Council on residential schools issues, British Columbia	16 March 2018
Wright, Mary Ellen	Executive Director, Association of Newfoundland and Labrador Archives	8 March 2018

Table A2: Selected Anonymized Stakeholder Feedback

Centralizing archives would be very detrimental to people's sense of relationship to their materials and the particular context out of which they arise.
We are a church not Walmart.
When archives become invisible, archives budgets get cut and archives committees all but disappear.
To ensure archives remain important we have to get young people interested in them.
We need to be cautious – as good people of non-conformist church tradition – that we don't embrace something popular just because it is.
How much of that tradition of regional "pride" would be preserved if the Conference archives all moved to Toronto?
I find it incredibly valuable to have an Archivist to go see in person and a place to access regional holdings – especially for residential school survivors and their descendants.
Regional archives should remain in the regions as they have been.
We need a physically available regional archives, staffed by devoted archivists (with rich knowledge of our Church and of the regional values).
BC researchers would be seriously hampered in expense and time to go to Toronto, for example, to review the church documents.
British Columbia Conference has always felt that the investment in Archives is an important part of our mission as a church.
No matter how archival material is organized an emphasis [should] be placed on digitizing available resources as much as possible.
Our own history belongs to the people of the country and when Canada is so huge (a) country, it is more important that it stays with the community so that people can utilize the archives.
The Archive needs to reach out more to First Nations communities to help them understand the scope of the collection...to travel to another region, especially Toronto, would be tantamount to restricting access.

Table A2: Selected Anonymized Stakeholder Feedback

Accessing databases from afar, while useful, can never replace access to local and in person archival holdings.
Local, affordable, accessible: these are the three indicators very important to researching “lost/un/told stories.”
Toronto is beyond the pale.
We hope we will still have a resource centre in our region.
I would urge that the immediate future of our Archives remain as close to the new Regions as is possible – especially for the first decade or so in our newly re-structured denomination.
There is only so much change that an institution can undertake before it races to self-destruction.
Centralization and electronic digitization are not one in the same. We can still digitize in the Regions.
Many people may think of archives as a repository of dead and dusty documents; they are, in fact, organic in nature, made alive and lively by the combining of the preserved materials with the people whose histories they seek to preserve and serve.
These treasures and important documents were entrusted to the care of the church here in this province and I am sure, if those who gave them only knew there was any thought to them being taken out of this province, they would never have given them to our care in the first place.
We have been able to maintain our archives without great expense to anyone and without a world-class facility at our fingertips and I feel, with some help, we would be able to continue to do so without sending the precious story of who we are as United Church people in this province to another province to be stored – out of the touch and sight of our own people.
The story that is written in Newfoundland and Labrador should be able to be read here.
To relocate this Archives to a place outside of this province, no matter how well-intentioned that relocation may be, will result in the death of the Archives.
If the Archives is moved, then it will soon be forgotten. It will fall into disuse and it will gradually stop growing.
Our Archives are an incredible, accessible asset to the people of this province.

Appendix B: Legal Agreements for Conference Archives

Table B1 outlines the legal agreements currently in place for the administration of records and archives in Conferences across Canada. Each of these agreements should be reviewed and revised as required to address changes in names, responsibilities, and authorities. Other changes in terms and conditions may be necessary to ensure the agreements serve the best interests of the Church and its communities.

Table B1: Legal Agreements

Conference	Third Party	Time Frame	Terms	Comments
General Council	See Central Ontario Conferences below			
Central Ontario Conferences	General Council	<ul style="list-style-type: none"> Effective 1 January 2016 to 31 December 2020 	<ul style="list-style-type: none"> The General Council Archives will be the principal repository of the records of the five Ontario Conferences. The General Council will employ a General Council Archivist. The Conferences will employ a Central Ontario Conference Archivists. Conferences will pay for staffing costs for Conference archivists. General Council will provide office space and reading room. Conferences will pay pro rata costs for vault storage. Conferences will reimburse for direct costs incurred with managing Conference archives (such as transportation). One year notice is required for withdrawal. 	<ul style="list-style-type: none"> Agreements have been in place since 1991 when the then “Central Archives” signed a covenant with the five Ontario Conferences to house and manage their archival materials for an established fee. This covenant was revised in 1997, 2001, 2008, and 2016. Fees for archival storage will be paid by the Ontario Conference Archives fund, until the fund reaches a low of \$50,000. Fees will be billed according to a formula as articulated in the agreement. Note that although the General Council/Ontario Conference agreement is identified as “third party” it might be more appropriately interpreted as a partnership.
N&L	Conference archives are stored in Conference offices. Confirmation is needed that no third-party agreements are in effect.			

Table B1: Legal Agreements

Conference	Third Party	Time Frame	Terms	Comments
Maritime	Cumberland County Museum and Archives	<ul style="list-style-type: none"> 9 April 2014 	<ul style="list-style-type: none"> Cumberland County to pay a flat fee of \$100 a month for storage of 150 metres of material in the Maritime Conference Centre. 	<ul style="list-style-type: none"> This agreement allows the Museum to store archives with the Conference, generating revenue for the Conference. No termination date is given.
M&O	ANQ Montreal	<ul style="list-style-type: none"> Completed 1993 Modified 1994 	<ul style="list-style-type: none"> Convention “prête gratuitement” (loan, free of charge). Modified in 1994 to amend Annex A, adding several metres of records. 	<ul style="list-style-type: none"> Holdings detailed, including pre-union and mission records and records of parishes, consistoires, parishes, institutions, private persons, and groups. Restrictions on access to some archives are articulated. No termination date is given.
M&O	ANQ Gatineau	<ul style="list-style-type: none"> Completed December 2017 	<ul style="list-style-type: none"> Deposit agreement (convention de dépôt). Contract allows for the addition of archives. Contract period is 25 years. 	<ul style="list-style-type: none"> Twelve months prior to the end of the contract, the parties will discuss renewal.
M&O	ANQ Sherbrooke	<ul style="list-style-type: none"> Completed March 1994? 	<ul style="list-style-type: none"> Convention de prêt (loan). Contract supports archival accruals. Contract period is 50 years. Renewal to be negotiated 12 months prior to end of contract. 	<ul style="list-style-type: none"> The copy provided is not signed, so completion date unconfirmed.

Table B1: Legal Agreements

Conference	Third Party	Time Frame	Terms	Comments
M&O	Bishops University	<ul style="list-style-type: none"> Completed 10 November 1998, replacing agreement from 1993 	<ul style="list-style-type: none"> Long-term loan agreement. Relates to archives of the Eastern Townships churches of the Quebec-Sherbrooke Presbytery, the Presbytery Archives, and those of Ammi Parker. Accruals included in agreement, with anticipated extent of 60 linear metres. Term of 50 years with automatic renewal every 50 years. 	<ul style="list-style-type: none"> Specific list of churches and map of boundaries included with agreement. Conference required to contribute \$5000 a year for three years, to 2001. Restrictions and copyright conditions included in agreement.
MNWO/ANCC	University of Winnipeg	<ul style="list-style-type: none"> In development November 2017 	<ul style="list-style-type: none"> Proposal to transfer “the archival material of the Joint ANCC/MNWO Archives” into the care of the University of Winnipeg to “care, preserve, and enable access to these archives indefinitely.” 	<ul style="list-style-type: none"> This contract is under negotiation and both parties have asked the consultant to discuss the impact of boundary changes before proceeding. A conversation is scheduled for 5 February 2018.

Table B1: Legal Agreements

Conference	Third Party	Time Frame	Terms	Comments
MNWO/ANCC	Iron Mountain	<ul style="list-style-type: none"> Continuation of storage agreement, with adjusted rates effective 1 October 2017 	<ul style="list-style-type: none"> Storage based on prices cited. 	<ul style="list-style-type: none"> It is not clear the time frame for storage service prices. For example, carton storage is \$0.266 per cubic foot but it is not clear if this is charged monthly. It is not known how many cartons are stored with Iron Mountain. Permanent withdrawal from storage is charged at \$4.73 per Carton plus Regular Retrieval Charge of \$2.83 per cubic foot. Thus permanent withdrawal of holdings from Iron Mountain storage could cost more than \$7.50 per box.
SK	Saskatchewan Archives Board	<ul style="list-style-type: none"> Signed 1982 Modified 1989 Additional modifications (n.d.) 	<ul style="list-style-type: none"> Agreement is for the deposit of Church documents in SAB (now PAS). Access conditions imposed Ownership of records remains with the Church. 	<ul style="list-style-type: none"> Most recent amendments are not dated. Fees paid to PS for photocopies and shelf space (as of 2018) not documented in agreements provided. No termination date or penalties for withdrawal of records are noted.

Table B1: Legal Agreements

Conference	Third Party	Time Frame	Terms	Comments
ANW	Province of Alberta	<ul style="list-style-type: none"> 29 March 2006, ending 31 December 2010 	<ul style="list-style-type: none"> Permanent loan agreement. Ownership, control, and copyright remains with the ANW Conference. Automatic renewal for subsequent five-year terms. Termination requires six months' advance notice. Permanent removal of records requires 30 days' notice and the Conference will be charged \$10/box for removal. Workspace provided for two ANW employees or volunteers. ANW is responsible for staff/volunteer insurance. Schedule A articulates boundaries of the ANW Conference. 	<ul style="list-style-type: none"> It is presumed the 2010 agreement automatically renewed to 2015 and has renewed again to 2020. It was noted in the survey results that space in PAA is at a premium as the section in the vault dedicated to the archives of different faith groups is filling up and available space is growing smaller.
BC	City of Vancouver	<ul style="list-style-type: none"> Signed 1 June 2017 	<ul style="list-style-type: none"> Rental of 312-314 Main Street, Room 304, Vancouver: 1,817.65f². Ten year term with option to renew for five years. Expiry 18 May 2030. 	<ul style="list-style-type: none"> Move scheduled for April 2018.

Appendix C: Consulting Inputs into Strategic Planning

In this appendix, the consultant offers some suggestions for the Church, extraneous to the report itself, to help the Church develop a strategic plan for records and archives operations. She urges the Church to build on or revise the ideas presented here to articulate and confirm its own preferred direction.

1 *The Need for Strategic Planning*

To support effective change, the transition to a new recordkeeping model should be carried out in a strategic manner. Long-term gains need to be achieved, while short-term actions are chosen in order to minimize (or at least not exacerbate) inevitable disruptions to Church operations.

The Church's recordkeeping priority is to establish robust, flexible, and sustainable digital records management programs and systems, which will help support the vision of a flexible "virtual" working environment across the country. The consultant believes that digital records management should be considered a greater priority than historical archives management for the next three years. By this, she does not mean to imply that traditional archival management efforts should stop. But paper is generally a stable medium, and traditional archival materials that are at least minimally arranged and described can "sit and wait" for further processing.

On the other hand, electronic records cannot wait to be managed. Digital data on storage media such as CDs or "floppy disks" are already deteriorating or becoming inaccessible. The Church must prioritize electronic records management over the next three to five years in order to

- capture the Church's current electronic records safely so those records are protected as evidence, particularly of the work of soon-to-be-closed Conferences and Presbyteries; and
- help the Church start fresh with effective new recordkeeping programs and systems as it moves to the new three-council structure.

The consultant proposes a three-year horizon for change in records and archives management services, with electronic records management as a priority. After that, the Church should re-evaluate its staffing and resource models and adjust them accordingly.

2 *Laying the Foundations for Change*

Documentary evidence – records and archives – can be used for any reason, from the moment the information is created to three centuries later. Records can be critical proof in a legal challenge, insightful genealogical information for a church member, or a source of historical insight for a local parish. By managing documentary sources from the beginning, not just caring for archival or historical materials years after their creation, the Church will save resources, improve efficiency, and – most

importantly – create a comprehensive and authentic documentary legacy that will serve the Church in perpetuity.

The model proposed in this report reflects this vision of integrated records and archives management by supporting coordinated and centralized decision-making processes, coupled with flexibility in the delivery of regional and local records and archives services across the country. The model also reflects the fact that, while the Church's records and archives have tremendous value to local communities, they are, ultimately, the legal property of the Church *as a whole*. Therefore, they must be managed so that the Church *as a whole* can remain accountable for its actions, now and decades or centuries from now.

Recognizing that the new governance structure is intended to promote transformation across the Church, the proposed model for integrated records and archives operations is designed to serve that broader vision by being equally innovative, generating positive and sustainable change.

The proposed model is built on the following foundational principles.

1. The **goal** of records and archives management is to help the Church create, acquire, preserve, and make available its documentary evidence of actions, transactions, and decisions, in order to
 - a. allow the Church to operate effectively and efficiently;
 - b. support the Church in its efforts to remain accountable and transparent;
 - c. foster and support the individual and collective identity of the Church and its community; and
 - d. nurture and share the stories that support personal and community memory across the Church.
2. Integrated records and archives management supports this goal by ensuring that records and archives management services are **effective, efficient, transparent, and accountable**, so that the Church's records and archives may serve as core information assets and authentic and reliable documentary evidence.
3. Effective and sustainable records and archives management operations depend on consistency and stability, which come in large part from the adoption and ongoing application of **professional, best practice standards** in information, records, and archives management.
4. Inclusive and comprehensive records and archives management protects **all forms of records and archives**, regardless of form or medium, from the point of creation, in order to support the protection of authentic and reliable evidence not just for historical and research purposes but also as enduring sources of information and evidence.

5. **Flexible, integrated, and innovative** records and archives management ensures that information, records, and archives operations are and remain appropriate and useful at all levels of the Church now and into the future.
6. Sustainable and supported records and archives services underpins the Church's belief that **respect for the past** is a building block for faithful living today. As articulated in the *Song of Faith*, "our ancestors in faith bequeath to us experiences of their faithful living; upon their lives our lives are built."

The proposed model articulated below best supports flexibility, innovation, and integration, while recognizing and respecting regional needs for access to records and archives with high value for local communities. At a high level, the model recognizes layers of service, from records management, which is best managed in a highly coordinated manner, to research support for legacy archives, which is ideally provided at the local level.

At a lower level, the model also supports a functional approach to recordkeeping, focusing not on organizational units, physical offices, or the medium or form of records but rather on the functions and activities being performed, whether by Executive Ministers, staff in virtual offices, or Church representatives working together in clusters or networks.

3 Vision, Mission, Values, and Mandate

Below is the consultant's articulation of the potential vision, mission, values, and mandate for an integrated United Church of Canada Records and Archives Service. She urges the Church to draw on this statement as it discusses its own vision. She also encourages the Church to seek the widest possible stakeholder input into strategic planning, to achieve the best possible outcomes in the new Church governance structure.

United Church of Canada Records and Archives Service Draft Statement of Vision, Mission, Values, and Mandate

Vision

The United Church of Canada Records and Archives service offers leading-edge access to the documentary evidence of the Church, in order to support the Church's role as a place of faith, community, and justice.

Our vision is to transform the relationship of our faith community, and wider society, with the Church, by ensuring that records and archives serve as relevant and vital sources of evidence. This vision allows us to fulfil our obligation to protect, preserve, and make available documentary sources, regardless of form or medium, in order to allow the Church to put into action its statement of faith.

Mission

The United Church Records and Archives Service supports openness, inclusion, participation, and the search for truth through widespread public access to high-value Church records.

Our mission is to ensure the widest possible access to Church records in our custody and control, allowing Church members and the public to confirm their rights and responsibilities, hold the Church accountable for its actions, participate more effectively in the work of the Church, and understand the Church's history as fully as possible.

Values

Our work to manage the Church's records and archives is driven by the following core values:

Collaboration: We will create an inclusive, coordinated, and cooperative work environment built on professional respect, integrity, and effective and efficient teamwork.

Flexibility: We will adopt best-practice standards while respecting the different priorities and needs for records and archives management in Church communities across the country.

Innovation: We will encourage creativity and the use of leading-edge tools, technologies, and methodologies in order to build a strong and effective records and archives environment.

Respect: We will respect the different needs, priorities, and concerns of members of the Church community and of the public, protecting records and archives as sources of facts and truth for use as evidence for present and future generations.

Sustainability: We will ensure that our records and archives services and operations are designed, implemented, and maintained so that they remain effective and viable not just today but into the future.

Our values reflect our shared aspiration to support and encourage openness, transparency, accountability, and effectiveness in all our records and archives operations.

Mandate

The Mandate of the United Church Records and Archives Service is to manage, preserve, and make available for research the documentary evidence of the Church, regardless of form or medium, including both current and historical Church records, private documents, and related publications in all media pertaining to the operations, activities, and history of the Denominational Council; the Regional Councils; the Indigenous Church; other Church groups, programs, activities, or events; superseded Church entities (including Conferences and Presbyteries); and antecedent denominations (Methodist Church, Canada, the Evangelical United Brethren, the Congregational Union of Canada, and 70 percent of The Presbyterian Church in Canada).