

Canada's Archives

Taskforce Project Charter (v.2)

Response to the Report of the Truth and Reconciliation Commission
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1. Project Overview

1.1 Statement of Intent

The Taskforce mandate is to conduct a review of archival policies and best practices existent across the country and identify potential barriers to reconciliation efforts between the Canadian archival community and Indigenous record keepers. With such a review in hand, the Taskforce will then work in collaboration with Indigenous communities to create an actionable response to this research which will become the foundation for a reconciliation framework for Canadian archives.

1.2 Key Drivers

The following have been identified by the Taskforce as key drivers to the successful completion of this project:

- 1) **Commitment to Reconciliation** - a deep, broadly based commitment to working towards the construction of a reconciliation framework intended to bridge the colonial divide between Indigenous peoples and members of the Canadian archival community.
- 2) **Strong Leadership** – required to effectively navigate the variables and tribulations of project management.
- 3) **Strong Membership** – the dedication of every individual member to the objectives of this project is required to effectively and efficiently carry out the work identified by the collective Taskforce.
- 4) **Executive Support** – SCCA administrative and adjudicative support will be critical throughout this process.
- 5) **Effective Communication** – required to approach and effectively engage Indigenous communities across Canada in our task.
- 6) **Visibility & Engagement** – the Task Force will be transparent and forthcoming with its work and progress, and will request input and response from both the Canadian archival community and the Indigenous communities with whom we engage.
- 7) **Adequate Funding** – required to provide Taskforce members with the ability to communicate face to face and built relationships with members of Indigenous communities across Canada.

1.3 Project Goals and Objectives

The Taskforce mandate is directly inspired by “Call to Action #70” of the *Summary of the Final Report* written by the Truth and Reconciliation Commission of Canada in June 2015, which states:

70. We call upon the federal government to provide funding to the Canadian Association of Archivists to undertake, in collaboration with Aboriginal peoples, a national review of archival policies and best practices to:

- 1. Determine the level of compliance with the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Joinet-Orentlicher Principles, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in the residential schools.**

- 2. Produce a report with recommendations for full implementation of these international mechanisms as a reconciliation framework for Canadian archive**

It therefore follows, that the two fundamental goals of this project match the above recommended actions for reconciliation:

- 1) To work with Indigenous communities to identify how archives in Canada might work towards reconciliation considering the objectives expressed in the *UN Declaration on the Rights of Indigenous Peoples* and the *UN Joinet-Orentlicher Principles*.

- 2) To produce a report with recommendations for full implementation of these findings as a reconciliation framework for Canadian archives.

In order to meet these two goals, the following four objectives have been identified:

- 1) Relationship Building:** - identify areas of mutual interest or concern between Indigenous and non-Indigenous record keepers/communities and engage in the building of respectful relationships.

- 2) Create Principles and Protocols** – a *working draft* of principles and protocols for Canadian archives will be developed to provide guidance for action which will speak to the spirit of reconciliation.

The draft principles will be based upon those identified in section 1.4 below, however, if applicable, others will also be applied.

The draft protocols will be practical and immediately operational. They will be created with the understanding that their development be an ongoing and iterative process. They will also speak to broadening the scope of vision of archives/archivists across Canada by encouraging a “community archiving” approach whereby stakeholders from Indigenous communities across Canada will be encouraged to not only access Canadian archives, but to also participate in the Canadian Archival System on a collegial level. Reconciliation goes beyond acknowledgement and towards building meaningful relationships.

- 3) **Establish Community Collaboration** – feedback on the draft principles and protocols must be obtained from both archivists and Indigenous communities across Canada to ensure their continued iterative development. Input from Canada’s Indigenous communities will be sought on an equal footing to input from Canadian archivists. This input should be requested via a respectful consultation process which will encourage all contributors and members to learn from one another and allow for the development of a truly collaborative and mutually beneficial relationship. The input derived from this dialogue, and these collaborative meetings, will fuel and inform subsequent revisions of the protocol and principles documents.
- 4) **Increase Community Engagement** – respectful relationship building between Indigenous communities and archivists/archival organizations across Canada will continue to be encouraged. These efforts will not only support ongoing discussion and reflection upon developed protocols, but will also serve to fuel reconciliation-based activities whereby the creators, or subjects, of many records in Canadian archives are provided with the opportunity to contribute towards the management of the information therein.

1.4 Guiding Principles

The development of Principles (and Protocols) will be a fundamental objective of the Taskforce. A number of pre-existing principles and declarations will be consulted, although it is not yet known the degree to which their propositions will be incorporated. Four of these pre-existing documents are as follows; however, it is anticipated that more will be located and consulted:

- 1) **UNDROP:** United Nations. *Declaration on the Rights of Indigenous Peoples* (61/295) 2007.
http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf
- 2) **ICA Principles:** International Council on Archives, Human Rights Working Group. "Basic principles on the Role of Archivists in Support of Human Rights" (Draft) 21 June 2014.
www.ica.org/download.php?id=3388
- 3) **ACA Code of Ethics:** Association of Canadian Archivists. "Code of Ethics" 4 June 1999.
<http://archivists.ca/content/code-ethics> (*Note: These are currently under revision*)
- 4) **Chapter 9: Research Involving the First Nations, Inuit and Metis Peoples of Canada:** Tri-Council Policy Statement *Ethical Conduct for Research Involving Humans* (2010)
<http://www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/chapter9-chapitre9/>

2. Project scope

2.1 In-scope

The following broad in-scope activities have been identified:

- **Establishing Community Connections** – reaching out to interested members of both the Canadian archival community and Indigenous communities across Canada to engage in discussions with us regarding their perspectives/requirements/questions/concerns/hopes for reconciliation within an archival context, and to collect their input for inclusion into the draft protocol and principles documents.
- **Preliminary Research** – a multi-disciplinary literature search will be complimented by one-on-one conversations with authors, case study participants, lead activists of related social movements, and Elders and Indigenous record-keepers (not currently represented in academic literature) so as to draw upon their experience of reconciliation efforts within an archival context.
- **Drafting of Protocol and Principles Documents** – to be developed once preliminary research has been completed and considered.
- **Revision of Protocol and Principles Documents** – input generated from the above activities will be considered and incorporated into the draft protocol and principle documents.

- **Maintain Community Engagement** – efforts will be made to encourage and maintain the relationships built between Indigenous communities across Canada and the Canadian archival community. Such efforts *might* include: encouraging the editors of *Archivaria* to solicit and publish articles on topics relevant to reconciliation within a Canadian archival context; encouraging other archival organizations/associations to invite international speakers, Canadian archivists and Indigenous archives advocates to discuss their own experiences with reconciliation activities and/or survivor-centred / community archiving (i.e. perhaps via conferences, live streamed events, symposia, meetings, etc.); create protocol and principles communications materials to promote advocacy and awareness (i.e. pamphlets, posters, bookmarks, webpage, etc.) with the assistance of national/provincial/territorial archival associations; presenting the final draft of the Protocol and Principles to the Canadian and international archival communities, as well as dissemination of these documents to Indigenous communities across the country.

2.2 Out of Scope

- **Advocacy** - It is acknowledged that a concerted effort must be made to advocate to the Canadian federal, provincial and territorial governments for additional funding for archival institutions which house Indigenous material / Indigenous archives so that the infrastructure / staffing is available to assist in archival reconciliation activities. It is also recommended that parameters be established to guide archives towards the creation of “governing circles” through which representative Indigenous elders can participate and contribute towards the management / access and potential repatriation of Traditional Knowledge materials housed by the archives (for examples refer to governing circles created by the National Archives of Australia; and the [Plateau Peoples' Web Portal](#) collaboratively created by the Washington State University's Libraries, Manuscripts, Archives and Special Collections and the Plateau peoples). This activity falls out of scope for this Taskforce.
- **RAD Amendments** - It is anticipated that RAD will require some significant updating once the protocol and principles documents are drafted by the Taskforce. It is therefore recommended that while RAD is undergoing its own revisions, that various UNJOP and UNDRIP principles be incorporated as applicable, for example UNJOP Principle #4: *The Victim's Right to Know*. For examples see [ISAD\(G\) for Human Rights Archives](#) (2012). This activity falls out of scope for this Taskforce.

3. Project Timelines & Resources

3.1 Key Activities & Planned Resources

Task ID	Key Activity / Milestones	Completion date	2016-2017 Planned resources		
			Salary	O & M	FTE
ACTIVITY I: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
1.	Grant Writing	May 1, 2017; ongoing if needed	N/A	N/A	N/A
ACTIVITY II: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
2.	Establishing Community Connections	Jan. 31, 2018	N/A	N/A	N/A
ACTIVITY III: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
3.	Preliminary Research	Jan. 31, 2018	N/A	N/A	N/A
ACTIVITY IV: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
4.	Data Compilation	March 16, 2018	N/A	N/A	N/A
ACTIVITY V: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
5.	Development of Protocols & Principles	Oct. 31, 2018	N/A	N/A	N/A
ACTIVITY VI: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
6.	Maintain and Encourage Community Engagement	Oct. 31, 2018	N/A	N/A	N/A
ACTIVITY VII: See “Action Plan (v.6)” for more detailed information on Project Timelines & Resources					
7.	Prepare Final Submission Package for SCCA Executive	Spring 2019 SCCA meeting	N/A	N/A	N/A

3.2 Cost and Funding Approach

As there is no funding available from the SCCA for these initiatives, this section will attempt to only capture the cost of collaboration.

- **Total Estimate: \$68,000 (\$67,815)**
 - *Outreach Cost Estimate: \$18,200* – this amount provides 10 Task Force members with funds for gas and food, as well as overnight accommodations and vehicle rentals as required, in order to visit Indigenous communities across Canada. Should funding not be secured, outreach will take place by phone or over email instead of in person.

- *Reconciliation Dialogue Workshop Cost Estimate: \$42,735* – this amount provides food, travel and accommodation for up to 22 people (10 regular TF members, up to 10 Indigenous TF members, plus the 2 facilitators; this cost also provides for the workshop fee. Should funding not be secured, this event will not occur.
- *Reciprocity*: Reciprocity Gifts for 5-10 Indigenous peoples who choose to work with the Task Force: **\$2,000-\$4,400**. Should funding not be secured, a gift of a one year memberships from provincial/territorial archival associations/councils are being requested for each of our Indigenous TF partners.
- *Elder Honorarium*: Gift for Indigenous Elder for their welcome and opening prayer at the Reconciliation Dialogue Workshop: **\$280 (?)** Should funding not be secured, this event will not occur and so an Elder's welcome will not be required.
- *NCTR Survivor's Circle Honorarium*: Gifts to be given to members of the NCTR Survivor's Circle who chose to engage with us during our Reconciliation Dialogue Workshop: **\$2,200 (?)** Should funding not be secured, this event will not occur and so an engagement with members of the NCTR Survivor's Circle will not be required.

- The Taskforce Chair is investigating potential funding sources, and will be launching a lobbying campaign in the Spring of 2017 to encourage federal funding for reconciliation work.

3.3 Key Milestones & Dependencies

Task ID	Key 2016-2017 Milestones
For Activity I	<ul style="list-style-type: none"> - Grant funding secured
For Activity II	<ul style="list-style-type: none"> - Research Ethics Board approval - Dissemination of institutional survey; compilation of results - Recruitment of 5-10 Indigenous record-keepers as TRC-TF members - Dialogue with representatives from Indigenous organizations; compilation of information collected - Creation of a needs assessment based on above
For Activity III	<ul style="list-style-type: none"> - Literature search; creation of annotated bibliography - Identification of discussants and engagement in dialogue; compilation of information collected - Data compilation based on above
For Activity IV	<ul style="list-style-type: none"> - Synthesis of data accumulated from survey, community engagement, literature search and dialogue with discussants
For Activity V	<ul style="list-style-type: none"> - Final drafting of protocols & principles documentation; iterative process complete
For Activity VI	<ul style="list-style-type: none"> - List of recommendation for action complete

	<ul style="list-style-type: none"> - Creation of advocacy/awareness materials in support of Protocols & Principles documentation complete
For Activity VII	<ul style="list-style-type: none"> - Creation and presentation of final report and Protocols & Principles to SCCA, Canadian archival community and Indigenous partners
2016-2017 Dependencies	

Key dependencies or external factors that can impact the project are following:

- **Failure to secure adequate funding** – this will limit our ability to engage in face-to-face dialogue with representatives of Indigenous organizations; it will prevent TF members from participating in a planned Reconciliation Dialogue workshop; and it will prevent the TRC-TF from providing adequate gifts of reciprocity to our Indigenous partners.
- **Time** -The work plan established by the TRC-TF is ambitious and will require a significant allotment of time from all TF members; innumerable situations could arise which could prevent/limit one or more TF members from being able to fully participate in these tasks which would result in delayed completion dates.

4. Project Risks, Assumptions & Constraints

4.1 Risks

This section outlines the risks identified at the start of the project. It includes a quick assessment of the significance of each risk (probability and effect) and how to address them.

No.	Risk Description	Probability (H/M/L)	Effect (H/M/L)	Planned Mitigation
1	There is a risk of emotional fallout due to potential confrontations / accusations from Indigenous community members.	M/L	H/M	Commencing from a place of respect in all dialogue; regular debriefing; part of protocol development will be looking at ways to mitigate this particular risk.
2	Lack of sufficient input from the Canadian Archival Community	M/L	H/M	Provision of on-line and in-person opportunities to engage with taskforce work.
3	Lack of sufficient input from Indigenous Communities	M/L	H	Identify community members known personally by Taskforce members and use those connections to make further connections into communities in order to begin effective dialogue with appropriate people.

4.2 Assumptions

This section specifies all factors that are, for planning purposes, considered to be true, real, or certain but without including proof.

- 1) We are currently under the assumption that there are enough interested, and available, Indigenous community members willing to work with us on this project. To support this assumption, the Taskforce will begin compiling a list of personal contacts and commence introductory dialogue immediately. This list will be the basis upon which additional individuals will be identified for contact; however the assistance of well-connected organizations such as the First Peoples Cultural Council, the Indigitization Program, the National Centre for Truth and Reconciliation, the Assembly of First Nations, etc. may also be sought.
- 2) We are currently under the assumption that all 10 members of the Taskforce will have the time required to meet delegated action requirements.

4.3 Constraints

The major constraints identified for this project are outlined below:

- **Funding** – this variable has not yet been identified or solidified and will be one of the largest foreseeable constraints to establishing the overall parameters of this project.
- **Community Engagement** – identifying Indigenous communities across Canada with both the inclination and the time to engage with Taskforce members.
- **Time** – Taskforce members are all volunteers who have a myriad of additional commitments on their time. It will be a challenge to balance project time required with available volunteer time.
- **Time Zones** - Managing communication and group work across time zones.

5. Project Organization

5.1 Project governance

In order to enable effective project decision making, the following tripartite project governance framework will be adopted:

- 1) **The decision-making structure** – decisions reached will represent the collective views of the Taskforce or (in exceptional circumstances when consensus cannot be reached) a majority view; decisions taken by the Taskforce will be written as clear and unambiguous statements.

2) **The people within the structure** – the Taskforce consists of a 10 person team of professional archivists from across the nation, each of whom, possess experience relevant to this project. The Chair of the Taskforce will be accountable for the success or failure of the project; the Chair of the Taskforce will liaise with the SCCA Chair and will report directly to the SCCA as required and further detail on the responsibilities of the Chair is outlined in section 5.3 below; the roles and responsibilities of Taskforce members have been outlined in section 5.3 below.

3) **The information that informs them** – a comprehensive literature/knowledge search will be undertaken by Taskforce members in order to build a foundation of theory, practice, experience and case studies for reflection by all. Literature from archival discourse will be sought; however, relevant literature from other disciplines will also be vetted – examples of such disciplines might include Museum Studies, Social Work, Anthropology, First Nations Studies, Education and Health Sciences. The authors of identified literature, the subjects of identified case studies, lead activists in relevant grassroots social movements (i.e. Idle No More, Black Lives Matter) and Elders and Indigenous record-keepers willing to share their relevant insight will also be contacted directly to further understand perspective and experience; successes and failures in working towards reconciliation. Once this foundational research is complete, the Taskforce will then engage directly with Indigenous community members and archival professionals across Canada. It is anticipated that the information derived through these one-on-one conversations will provide the framework for our final draft Protocol and Principles; while our preliminary research will provide the tools needed to make efforts in support of reconciliation actionable within and by the Canadian archival community.

5.2 Project team structure

This section identifies the project team and stakeholders, including the names of the project sponsor, project director or manager, and specialists.

Title	Name	Organization
Chair	Erica Hernández-Read	Archivist, Northern BC Archives & Special Collections, University of Northern British Columbia
Member	Raymond Frogner	Director of Archives, National Centre for Truth and Reconciliation
Member	Krista McCracken	Archives Supervisor, Arthur A. Wishart Library and Shingwauk Residential Schools Centre, Algoma University
Member	Marthe Brown	Archivist, Laurentian University
Member	Raegan Swanson	Executive Director, Canadian Lesbian & Gay Archives
Member	Marianne Mclean	Principal, Eigg Road Consulting

Member	Emma Wright	Archives Manager, Archives, Access & Digital, RBCM
Member	Nichole Vonk	General Council Archivist, The United Church of Canada Archives
Member	Jennifer Jansen	Records Analyst, Tsawwassen First Nation
Member	Marnie Burnham	Strategic Advisor, Public Services Branch Library and Archives Canada / Government of Canada

5.3 Roles and responsibilities

Chair – the primary role of the Taskforce Chair is to provide project leadership and direction, and to facilitate the setting and reaching of objectives in the context of established guiding principles and projected timeline. The Chair is also expected to carry out the following activities as required: to ensure that decisions reached represent the collective views of the Taskforce or (in exceptional circumstances when consensus cannot be reached) a majority view; to ensure decisions taken by the Taskforce are clear and unambiguous, and that responsibility for taking forward action points is properly allocated; to monitor the implementation of agreements and action points from previous discussions; to ensure that (as far as possible) all members have the opportunity to contribute; to work closely with the SCCA Taskforce Liaison and to submit regular activity reports to the SCCA for review; to attend SCCA meetings; to compile and submit official Taskforce documentation and/or correspondence to the appropriate recipient (i.e. SCCA, granting agencies, community partners, etc...); to respect the individual worth and dignity of other Taskforce members, and maintain a high degree of professionalism; and to act as Taskforce ambassador and spokesperson.

Member – the primary role of a Taskforce Member is to actively participate and contribute to the overall objectives of the Taskforce. A Member is also expected to carry out the following activities as required: to assume responsibility for the completion/facilitation of certain tasks or projects as allocated; to communicate regularly with the Chair and other Members of the Taskforce; to actively participate in the discussion and decision-making process (including the contribution to, and review of, draft documents); to respect that actions taken and recommendations made, shall reflect the majority view of the Taskforce; and to respect the individual worth and dignity of other Taskforce members, and maintain a high degree of professionalism. Taskforce members are also asked to communicate immediately with the Chair if unable to continue their service to the Taskforce.

5.4 Resources Consulted

TBD – this section will be filled out upon the completion of both our literature search and at the conclusion of our consultation process.