



Canadian Archaeological Association canadienne d'archéologie

**Canadian Archaeological Association
Five Year Strategic Plan
2008–2013**

Submitted for discussion and approval
CAA Annual General Meeting
May 2008

Table of Contents

Mission and Objectives	1
History of the Association	3
The Once and Future Context of Canadian Archaeology	5
The Current Situation	5
Future Conditions	6
Academia	6
Cultural Resource Management	7
The Public: Education, the Internet, Heritage Tourism and the Media	7
Aboriginal People	8
Federal Government Funding and Legislation	9
A Question of Identity: What is the CAA? What Should it Be?	10
The Five Year Plan: Goals, Objectives and Actions	11
Goal 1: The CAA will be a financially stable, broad-based national organization	11
Goal 2: The CAA will work in partnership with agencies, governments, institutions, businesses and individuals to develop national “Best Practice” standards in field work, analysis, curation of collections and documents, and ethical practices	13
Goal 3: Canada’s archaeological heritage will be valued and protected by all	16
Goal 4: The CAA will be recognized in Canada as the “voice of authority” about archaeology	17
The Strategic Planning Cycle	19
References Cited	21

Mission and Objectives

The objectives and activities of the CAA are founded on the following values:

- Stewardship
- Diverse Pasts
- Social Relevance
- Ethics and Values
- Sharing Knowledge
- Maintaining Professional Standards

The objectives of the CAA are as follows:

- To promote the increase and the dissemination of archaeological knowledge in Canada;
- To promote active discourse and cooperation among archaeological societies and agencies and encourage archaeological research and conservation efforts;
- To foster cooperative endeavours with aboriginal groups and agencies concerned with First Peoples' heritage of Canada;
- To serve as the national association capable of promoting activities advantageous to archaeology and discouraging activities detrimental to archaeology;
- To publish archaeological literature, and;
- To stimulate the interest of the general public in archaeology.

To achieve these objectives, the CAA:

- promotes activities aimed at fostering a greater role for archaeology;
- acts as an advocate in forums and the national scene;
- recognizes, through awards and honours, outstanding contributions to the field of archaeology;
- offers conferences, professional development activities, publication and communication networks designed to transfer the successful efforts of individuals and institutions into the collective advancement of Canadian archaeology.

History of the Association¹

The Canadian Archaeological Association came into being in 1968 after Canadian archaeologists attending the SAA meetings met and discussed the need for a national association to look after the interests of archaeology in Canada. By this date, approximately 40 archaeologists were working in universities and a few museums, notably the National Museum of Man.

The organizational meeting occurred in 1968 in Winnipeg, with 78 people—working archaeologists and students—attending. The current name—Canadian Archaeological Association—was adopted, although the French equivalent—“L’ Association d’Archéologie Canadien”—adopted then was later decided not to be a correct translation and was eventually replaced with the now current “l’ Association Canadienne d’Archéologie.” The meeting also established the objectives of the Association and decided on the focus and scope of the *Canadian Journal of Archaeology (CJA)*. Jim Wright, National Museum of Man, was the first president; Norm Emerson, University of Toronto, was the first Vice-President; and Morgan Tamplin was the first Secretary-Treasurer.

In fact, two archaeological organizations now co-existed—the CAA and the Council for Canadian Archaeology (CCA). The CCA was an association of “professional” archaeologists, defined as having a Ph.D. (although MA holders were eventually included), whereas the CAA was considered to be a general association open to anyone who adhered to its objectives and principles. This caused considered conflict and tension which came to a head at the 1976 Winnipeg CAA when “a special session to discuss the implications of a Federal government proposed Bill to regulate the import and export of archaeological material, [was held and] was to be restricted to members (and potential members) of the Council for Canadian Archaeology - i.e. "professional" archaeologists only.” The CCA eventually disbanded, and the CAA became the sole national association of archaeologists, professional and otherwise.

In the 1960s and 1970s, the archaeological profession was dominated by academic archaeologists, some of whom worked in museums. This began to change in the late 1970s and early 1980s, when provinces began enacting legislation to protect heritage resources. Archaeologists now had to meet certain standards and research now had to be done under permit. The result was a growth in government-based heritage regulators and, more importantly, the appearance and expansion of consultant archaeological companies.

The growth of cultural resource management (CRM) changed the face of archaeology. The most obvious impact was that archaeological research was being done less and less by academics and more and more by archaeological consulting companies. The explosion of consulting companies provided increased employment opportunities for graduates with both undergraduate and graduate degrees. As a result, membership in the CAA rose dramatically from approximately 100 to over 300 members during this period.

¹ This history is based predominately on Simonsen 1994

Unfortunately for both archaeology in general and the CAA in particular, tension arose between these two “camps.” Academic archaeologists viewed CRM research as less than “pure” research, while CRM archaeologists viewed the academic world as being ignorant of the contribution that CRM-generated results could contribute to archaeological knowledge. This tension has been played out in the CAA–CRM archaeologists by and large still view the CAA as an academic association with little to offer them; consequently, many are not members nor do they participate in the Annual Meeting or publish papers in the *CJA*.

In the late 1970s, the CAA took on an advocacy role in response to the federal government’s proposed Cultural Property Export and Import Act (Bill C-51) which included, among others, “objects of any value that are of archaeological, prehistorical, historical, artistic or scientific interest and that have been recovered from the soil of Canada, the territorial sea of Canada or the inland or other internal waters of Canada” (Bill C-51, Section 4.(2) (a)). The contentious aspect of this Act was the requirement to put a monetary value on archaeological items as part of the export permit application and review process. The CAA officially opposed this, but to no avail.

This incursion into an advocacy role stimulated the CAA to lobby the federal government to develop federal heritage legislation, and to that end the Federal Heritage Legislation committee was born, initially under the direction of Bill Byrne. This effort was far more successful and, in 1989, the Hon. Marcel Masse, then Minister of Communications, promised to table federal antiquities legislation. In late 1990, *A Proposed Act Respecting the Protection of the Archaeological Heritage of Canada* was given first reading. Unfortunately, this legislation eventually died, in some part because of the lack of interest on the part of the new Minister of Communications, Hon. Perrin Beatty, but in large part because of objections from Aboriginal people that they had not been consulted about legislation that ultimately was about their patrimony. The lack of federal heritage legislation is still of great concern to the CAA.

Given the objections by Aboriginal people to the proposed legislation, the CAA realized it was time to come to grips with the growing political influence of Aboriginal people and their concern about the care and treatment of their patrimony. This had already been played out in a most public manner through objections to the Glenbow Museum’s exhibit *The Spirit Sings*, held in conjunction with the 1988 Olympics in Calgary. The very public and contentious controversy resulted in the formation of a joint task force between the Canadian Museums Association and the Assembly of First Nations which eventually produced a series of guidelines, *Turning the Page: Forging a New Partnership between Museums and First Peoples* (Hill and Nicks 1992). Aboriginal people had the same concerns about archaeological research as they did about museum work. To address those concerns, the CAA convened the Aboriginal Heritage Committee, overseeing regional committees, with the specific mandate of developing a set of ethical standards and principles. After considerable regional consultation as well as discussions at Annual Meetings, the CAA adopted the *Statement Of Principles For Ethical Conduct Pertaining To Aboriginal Peoples* (2000).

The Once and Future Context of Canadian Archaeology

The Canadian Archaeological Association was formed almost 40 years ago when archaeology was largely a university-based academic profession, its practitioners were almost entirely male, heritage legislation was almost non-existent, “salvage” archaeology projects were few and far between, and Aboriginal people weren’t even on the radar screen.

The world has changed. The archaeological profession now faces situations that were not even dreamed of 40 years ago. The social context within which archaeologists will work in the future will also change, and we can only guess at what those changes might be and what their implications will be for the profession. It is time to re-evaluate the purpose and role of the CAA in this new world.

The Current Situation

The first stage of planning is an audit of the organization and its environment to help the organization focus on key issues. It involves specifying the mandate and objectives of the organization and identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that help or hinder the organization in fulfilling its mandate and achieving its objectives.

The following internal and external factors have been identified:²

Strengths:

- small membership means we know everyone
- potentially good committee structure
- excellent journal and newsletter
- good annual meeting
- web site, esp. CARD
- community-driven
- volunteerist
- Statement of Ethical Principles for Conduct pertaining to Aboriginal People*

Weaknesses:

- small membership means too few people to do work
- precarious financial situation—dependent on SSHRCC funding for both the Annual Meeting and *Canadian Journal of Archaeology*
- all volunteer time, no paid staff
- membership scattered across country
- no lobbying presence in Ottawa
- not recognized as an effective voice of archaeology by either government or media
- perceived academic focus discourages membership from other sectors

²This analysis is based on comments from CAA committees as well as the discussion held at the 2007 Annual Meeting.

-not sure what we are: a learned (i.e., academic) association of professionals or a professional association that set standards or best practice guidelines or equivalent

Opportunities:

- internet offers potential for:
 - a virtual office linking executive and committees
 - electronic publication of grey literature, technical reports, public education programming,
- increased interest in archaeology/heritage among public
- increased interest in heritage tourism

Challenges:

- stagnant membership
- apparently not relevant to CRM, francophone, student archaeologists, Canadian archaeologists working outside of Canada
- not financially stable
- no partnerships with other association and organizations, e.g., AFN, UNESCO, ICAHM
- not effective lobbyists, or no infrastructure by which we can be effective lobbyists
- ineffective at presenting archaeology to the public
- lack of federal interest in heritage legislation
- do not provide professional development opportunities

Future Conditions (maybe)

Academia

In the increasingly neo-conservative philosophy of this decade, we have seen the creeping spread of corporate capitalism as the *modus operandi* into other organizations including universities (Edler 2003). The corporate approach is supposed to instill “efficiency, flexibility, rapid adaptability, and technical competence” (Mitchell 2007). Opponents of this approach argue that education and learning cannot be equated with buying and selling products, that students are not the same as clients or customers, and that, although operating a university does require some corporate-like organization and practice, one should not confuse the business of running the university with the business of the university, namely, teaching and research.

Universities do face serious challenges because of decreased federal and provincial funding coupled with increased student enrollment and infrastructure and operational costs. One strategy universities have adopted to deal with this crunch has been to solicit and accept funding from private industry for certain faculties (e.g., business schools). However, this focus on efficiency *et al.* has also been seen as an attack on academic freedom and tenure, and the potential “enslavement” of sessional instructors through term appointments and full-time faculty through cross-appointments.

Quite apart from the implications of the ruling philosophy for teaching and its implications for hiring priorities and working conditions, the question remains: what should archaeology/anthropology departments be teaching to prepare students for employment. One of the CRM industry’s long-standing complaints is that undergraduate and graduate programs do

not teach the necessary skills and knowledge required to practice in CRM. Traditionally, academic programs prepared students for academic careers. Now, however, academic careers are only one of many employment opportunities available to graduates. A solid grasp of archaeological method and theory or certain analytical techniques is no longer sufficient. Business practices, human resource management, and the ability to meet deadlines are, for those entering the CRM sector, as critical as research strategies. Ethical standards, the ability to work in cross-cultural situations, and the advantages and problems of digital data are as important as understanding the subtleties of post-modern theory.

Cultural Resource Management

The CRM sector has grown substantially since the passing of provincial and territorial heritage legislation in the late 1970s and early 1980s. It is now not only the largest employer of archaeological graduates, it is also the largest “producer” of archaeological data. During the 1990s in Saskatchewan, CRM work accounted for 75% to 81% of submitted site records and since 2000 has accounted for at least 90% of permits (Saskatchewan Culture Youth and Recreation 1998, 2004, 2005, 2006). Ontario and Newfoundland have shown similar trends (Williamson 1998).

These figures mask one of the problems arising out of CRM-based archaeological research, namely the explosion of “grey literature”—reports that make it onto the shelves of government agencies and project proponents but not into the published archaeological literature. Williamson (1998) points out an interesting trend—CRM research is far more likely to be published in regional journals than in national or international journals.

In addition to gaining access to the grey literature, there is an equally serious problem of access to and preservation of collections and documents. Provinces and territories have widely differing practices with regard to designating repositories. For example, in Saskatchewan, CRM companies must identify on the permit application form where they will ultimately deposit collections and documents (usually the Royal Saskatchewan Museum). In Ontario, there are no provincially designated repositories, and CRM companies must maintain the collections themselves. There are no provincial regulations governing curation standards for either collections or documents. The growing reliance on digital data—images, GPS and GIS data, as well as reports—presents other curation challenges.

The Public: Education, The Internet, Heritage Tourism and the Media

The obvious intent of public education is to provide information about the results and contributions of archaeological research, but it has one extremely important result—an educated public can be an effective partner in and voice for the stewardship of Canada’s heritage.

Education occurs in many venues and through many agencies. Provincial or regional archaeological societies permit and encourage the participation of interested individuals, many of whom are competent avocational archaeologists. These societies provide field schools, hands-on workshops, and field trips that bring together professional and avocational archaeologists, and journals and newsletters to keep members informed. Provincial and local museums also provide

information and learning opportunities through exhibits, volunteer opportunities, and outreach programs. There is a growing tendency for elementary and high school curricula to include some aspects of archaeology, especially with regard to First Nations history, in social studies text books. In all these instances, professional archaeologists play greater or lesser roles in the design, development and delivery of these programs.

Often, the public's encounter with archaeology is through the media, especially when the news is sensational (e.g., discovering the alleged tomb of Jesus and his family) or confrontational (e.g., Kennewick man). The media's beloved five-second sound bites do not provide adequate opportunity to explain the nuances of archaeological discoveries and interpretations, never mind the history and nuances of, for example, the relationship between archaeology and First Nations. The lengthier format of science programs (e.g., *Quirks and Quarks*) does allow for more in-depth discussion of discoveries and interpretations. Local media are more likely to report on significant or large excavations in the region and not focus on controversy or sensation.

The internet may now be the most frequently accessed source of information about archaeology, but the problem is that anyone can create a web site and post "information" on it. Mixed in amongst the scientifically sound web sites are many operated by fundamentalist religions, for-profit collectors, ancient astronaut devotees, New Agers, and searchers for the lost civilizations of Atlantis and Mu. Readers must be knowledgeable to be able to sift the dross from the gold. In spite of this, the internet provides a fast and effective way of providing sound information to the public, involving them in on-line discussions, and deliver educational programming to teachers and students.

Heritage tourism is a fast-growing industry. In 2000, 2.6 million Canadians classified themselves as heritage tourism enthusiasts (Research Resolutions and Consulting Ltd. 2001). They visited museums, historic sites, Aboriginal cultural events, festivals and fairs. Generally, they are somewhat older (the average age is 45 years) and tend to live in adult-only households(66%). They are more likely to be from high-middle and high income families (average family income being \$60,000) with 70% having a post-secondary or graduate degree.

Heritage tourism would appear to be a great opportunity to educate the public about archaeology and Canada's heritage, yet cultural and heritage professionals often express ambivalence about heritage tourism due to concerns about protection of sites and commercialization of the heritage experience. That heritage agencies are not being effective in promoting heritage tourism is reflected in the common image of Canada as an ideal destination for *outdoor/adventure* tourism and not for heritage tourism. However, most heritage tourists come expressly for a quality experience that involves learning about the past and how people lived then.

Aboriginal People

Two events made archaeologists (and others) aware that Aboriginal people were no longer content to let scientists (and politicians) have their way with their heritage. The first was the controversy over the Glenbow Museum's *The Spirit Sings* exhibit mounted as part of the 1988 Winter Olympics celebrations (Hill and Nicks 1992). The second was the decision by the federal

Liberal government to abandon federal heritage legislation when Aboriginal people objected to it because they had not been adequately consulted in its development (Dunn 1991). The CAA subsequently developed its *Statement Of Principles For Ethical Conduct Pertaining To Aboriginal Peoples* to guide archaeologists in their future relationships with Aboriginal people.

The rights of Aboriginal people in their heritage resources have been codified in numerous documents, for example, WAC's *Vermillion Accord on Human Remains* (1989) and the UN's *International Covenant on the Rights of Indigenous Nations* (1994). The growing body of Canadian case law pertaining to Aboriginal rights in lands and resources has implications for heritage resources since the question exists as to whether or not Aboriginal rights in heritage property have been extinguished by treaty.

Partnerships between Aboriginal people and archaeologists are becoming more or less routine. These partnerships encompass not merely field work, but also training, laboratory analysis, publication of results, and displays. Some First Nations have passed band council resolutions enacting their own, on-reserve heritage resource management offices, regulations, and procedures.

Federal Government Funding and Legislation

Beginning in approximately 2000, the previous Liberal government under Hon. Paul Martin began a series of consultations to determine the best way to “preserve and celebrate Canada’s historic places” (Canadian Heritage 2002). The result was the Historic Places Initiative. The first phase included funding to provinces for the development of a national database of historic places, which included archaeological sites and cultural landscapes among other things. This is now pretty much in place. Phase two was supposed to be the development of legislation to protect historic places. However, the Conservative government under Hon. Stephen Harper appears to have abandoned this initiative.

This leaves Canada as the only G8, First World country that does not have federal heritage legislation (Williamson 1998). The responsibility for heritage resources on federal lands is split amongst various departments and agencies such as Parks Canada Agency, Prairie Farm Rehabilitation Administration, Department of National Defense, and First Nations reserve administrations, all with varying standards and requirements. Consequently, there are no national requirements defining a “professional” archaeologist, nor are there national standards for heritage impact assessment and mitigation, research or curation. Instead, there is a patchwork of provincial and territorial legislation and regulations governing heritage resources of provincial crown land and private land.

It would be bad enough if Harper’s Conservative Government had merely demonstrated a total lack of interest in heritage issues; as it is, it has severely cut funding to student employment programs (which many heritage institutions rely on to hire summer employees) and the Museums Assistance Program. Furthermore, it has not acted on its written promise to develop and implement a federal museums policy or to develop stable, long-term, program-based funding (Conservative Program of Canada 2006).

A Question of Identity: What is the CAA? What should the CAA be?

The discipline of archaeology has changed substantially since the CAA was formed in 1968. Then, a “professional” archaeologist was someone with a Ph.D. who was affiliated with a university (notwithstanding the professional archaeologists working at the National Museum of Man). Now, those who call themselves professional archaeologists work in a broader range of sectors, including the consulting industry and heritage resource management; many hold only M.A. degrees. In addition, the necessary range of knowledge and skills extends far beyond academic method and theory.

The diversity of archaeological practice in Canada makes the definition of “professional” problematic. Provincial and territorial regulations and requirements vary among jurisdictions, as do standards for what constitutes “minimal” or “adequate” research, data recovery, report content, and disposition of artifacts and data. The absence of federal legislation and regulations does not help. The CAA’s *Statement Of Principles For Ethical Conduct Pertaining To Aboriginal Peoples* is the only national set of guidelines.

Throughout its existence, the CAA has remained a collegial association of professionals (i.e., academics) with two main activities: holding the Annual Meeting and publishing the *Canadian Journal of Archaeology*. The development of this strategic plan has given the Executive and committees the opportunity to ponder the question: What is best for the discipline of archaeology and for archaeological resources? In other words, should the CAA continue to be a collegial association, or should it become a professional organization in the fullest sense?

The CAA has already taken one step in the direction of becoming a professional organization by adopting codes of ethics. Perhaps it is time for the CAA to take the initiative to work in partnership with other agencies to professionalize both the association and the discipline. In doing so, it will come closer to fulfilling all those lofty and well-intentioned objectives and principles that it adopted in 1968.

The Five-Year Plan: Goals, Objectives and Actions

The CAA’s principal purposes in the next five years will be to increase and broaden the membership; develop stable, long-term funding; to partner with governments, agencies, and institutions to develop “best practice” standards; to ensure that Canada’s archaeological heritage is protected; and to become recognized in Canada as the “voice of authority” about archaeology.

The particular goals and objectives are as follows.

Goal 1: The CAA will be a financially stable, broad-based national organization

Objective 1.1 Create financial stability for the CAA

The CAA will launch a five-year fund raising campaign to establish an endowment fund that will provide financial stability for the operations of the CAA, thereby enabling it to advocate for archaeology more vigorously and to provide key services to its members.

Actions:

- 1. *Establish an endowment fund to ensure long-term financial stability***
 - i. Develop list of program and operational priorities and associated costs
 - ii Identify internal and outside sources of funding for programs and operations
 - iii. Develop and implement fund raising strategy

Lead Committees:

Executive
Membership
Finance

Objective 1.2 Strengthen the CAA’s organizational arrangements to ensure the best use of resources, including using the Annual Meeting and information technology to manage and deliver programs and services more effectively and to communicate with members.

The CAA will strengthen the archaeological community by maximizing the expertise of its Executive and committees, and by exploiting information technology to improve its capacity for meaningful two-way communications with all sectors of the archaeological community and to manage programs and services more effectively and efficiently.

The CAA will promote the Annual Meeting and the web site as the leading sites at which new and established archaeologists in all sectors can find a venue for scholarly dialogue and professional development.

Actions:

1. Strengthen and refocus the organizational structure

- i. Expand and strengthen committees
- ii. Use the web site to support the activities of the Executive and committees
- iii. Investigate the feasibility of establishing a permanent office and executive secretary position

2. Develop the web site to be the “national office” and a strategic tool for opening up effective and efficient communication with members, media and the public

- i. Offer on-line services to members.
- ii. Develop on-line survey capabilities to solicit community input in a timely and cost-effective fashion.
- iii. Publish grey literature and technical reports on-line, thereby enhancing dissemination of information.
- iv. Develop advertising strategy and policy to attract potential advertisers.
- v. Establish national consultant registry
- vi. Ensure all content is bilingual
- vii. Develop public outreach and education section for avocational members and interested members of the public
- viii. Develop and publish list of expert commentators for media

3. Develop the Annual Meeting as a strategic tool to deliver professional development workshops

- i. Work with partner organizations to develop a syllabus of professional development workshop that will assist members in conducting archaeological research to the highest possible standards (see Objectives 1.2, 2.2, 2.3, and 2.4)
- ii. Initiate Special Interest round table luncheons at Annual Meeting

Objective 1.3 Engage in focused outreach activities directed at professionals and students to build relationships and increase membership

The CAA will develop means to support the work of emerging archaeologists, and to bring more of the work of Canadian archaeologists to the attention of the national and international scholarly community.

Actions:

1. Identify necessary actions to increase and broaden membership

- i. Initiate survey of both members and non-members to determine points of satisfaction and improvement
- ii. Develop and initiate membership campaign

2. Support students and new professionals by providing enhanced and new services

- i. Provide an expanded and enhanced careers forum section on the web site

- ii. Advertise more widely the existence of financial support for presenting papers at the Annual Meeting
- iii. Advertise the Weetaluktuk award more widely
- iv. Provide professional development workshops in conjunction with Annual Meeting
- v. Host a “New Members” reception at the Annual Meeting

3. Provide support and services to the CRM community

- i. Publish the “grey literature” on the web site
- ii. Publish a database of member CRM consultant companies on the CAA web site
- ii. Develop an advocacy strategy with federal, provincial, and territorial professional associations, where they exist, to support their activities

Lead Committees:

Membership
Executive
CRM

Objective 1.4 *Engage in focused outreach activities directed at avocational associations and the general public to build relationships and increase membership*

Actions:

- 1. *Develop the web site to become a public forum***
- 2. *Develop partnerships with avocational associations***

Lead Committees:

Executive
Public Education
Membership

Goal 2: The CAA will work in partnership with agencies, governments, institutions, businesses and individuals to develop national “Best Practice” standards in field work, analysis, curation of collections and documents, and ethical practices

Objective 2.1 The CAA members will work with government agencies to develop national accreditation and best practice standards and processes

Actions:

- 1. *Develop a strategy to ensure that members are familiar with, and are capable of using, the most recent field and laboratory methods and techniques.***

- i. Develop partnerships with selected agencies, etc., to identify and prioritize professional development needs
- ii. Develop syllabus of professional development workshops to be held in conjunction with Annual Meeting
- iii. Develop partnerships with relevant agencies (e.g., Canadian Conservation Institute) to deliver professional development workshops

2. Facilitate inter-provincial and international movement of archaeologists by partnering with government agencies to develop national accreditation standards

- i. Make presentations to appropriate provincial ministers concerning benefits and advantages of having harmonized permitting and licencing requirements within Canada
- ii. Work in partnership with CAPTA to harmonize standards and requirements
- iii. Work in partnership with CAPTA and provincial/federal government agencies to develop a registry of professional archaeologists

Lead Committees:

Public Education
 CRM
 Aboriginal Heritage
 Curation

Objective 2.2 Archaeological collections and documents are preserved for future researchers and for the education and enjoyment of descendant communities and the public in general

Actions:

1. Partner with relevant agencies, governments, institutions, and businesses to develop “best practice” standards for the storage and retrieval of archaeological collections.

- i. Develop partnerships with relevant agencies (e.g., Canadian Conservation Institute, Parks Canada, Canadian Museums Association) to review existing standards
- ii. Develop questionnaire to ascertain current curation practices and needs in operation in archaeological agencies, governments, and businesses
- iii. Develop curatorial “best practices” in conjunction with partner agencies
- iv. Develop syllabus of professional development workshops to be delivered in conjunction with Annual Meeting.

Lead committees:

CRM
 Curation
 Aboriginal Heritage
 Public Education

Objective 2.3 **CAA members are knowledgeable about local Aboriginal practices and beliefs pertaining to the treatment of human remains, grave goods, and culturally sensitive objects, in accordance with *Statement of Principles for Ethical Conduct Pertaining to Aboriginal Peoples*.**

Actions:

- 1. Provide means for archaeologists and Aboriginal people to reach consensus on appropriate practices and protocols.***
 - i. Conduct needs assessment to determine what members want/need to know
 - ii. Include forum for discussion and network-building with local/regional Aboriginal groups in Annual Meeting
 - iii. Assist archaeologists in developing networks with local/regional Aboriginal groups

Lead Committees

Executive
Aboriginal Heritage
Curation
CRM

Objective 2.4 **CAA members are current on issues and trends**

Actions

- 1. Use the Annual Meeting as a forum for discussion of issues and trends***
 - i. Insert a professional issues day into the Annual Meeting to allow members to debate issues.
 - ii. Poll the membership to ensure widest possible inclusion of issues and greatest possible involvement of community.
 - iii. Ensure reporting on these sessions to the community through the CAA website.

Lead Committees

Conference planning committee
Public Education
Membership

Goal 3: Canada's archaeological heritage will be valued and protected by all

Objective 3.1 Adequate federal legislation and regulations exist to ensure the protection of archaeological resources

Actions

1. Work in partnership with other organizations to encourage the federal government to pass federal legislation

- i. Form partnerships with archaeological, heritage, and other organizations
- ii. Develop a media strategy to inform appropriate Federal cabinet ministers and Members of Parliament of the need for comprehensive federal legislation and regulations, including making representations when appropriate to the House Standing Committee on Heritage

Lead Committees

Executive
Federal Heritage Legislation
Public Education
Aboriginal Heritage

Objective 3.2 The public understands, appreciates and supports the value of heritage and archaeological resources

The CAA will develop means to convey the messages that archaeology is a primary means of investigating and learning about Canada's heritage and that the preservation of Canada's heritage is central to our identity as Canadians.

Actions

1. Bring more of the work of Canadian archaeologists to the attention of the public.

- i. Develop a communications strategy to improve the visibility of its awards, especially the Public Communications and Pendergast awards
- ii. Establish other awards that recognize contributions to the protection of Canada's heritage
- iii. Provide an open forum at the Annual Meeting for the discussion of major intellectual and professional issues in archaeology.

Lead Committees

Public Education
Awards committees
Aboriginal Heritage

Objective 3.3 **First Nations communities have the administrative and scientific capacity to manage archaeological resources in their traditional and reserve lands**

Actions

1. Work in partnership with selected colleges/technical institutes and First Nations communities to develop appropriate CRM administrative and technical skills.

Lead Committees

Aboriginal Heritage
Public Education
Curation

Goal 4: The CAA will be recognized in Canada as the “voice of authority” about archaeology

The CAA will provide intellectual and professional leadership in the presentation and discussion of developments in archaeology and in the society at large.

Objective 4.1 **Be the point of first contact for legislators and media desiring input and comment on issues and developments in archaeology**

Actions

1. Be an important, reliable, and responsive resource for the media

i. Facilitate good quality commentary on archaeological issues by developing a Press Information Referral database and network

Lead Committees:

Executive

The Strategic Planning Cycle

The adoption of a formalized planning cycle is a positive step in the evolution of the CAA. In order for this planning process to be successful, the goals and objectives must be prioritized and implemented in a logical and appropriate sequence in accordance with the CAA's yearly planning and budgeting. This prioritizing will begin once this Five-Year Plan is adopted.

This strategic plan is intended to serve for the period 2008-2013. However, since much can change even within a single year, the strategic goals set out in this plan should be subject to yearly review and assessment. The Executive and the various committees will conduct a yearly appraisal of the relevance of the current goals and strategies, and bring any modifications to the membership for discussion and approval at the Annual General Meeting.

Yearly review of the of the strategic plan will help to ensure that it remains relevant to the mandate and objectives of the CAA and to the political and cultural context. This review process may result in changes to the plan in order to address new issues and challenges unknown at the time that this current plan was developed; consequently, this five-year plan should be seen as a living document. Approval of the Five-Year Plan at the Annual General Meeting is only the first step in implementing the strategic plan.

A strategic plan is the framework within which operational planning occurs. The CAA's Executive and committees will add depth and detail to the goals and strategies set forth in the plan. They will also develop evaluation criteria to monitor progress in implementing the strategic plan.

References Cited

Canadian Archaeological Association

- 2000 Statement Of Principles For Ethical Conduct Pertaining To Aboriginal Peoples.
Canadian Journal of Archaeology 24: 3–4.

Canadian Heritage

- 2002 Towards a New Act Protecting Canada's Historic Places.
http://www.pch.gc.ca/progs/ieh-hpi/pubs/0-662-66831-6/index_e.cfm, accessed 21 January 2008.

Conservative Party of Canada

- 2006 Conservative Party of Canada Election Response to CMA.
http://www.museums.ca/media/Pdf/conservative_response_en.pdf, accessed 21 January 2008

Dunn, M.

- 1991 “*My Grandfather is not an Artifact.*” *A Report on the Aboriginal Archaeological Heritage Symposium, February 17 - 18, 1991.* Report submitted to Department of Communications, Ottawa.

Edler, Frank H. W.

- 2003 How Accreditation Agencies in Higher Education Are Pushing Total Quality Management: A Faculty Review of the Academic Quality Improvement Program (AQIP).
<http://commhum.mccneb.edu/PHILOS/AQIP.htm>, accessed 19 January, 2008.

Hill, T., and T. Nicks

- 1992 *Turning the Page: Forging a New Partnership between Museums and First Peoples.* Assembly of First Nations and Canadian Museums Association, Ottawa.

Mitchell, Jeff

- 2007 A Communitarian Alternative to the Corporate Model. *Academe Online*
<http://www.aaup.org/AAUP/pubsres/academe/2007/ND/Feat/mitc.htm>, accessed 19 January, 2008

Research Resolutions and Consulting Ltd.

- 2001 *Canada's Heritage Tourism Enthusiasts: A Special Analysis of the Travel Activities and Motivational Survey.* Report prepared for Canada Tourism Commission.
http://www.corporate.canada.travel/docs/research_and_statistics/product_knowledge/tams_report_Canadas_heritage.pdf, access 22 January 2008.

Saskatchewan Culture Youth and Recreation, Heritage Branch

- 1998 Archaeological Field Activity Up Again in 1997. *Saskatchewan Archaeological Society Newsletter* 19: 51.
- 2004 Saskatchewan Archaeological Investigation Permits Issues by Saskatchewan Culture, Youth and Recreation in 2003. *Saskatchewan Archaeological Society Newsletter* 25:80-83.
- 2005 Saskatchewan Archaeological Permits Issued by Saskatchewan Culture, Youth and Recreation in 2004. *Saskatchewan Archaeological Society Newsletter* 26: 77-81.
- 2006 Saskatchewan Archaeological Permits Issued by Saskatchewan Culture, Youth and Recreation in 2005. *Saskatchewan Archaeological Society Newsletter* 27: 49-53.

Simonsen, B.

- 1994 The Canadian Archaeological Association and the Development of Archaeology in Canada.. Paper presented at CAA Annual Meeting.
<http://www.canadianarchaeology.com/history/history.lasso> , accessed 21 January 2008.

United Nations Commission on Human Rights

- 1994 *International Covenant on the Rights of Indigenous Nations*.
<http://www.cwis.org/icrin-94.htm>, accessed 22 January, 2008.

Williamson, Ronald R.

- 1998 *Trends and Issues in Consulting Archaeology*. Paper presented at CAA Plenary session “Warning–Steep Grade Ahead: Current Directions in Canadian Archaeology.”
<http://www.canadianarchaeology.com/1998plenary/williamson.lasso>, accessed 21 January, 2008.

World Archaeological Congress

- 1989 *Vermillion Accord on Human Remains*.
http://www.worldarchaeologicalcongress.org/site/about_ethi.php#code2, accessed 22 January, 2008.