

BUSINESS PLAN 2007 - 2010



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MESSAGE FROM THE LIBRARIAN AND ARCHIVIST OF CANADA

A country with a broad, deep, diverse collection of its documentary heritage has a fundamental resource for understanding its past and present – and a profound legacy for its future. Library and Archives Canada is constantly building that kind of collection, caring for it and making it known to Canadians and people interested in this country. We are constantly identifying how to achieve the best results possible.

This business plan sets out our priorities as we seek to become the kind of knowledge institution that Canada needs to know itself in the 21st century. We have already made important progress in that direction. The creation of Library and Archives Canada (LAC) as Canada's newest knowledge institution launched a period of transformation as the people of LAC came together to define and shape a new organization. In 2004, LAC articulated a comprehensive strategic vision, *Directions for Change*, which has brought sharper focus to our work.

Now, we are taking another step forward to seize the opportunities of a rapidly changing information environment and in the face of major issues requiring decisions by LAC. This business plan captures the factors influencing our path forward and the five strategic choices that we have chosen to guide our management priorities and resource allocations over the 2007-2010 period.

Quite simply, we want to be much farther down a path that sees us building and caring for a collection that not only reflects the shift to a digital information environment – but that is more accessible than ever to Canadians, regardless of where they live, so they can explore and learn from it. In a world where knowledge is in so many different places, we want to be a partner to others in gathering that knowledge and making it known to more people in more ways. In a time when accountability has become so important, we want to help ensure that the records of the Government of Canada are organized, accurate and accessible. In an era when Canada's population is extremely diverse, we want to build connections to all Canadians so they see us as the gateway to the rich documentary heritage of this land.

Achieving these goals takes time and commitment. It also takes resources. We have already begun that work and this business plan will guide us in deciding how to make the best use of the resources we have – and build a compelling case when we seek more support.

It is an exciting time to be pursuing this innovative path – and other national library and archival institutions are watching Canada with deep interest as we do. They want to learn from our experience in dealing with the major issues that all knowledge institutions face. They look forward to our success with this business plan and our commitment to an ambitious course of action that will generate results for Canadians today and for generations to come.

lan E. Wilson



EXECUTIVE SUMMARY

Parliament has given Library and Archives Canada a broad mandate to preserve Canada's documentary heritage, to be a source of knowledge accessible to all, to cooperate with related institutions, and to serve as the memory of the Government of Canada. Since our creation as a single organization, beginning in 2004, we have organized our operations around the strategic outcome now set out in our Program Activity Architecture that, "Current and future generations of Canadians have access to their documentary heritage."

To guide decision-making throughout LAC between 2007 and 2010, our organization has developed this business plan. It provides the strategic direction necessary for us to deliver on government-wide expectations of accountability and the best use of resources, as set out in the government's Management Resources and Results Structure. It is now the basis for our reporting to Parliament and our work with other organizations to achieve our ambitious goals.

This business plan recognizes that we are continuing the transformation that began with the announcement of LAC's creation. It is influenced by factors that are shaping the priorities, activities and operations of most knowledge institutions, as well as the risks that we have identified to the achievement of LAC's mandate and directions. For example, this business plan recognizes that the world of knowledge is "going digital" – whether we mean the growing body of documentary heritage that we must manage that will never appear on paper or the expectations of Canadians for internet-based access to our information, resources, programs and services, especially as we find ways to expand our presence outside the National Capital Region.

Our strategic choices reinforce and strengthen many of our ongoing responsibilities. This is particularly true in terms of recordkeeping for the Government of Canada. We intend to guide and support the kind of improved, consistent recordkee ping that is essential to accountability in government. In all areas, this business plan recognizes that we will routinely seek to achieve our goals through partnerships. No one organization can hope to amass the entire documentary heritage that exists of relevance to it or to be able to reach all possible audiences by itself.

LAC intends to listen to Canadians and partners more closely and evaluate our efforts more thoroughly. This will lead to organizational choices reflecting the preferences and interests of Canadians and choices that are based on our learning from experience. For example, our new Genealogy Strategy reflects a growing interest in ancestry, and developing family histories. The use of opinion research will help us better understand how to deliver what Canadians want.

This business plan also addresses internal needs. Action on our strategic and operational human resources plan will address the need for stable workforce and action on learning, diversity and official languages. We expect these strategies will create a climate in which our current and future staff can make their best possible professional contributions to achieving our goals. The plan indicates the steps being taken to clarify the infrastructure needs of an organization that selects and acquires kilometres of records and publications each year, in addition to an expanding digital collection.

The business plan will be a living document that LAC management will use to guide strategic and operational choices as well as the use of resources. It will be our yardstick for action.

EXECUTIVE SUMMARY

A COMPREHENSIVE PLANNING PROCESS FOR ACHIEVING RELEVANT RESULTS

Many elements have been drawn together to assess the drivers and risks in our environment, define our strategic choices and identify the results as well as key deliverables that we intend to achieve by 2010.

ENVIRONMENTAL DRIVERS

- A world of digital information
- Canadians' changing interests and realities
- A networked world
- Becoming a window on Canadian democracy
- Accountability for resources and results



INSTITUTIONAL RISKS

- Government agenda and new projects
- Management of government information
- Preservation of digital documentary heritage
- Long-term accommodation infrastructure
- Security and access
- Financial sustainability
- Human resources availability and skills
- Reputation and credibility



LAC STRATEGIC CHOICES

- Digital documentary heritage
- Relevant and accessible LAC collections beyond NCR
- Effective recordkeeping
- Systematic collaborative arrangements
- Integrated citizen/client research and evaluation results



LONG-TERM RESULTS

- Canadians have the ability to access and use the record of the Government of Canada to support theirs rights and privileges as citizens
- Recordkeeping and library services are part of the business culture of the Government of Canada
- LAC collection increasingly reflects the Canadian experience
- Improved organization of the documentary heritage for access
- LAC collection is better safeguarded for current and future generations
- Clients use the documentary heritage for personal enrichment, life long learning and to produce works of value to Canada
- Contributes to building social cohesion and an enhanced sense of identity within Canadian society



LAC KEY DELIVERABLES

- Acquisition & description of digital documentary heritage
- Large scale digitization program
- A trusted digital repository
- Genealogy Program
- Learning Centre
- Portrait Gallery of Canada program
- Exhibitions and cultural programs
- Regulatory regime for recordkeeping
- LAC partnership framework
- Canadian Digital Information Strategy
- Public opinion research expertise and client segmentation analysis

1. LAC CONTEXT

Beginning in May 2004, Library and Archives Canada (LAC) was created as a new national knowledge institution for Canada by bringing together the National Library of Canada and the National Archives of Canada, as well as a national museum (the Portrait Gallery of Canada) – and building beyond them all. Canada has attracted substantial attention as the first major industrialized country to pursue this approach.

THE MANDATE OF LIBRARY AND ARCHIVES CANADA

The preamble of the *Library and Archives of Canada Act* states that the LAC mandate is:

- o to preserve the documentary heritage of Canada for the benefit of present and future generations;
- to serve as a source of enduring knowledge accessible to all, contributing to the cultural, social and economic advancement of Canada as a free and democratic society;
- to facilitate in Canada cooperation among the communities involved in the acquisition, preservation and diffusion of knowledge; and
- o to serve as the continuing memory of the Government of Canada and its institutions.

The Library and Archives of Canada Act introduced a new legal concept "documentary heritage", which includes publications and records in all media related to Canada. This includes electronic publications and websites of interest to Canada. The Act requires the transfer of any government records deemed to be at risk and LAC has a mandate to collaborate with federal departments to ensure the effective management of government information. The legislation also sets out an explicit mandate to make Canada's documentary heritage known and understood by Canadians and those interested in Canada.

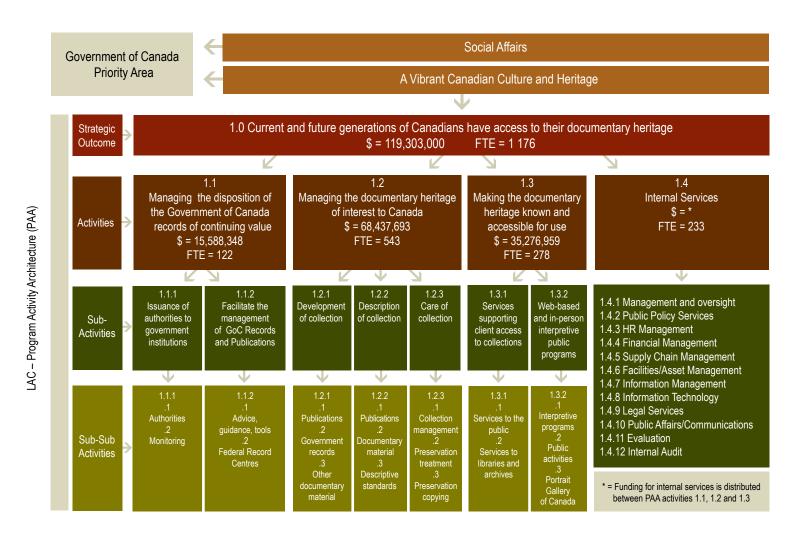
While Library and Archives Canada has a broad mandate to preserve Canada's documentary heritage, to be a source of knowledge accessible to all, to cooperate with related institutions, and to serve as the memory of the Government of Canada, the LAC collection is, however, part of a national collection of cultural materials held by archives, libraries and museums across the country. Accordingly, we work with other institutions to provide access and enable learning.

SUPPORTING GOVERNMENT OF CANADA OUTCOMES

As a national institution substantially funded by the federal government, Library and Archives Canada is part of the Canadian Heritage portfolio and reports to Parliament through the Minister of Canadian Heritage. We align our activities to help achieve specific broad outcomes that the Government of Canada has set for federally-funded policies, programs and services. In particular, LAC supports the objective that the government has set in its annual Canada's Performance report of "A Vibrant Canadian Culture and Heritage".

As an organization that must be accountable for what we do and the public funds that we use, Library and Archives Canada (LAC) has defined its program activity architecture, the single strategic outcome that we want to achieve and the major responsibilities and activities that are focused on achieving that outcome.

Our program activity architecture, shown below, has been constructed to meet the requirements of the government-wide Management, Resources and Results Structure (MRRS). It is the basis for our reporting to Parliament and allows for more focused corporate decision-making. It also reflects our role in achieving the government-wide outcomes that are described above. It enables us to captures both our current activities and our future directions as we continue to transform our programs, services and operations.

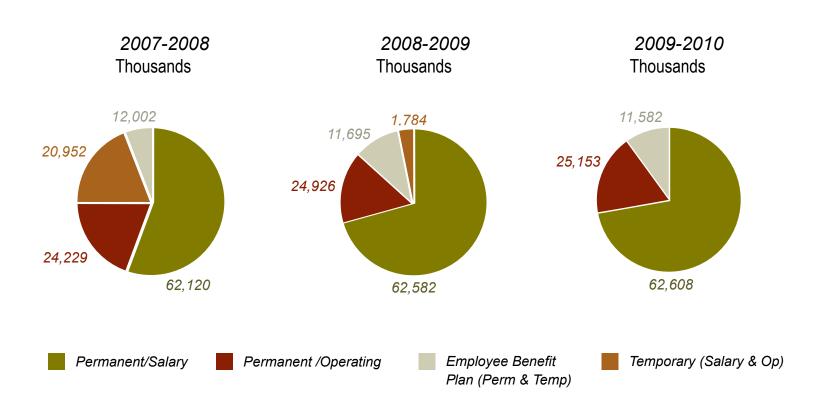




FINANCIAL SITUATION

Library and Archives Canada (LAC) operates in a tightly managed financial climate. The data below show the total funding that we currently expect to receive over the next three years. It shows how those resources are broadly expected to be divided across our three program activities. These figures are subject to change and LAC may seek additional funding for specific initiatives in support of the priorities set out in our business plan during this planning period.

TOTAL MAIN ESTIMATES



ORGANIZING FOR TODAY – AND TOMORROW



SECTION 2

2. ORGANIZING FOR TODAY – AND TOMORROW

Before the creation of Library and Archives Canada, our predecessor institutions often competed for scarce resources and pursued very different mandates and approaches. Thus, the vision of a single, integrated institution with public access to enduring knowledge at its heart constituted a profound change for both organizations. In 2004, LAC established *Directions for Change*¹, a comprehensive, strategic vision that is shaping our management priorities and spending choices. Our vision is guided by responding to five key directions that represent opportunities for LAC.

5 KEY DIRECTIONS

A NEW KIND OF INSTITUTION



Canada is a pioneer in integrating so completely the roles of a national archive and national library. In addition, the new institution has a museum mandate through the Portrait Gallery of Canada. This unprecedented integration of expertise, collections, services and programs will uncover new possibilities for making known the documentary heritage of Canada.

A TRULY NATIONAL INSTITUTION



Canada's geographic, linguistic and cultural diversity is part of our identity as a nation. LAC collections, services and public programs must reflect this: they must be geographically, intellectually and culturally representative, and accessible to all Canadians from wherever they are. We will seek new ways to make Canada's documentary heritage better known and appreciated in all parts of the country.

WORK IN
PARTNERSHIP
WITH OTHERS
TO STRENGHTEN
CANADA'S
DOCUMENTARY
HERITAGE



Canada's documentary heritage extends well beyond LAC; it is held in many institutions across Canada. We will work in partnership with others to strengthen the collection as a whole and to help ensure that Canadians have ready, long-term access to it wherever it is held.

A PRIME LEARNING DESTINATION



The documentary heritage relates the stories of the Canadian experience and reflects our identity and achievements as a nation. It is vital that we present our rich collection in ways that will allow it to be used by Canadians of all ages as they learn.

A LEAD INSTITUTION IN GOVERNMENT RECORDKEEPING



Government information is a valuable asset that must be managed as such. In collaboration with key government partners, we will provide leadership, guidance and support to facilitate improvements in recordkeeping across all government departments and agencies.

¹ "Directions for Change" is available at www.collectionscanada.gc.ca/about-us/016/index-e.html

3. DRIVERS FOR CHANGE IN OUR PLANNING ENVIRONMENT

The path from knowing what we want to be as an institution, to being that institution is deeply influenced by the drivers in our environment. Those are factors such as the views and expectations of Canadians and all our stakeholders, the situations facing current and potential partners, changing government priorities and requirements and evolution in the information environment that we have to track and address. Identifying and analyzing those drivers thoroughly enables us to determine how best to use our resources and how to play the most effective roles possible to deliver on our mandate and achieve the results we want, given our strategic outcome.

In our analysis, we identified five particularly important drivers for change in our environment.

A. A WORLD OF DIGITAL INFORMATION

With extensive collections in many media such as sound recordings, films and documentary art, LAC has always faced the challenges of building and caring for a diverse collection that now has to include digital means of recording information. As the major home for the Canada's documentary heritage, LAC is now alert to collecting and caring for Canadian websites, electronic publications and other documents that will never appear on paper. We have already begun to implement the new infrastructure needed to guarantee the survival of this electronic information through initiatives such as the legal deposit of electronic publications, our AMICAN work that is creating a single system to manage our holdings and a search capacity from our website that enables Canadians to search our collection.



B. CANADIANS' CHANGING INTERESTS AND REALITIES

One obvious impact of this new digital world is the way the Internet has transformed how Canadians find, use and share information. More and more Canadians, not just professional researchers, want access to our collection, particularly with the growth of interest in topics such as family histories. Canadians want online access to the information in their national collection. Change in the needs and interests of Canadians is being driven by demographic change and a more diverse and inclusive society, as a collection that mirrors Canada's development has to evolve to mirror the changing face of Canada. We are acting on these opportunities through initiatives such as our upcoming Genealogy Strategy, public programming focused on specific communities and improved services for Canadians to search our collection online.



DRIVERS FOR CHANGE IN OUR PLANNING ENVIRONMENT

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SECTION 3

C. A NETWORKED WORLD

One more impact of the growth of digital technologies is how it enables networks to be built and operated. This creates great opportunities for LAC because Canada's documentary heritage exists in cultural institutions across Canada and in other countries – not just in our own facilities. New tools and new thinking are creating opportunities to enable LAC to work in partnership with others to achieve shared goals, putting Canadians in touch with their heritage, no matter where they are or the heritage items are located. This attention to building and using networks also reflects the government-wide commitment to engaging stakeholders, citizens and other levels of government in the development of policy, programs and service delivery. We are acting on these opportunities through initiatives such as our work with stakeholders to create a common Canadian Digital Information Strategy as well as much of our public programs and services.



D. BECOMING A WINDOW ON CANADIAN DEMOCRACY

As Canada's national recordkeeper, Library and Archives Canada has specific responsibilities related to Government of Canada documents of business value. Canadians are increasingly interested in these documents as shown by a rising volume of Access to Information requests and increased interest in exploring government documents linked to past decisions. At the same time, federal departments and agencies are recognizing that their recordkeeping practices need to improve to meet current public and parliamentary expectations.



E. ACCOUNTABILITY FOR RESOURCES AND RESULTS

Canadian public administration has undergone a significant shift over the past decade to emphasize clear results and accountability for spending. The Government of Canada is reassessing programs to focus on core federal roles and to ensure that spending is controlled and efficient. LAC, like all departments and agencies, has to reassess the effectiveness of our business processes, develop mechanisms to reallocate resources from low to high priorities and ensure that spending is directed to measurable and realistic outcomes. This is particularly important as we address the many challenges of caring for our collection and ensuring its security. It is influencing profoundly our capital investment choices.



4. IDENTIFYING RISKS

A key contribution to the development of the LAC Business Plan has been the development of an Initial Corporate Risk Profile. The process leading to the creation of the Profile identified broad risk factors as well as uncertainties in the planning and operational environment to be assessed and managed on an ongoing basis. This led to the identification of eight key risks to the achievement of LAC's mandate and commitments. Five were deemed most significant due to their likely impact, their probability or both:

GOVERNMENT AGENDA AND NEW PROJECTS



The risk of LAC experiencing difficulties in allocating, on one hand, the financial and human resources we must devote to governmental priorities and, on the other hand, the resources we must reserve for our activities, in accordance with our mandate, powers, duties and functions.

PRESERVATION OF DIGITAL DOCUMENTARY HERITAGE



The risk of LAC not being able to assume all our responsibilities in terms of the preservation and access to documentary heritage in electronic format, due to lack of the appropriate financial, human and technological resources, or a lack of trustworthy partners.

LONG-TERM ACCOMMODATION INFRASTRUCTURE



The risk of LAC not being up to assuming all our long-term responsibilities in terms of the preservation and access to documentary heritage under our care, due to a lack of appropriate infrastructure.

FINANCIAL SUSTAINABILITY



The risk of a lack of resources or budget to ensure LAC's core activities or the establishment of the necessary conditions to meet growing obligations.

HUMAN RESOURCES AVAILABILITY AND SKILLS



The risk of LAC not being able to ensure the transmission of our institutional knowledge to new generations of employees or not being able to recruit or renew our human capital with staff that have the appropriate knowledge and skills.

The Corporate Risk profile recognizes the interrelationships that require a horizontal view and solution. There is a commitment that business and operational plans, viewed through the lens of integrated risk management, recognize the risks, incorporate measures to avoid adverse consequences, and embrace opportunities for innovation. Our strategic planning process will drive the integration of risk management from priority setting to the resource allocation.

5. ONGOING ACTIVITIES AND STRATEGIES FOR CHANGE

In 2006, LAC adopted a new Strategic Framework that has put us squarely on the path to the future we intend to create for ourselves. It responds to the drivers for changes described above and defines the choices LAC will make in order to implement *Directions for Change*. It identifies what we will do and ways we will change how we operate to achieve optimal results in line with our mandate and to mitigate risks.

OUR ONGOING ACTIVITIES

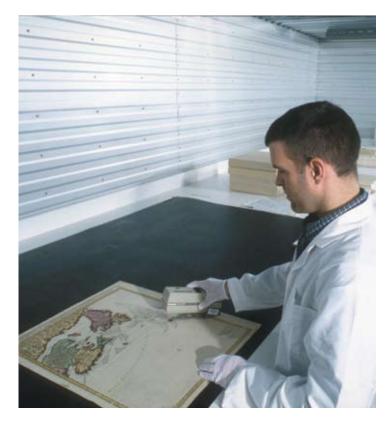
The Strategic Framework recognizes that LAC has many ongoing activities that will continue and evolve as we move forward on the five strategic choices described later in this section.

LAC continues to select and acquire items in a wide variety of formats to add to our unparalleled collection of materials of relevance to the story of Canada. Those formats include published materials, photographs, electronic publications, maps and documentary art such as posters and paintings of people and places. Some acquisitions result from legislated Legal Deposit requirements that require Canadian publishers to provide copies of items published in Canada. Others are acquired from Government of Canada departments and agencies and through purchase or donation.

We catalogue and describe these holdings in accordance with international standards to make it easier for people to find items. LAC's leadership role in cataloguing and describing materials for the Canadian archival and library communities makes access to the LAC and other collections across Canada simpler and consistent no matter where an item in a collection may be.

By managing the care of our collection, we ensure it is preserved for future generations. Our use of risk management approaches enables us to make the best use of LAC storage facilities as well as our staff expertise in applying preservation treatments and techniques.

The collection is enhanced by our role as the permanent repository of Government of Canada records of business or historic value for reference by the public. We ensure that records are available in response to public requests and to support departmental and government-wide decision-making. We also examine broad records issues of government and advise on improvements to help meet government priorities.



ONGOING ACTIVITIES AND STRATEGIES FOR CHANGE



SECTION 5

Our themandate within this framework centers on recordkeeping and accessibility. We are working towards establishing record-keeping as a regulatory regime of accountability and stewardship within government in which records are created, used, kept and preserved as vital business assets and knowledge resources to support effective decision-making and achieve results for Canadians. A commitment to accessibility informs all LAC work on policies, strategies and methodologies to make government records more accessible to users.

Government recordkeeping is also the focus of work at LAC federal records centres in eight cities, where records in all media are managed on behalf of over 90 federal government departments and agencies. This extends from taking in records of continuing value from government institutions, including personnel records, storing and protecting them and retrieving those required for reference or research. As part of this, we segregate archival and historical records that are designated for permanent preservation, and destroy the others when no longer required.

We seek to make our entire collection known in many ways to Canadians and people interested in Canada. For example, our client services help users understand how our collection and resources are organized and assist them to find items of interest and relevance. As necessary, we safeguard the rights attached to all holdings. This can involve providing rights clearances, investigating copyrights or ensuring privacy protection. It includes dealing with more than 20,000 requests annually that spur reviews of archival records, of personnel records of former civilian and military government employees, and LAC's operational records.

Library and Archives Canada reaches out to Canadians through exhibitions, learning opportunities, public programming and a rich website, including those within the Portrait Gallery Program initiative. In the National Capital Region, LAC stages this programming at our Ottawa and Gatineau locations and at partner venues. Canadians living elsewhere make contact with Canada's documentary heritage through our ever-expanding website, travelling exhibitions and special events, many involving collaboration with diverse partners.

LAC makes our collections available through resourcesharing services that include inter-agency borrowing/ lending, document delivery and collaborative reference, as well as our work in partnership with the Canadian library community on the infrastructure that supports resource sharing. Within the federal government, this is matched by our coordination of the library services of federal departments and agencies to achieve excellence and to encourage the effective management of human and financial resources.



ONGOING ACTIVITIES AND STRATEGIES FOR CHANGE



SECTION 5

OUR FIVE STRATEGIC CHOICES

The Strategic Framework also identifies five strategic choices that will enable us to realize key elements of *Directions for Change* and will influence how we achieve the goals set out in our Program Activity Architecture. They incorporate LAC efforts to mitigate the risks identified earlier in this plan. While the five choices vary in nature and complexity, each requires a significant rebalancing of the way we carry out our business over time – and a rethinking of many activities. The detailed agendas to move forward on these five choices are set out later in this business plan.

Our goals are to be:

- much better-known among Canadians as we reach out actively to people and communities of all kinds, reflecting their interests and the importance of telling Canada's many stories;
- even more strategic in our operations as we draw on networks and make capital investments that generate the best possible contributions to the achievement of our mandate, ones that allow us to serve as the trusted repository for Canada's documentary heritage and a valued cultural leader and internationally-recognized innovator; and
- a key supporter of the strongest possible accountability in government and a more vibrant Canadian democracy as we align our government records roles with the needs of citizens, parliamentarians and government managers and leaders.
 - 1. LAC WILL ADJUST ALL ASPECTS OF ITS ACTIVITIES TO ADAPT TO THE NEEDS AND BENEFIT FROM THE OPPORTUNITIES OF THE DIGITAL INFORMATION ENVIRONMENT
 - 2. LAC WILL INCREASE THE RELEVANCE AND ACCESSIBILITY OF LAC COLLECTION AND EXPERTISE TO CANADIANS OUTSIDE THE NATIONAL CAPITAL REGION
 - 3. LAC WILL FOCUS ITS ROLE IN GOVERNMENT OF CANADA INFORMATION MANAGEMENT ON THE DEVELOPMENT OF EFFECTIVE RECORDKEEPING
 - 4. LAC WILL MAKE SYSTEMATIC USE OF COLLABORATIVE ARRANGEMENTS AND WILL INCREASINGLY DELIVER ON ITS MANDATE THROUGH OR WITH OTHERS
 - 5. LAC WILL ENSURE CITIZEN/CLIENT RESEARCH AND EVALUATION RESULTS ARE BUILT INTO MANAGEMENT DECISION MAKING

A FEW HIGHLIGHTS OF WHAT WE WILL DO:

1. LAC WILL ADJUST ALL ASPECTS OF ITS ACTIVITIES TO ADAPT TO THE NEEDS AND BENEFIT FROM THE OPPORTUNITIES OF THE DIGITAL INFORMATION ENVIRONMENT

We will extend our efforts and increase our investments in acquiring and preserving Canada's digital documentary heritage, and in making use of digital technologies - both to improve access and awareness and to rethink our business processes and operations.

This objective will require the development of a comprehensive digital asset framework that will support fully automated ingest, preservation and access to digital documentary heritage. We will increase our rate of digital acquisition to deal effectively with the annual production of documentary heritage; we will develop functional specifications for digital recordkeeping in government. LAC will also begin working with partners to build a national network of Trusted Digital Repositories.

LAC will work towards integrated access to our collection by means of a website that is easy to use, dynamic and interactive. LAC will digitize for use and for preservation and will steadily build the volume of documentary heritage available on our website. LAC will systematically rethink the services we deliver, both to content creators and to content users, and the way in which we do business in order to respond to the demands and maximize opportunities of the digital environment.

This strategic choice will enable us to mitigate the risks associated with the preservation of Canada's digital documentary heritage. It will also be a means of allocating resources in line with achieving financial sustainability and will guide long-term accommodation infrastructure choices.

REBALANCE:

While LAC has already made significant steps towards the stewardship of digital information and the use of digital technologies in our business, this choice will require us to rebalance our capacity to deal with digital and digitized collections and favour ongoing investment in communication and access via our website. It will also favour reengineering of business processes to take advantage of digital solutions.

HIGH LEVEL RESULTS:

- Digital documentary heritage is acquired and preserved for future generations;
- In their homes, offices or anywhere with hand held devices, Canadians have more extensive and effective access to their documentary heritage;
- LAC makes efficient and effective use of IT in all of its business activities.

SECTION 5

2. LAC WILL INCREASE THE RELEVANCE AND ACCESSIBILITY OF LAC COLLECTION AND EXPERTISE TO CANADIANS OUTSIDE THE NATIONAL CAPITAL REGION

In order to make the documentary heritage of Canada known, LAC will focus on activities that demonstrate the relevance and increase the accessibility of our collections to Canadians beyond the NCR. This shift in service horizon will build on a market segmentation of current and potential clienteles to identify particular needs and interests. LAC will increase the relevance and accessibility of our collections by increasing digital access and content and by working both with organizations who share custody of the documentary heritage and with targeted communities such as genealogists, multicultural communities and teachers. LAC will make use of the expertise of our staff both to improve access and to develop content relevant to Canadians in all regions.

REBALANCE:

LAC will actively work to make our collection and expertise accessible in the regions; this will involve examining the kinds of programming that best meet the needs of Canadians and how they can be delivered. LAC will review the role of federal record centres in making our collection accessible.

HIGH LEVEL RESULTS:

Canadians outside the NCR have improved access to LAC programs and services relevant to their needs.

3. LAC WILL FOCUS ITS ROLE IN GOVERNMENT OF CANADA INFORMATION MANAGEMENT ON THE DEVELOPMENT OF EFFECTIVE RECORDKEEPING

The capacity of federal agencies to operate effectively is affected by their challenges in all areas of managing records of business value. LAC will therefore focus our role in government information management on the development of a Recordkeeping Regulatory Regime that will facilitate accountability and stewardship in the creation, use, management and preservation of records as vital business assets and knowledge resources to support effective decision making, policy development, and the delivery of programs and services to Canadians. We will also assist the Government of Canada in ensuring the accessibility of its records of ongoing business value.

ONGOING ACTIVITIES AND STRATEGIES FOR CHANGE



SECTION 5

This strategic choice will enable us to mitigate the risks associated with responding to the government agenda and new projects, as this is likely to be a major continuing focus for government. As well, a clarified emphasis on record-keeping will help to better define long-term accommodation infrastructure needs, in keeping with the related commitment to financial sustainability.

REBALANCE:

LAC will move from a general concern with information management in government to focus attention on the need by departments to identify records of business value. We will also revisit our storage model for federal records.

HIGH LEVEL RESULTS:

 Government of Canada institutions demonstrate the capacity to create, use and preserve records of long-term value as reliable evidence of business decisions, activities and transactions.

HOW WE WILL MOVE AHEAD:

4. LAC WILL MAKE SYSTEMATIC USE OF COLLABORATIVE ARRANGEMENTS AND WILL INCREASINGLY DELIVER ON ITS MANDATE THROUGH OR WITH OTHERS

If LAC continues to work alone as often as we have in the past, we will fail to deliver on our mandate. More significantly LAC can benefit from the synergy and more effective results of working with or through others. The model for this new way of doing business is evident on the Web. Distributed networks permit a variety of institutions to make contributions based on their strength and capacity. By working together, institutions can realize economies of scale, improve service levels and maximize investments in information and communications technologies and in professional expertise.

In order to achieve this strategic choice, LAC will have to realize a major cultural change. We will shift attitudes from a focus on "doing" to a focus on collaborating or enabling. We will need to develop the necessary capacity and infrastructure to negotiate and manage a wide range of partnerships. LAC will actively seek opportunities to deliver on our mandate by working with or through others.

ONGOING ACTIVITIES AND STRATEGIES FOR CHANGE



SECTION 5

This strategic choice will enable us to mitigate all our significant risks as it will enable a more appropriate sharing of costs and benefits among partners, with impacts on infrastructure, finances and human resources. It will also provide an approach to addressing the risks related to the preservation of Canada's digital documentary heritage through sharing responsibilities.

REBALANCE:

LAC will move from being opportunistic to being more strategic, long-term and sustainable in our partnership practices. We will systematically and comprehensively use collaborative arrangements as a means of delivering on our mandate.

HIGH LEVEL RESULTS:

The LAC program is more efficiently and effectively delivered through extensive use of partnerships with others.

5. LAC WILL ENSURE CITIZEN/CLIENT RESEARCH AND EVALUATION RESULTS ARE BUILT INTO MANAGEMENT DECISION MAKING

As LAC moves beyond providing well established services to a traditional clientele, the institution requires a user research and evaluation capacity. The quantitative and qualitative evidence provided by such research will be a key contributor to effective decision making. User research and evaluation will be critical in enabling LAC to identify Canadians' changing needs and to serve new markets, as well as to meet our accountability requirements as a federal department.

This strategic choice will enable us to mitigate most significant LAC risks as it will ensure that choices are being made on the basis of clear guidance from target audiences and more comprehensive learning from the evaluation of actions previously taken.

REBALANCE:

LAC will shift decision making by managers to include formal assessments of citizen or federal departmental needs and evaluations of user satisfaction.

HIGH LEVEL RESULTS:

- Canadians' need for documentary heritage is understood and acted on in the planning and delivery of the LAC mandate;
- An integrated LAC approach provides federal departments the seamless access to products and service they require.



SECTION 6

LAC'S STRATEGIC OUTCOME: CURRENT AND FUTURE GENERATIONS OF CANADIANS HAVE ACCESS TO THEIR DOCUMENTARY HERITAGE

STRATEGIC CHOICES

EXPECTED INTERMEDIATE OUTCOMES

KEY ACTIONS

Link to PAA * see p.24

STRATEGIC CHOICE #1:

LAC WILL ADJUST ALL ASPECTS OF ITS ACTIVITIES TO ADAPT TO THE NEEDS
AND BENEFIT FROM THE OPPORTUNITIES OF THE DIGITAL INFORMATION ENVIRONMENT

LAC's acquisition capacity deals effectively with the annual production of digital documentary heritage

Access is enhanced by new access technologies and standards

Canada has greater capacity to preserve and make accessible its digital assets: LAC is a Trusted Digital Repository (TDR)

Canadians can carry out online end-to-end transactions with LAC and can personalize their experience of LAC

Canadians use an LAC website that is easy to use, integrated, dynamic & effectively delivers LAC programs & services

A Canadian Digital Information Strategy is helping ensure that Canadian digital content of long-term value is produced, collected, preserved and accessible

LAC has a strategic large scale digitization program

LAC's analogue and digital collection is better managed through strategic use of I.T.

- Implement a Virtual Loading Dock
- Approval an initial TDR digital asset management framework
- Implement a user-driven strategic digitization plan for access and preservation
- Develop and implement a Digital Preservation Policy
- Develop a Government-wide E-records strategy
- Develop a Web-Archiving strategy to capture federal and provincial/territorial governments and non-government Web content
- Develop a Canadian Digital Information Strategy

2 *



STRATEGIC CHOICES

EXPECTED INTERMEDIATE OUTCOMES

KEY ACTIONS

Link to PAA * see p.24

STRATEGIC CHOICE #2:

LAC WILL INCREASE THE RELEVANCE AND ACCESSIBILITY OF LAC COLLECTIONS AND EXPERTISE TO CANADIANS OUTSIDE THE NATIONAL CAPITAL REGION (NCR)

Genealogy on line has opened the door to more Canadians knowing and using the LAC

Whether in a mediated fashion or directly, the LAC collection is more often used by Canadians

Teachers, librarians and students are frequent users of LAC collections, products and services

LAC has an institution-wide approach to making its collection relevant to multicultural and Aboriginal groups

LAC provides Canadians and the media with timely, comprehensive and easy to use access to the Government of Canada's public opinion research, as required by the Federal Accountability Act

The role of Regional Information Management Services to support preservation and access is optimized

Improved access to information for Canadians with print disabilities

- Implement the multi-year genealogy strategy
- Implement the Public Programming Strategy
- Develop the LAC Access Policy Framework
- Implement the learning Centre
- Inaugurate new TD Summer Reading Club Award
- Implement an institutional plan to follow-up on the multi-cultural consultations
- Launch Portrait Gallery Program touring exhibitions program in Canada
- Develop and implement the Initiative for Equitable Library Access and host annual meetings of LAC's Council on Access to Information for print-Disabled Canadians.

3 *

STRATEGIC CHOICES

EXPECTED INTERMEDIATE OUTCOMES

KEY ACTIONS

Link to PAA * see p.24

STRATEGIC CHOICE #3: LAC WILL FOCUS ITS ROLE IN GOVERNMENT OF CANADA INFORMATION MANAGEMENT ON THE DEVELOPMENT OF EFFECTIVE RECORDKEEPING

Government departments are supported in their daily business endeavours and decision-making by a recordkeeping regime enabling accountable, efficient and effective national public administration

Recordkeeping is part of the business culture of the federal public service

Recordkeeping is a core business competency of all federal public servants and is fully integrated into daily business processes and activities of government institutions

Recordkeeping is carefully and adequately monitored on an on-going basis within the Government of Canada

The GoC no longer creates legacy records and disposes of those it has within an agreed upon timeline

- Develop a regulatory infrastructure –
 Recordkeeping Directive and Delegation
 Authority Instrument
- Develop a records disposition plan for government departments and agencies
- Define role and responsibilities for learning, training and development in Recordkeeping
- Develop a recordkeeping audit guide
- Propose a recordkeeping assessment grid for the Management Accountability
 Framework
- Develop a new records storage model

1 *

STRATEGIC CHOICES

EXPECTED INTERMEDIATE OUTCOMES

KEY ACTIONS

Link to PAA * see p.24

STRATEGIC CHOICE #4: LAC WILL MAKE SYSTEMATIC USE OF COLLABORATIVE ARRANGEMENTS AND WILL INCREASINGLY DELIVER ON ITS MANDATE THROUGH OR WITH OTHERS

LAC has developed partnerships with stakeholders to preserve digital documentary heritage

LAC and partners have increased capacity to work together to increase awareness and use

An increasing amount of descriptions is provided by stakeholders and users

LAC's increased capacity to negotiate and manage partnerships has resulted in more effective delivery of program and services

A strategy exists for implementing nation-wide partnerships, activities and services to meet the long-term library and information access needs of Canadians with print disabilities.

- Create and validate a partnership policy and framework
- Work with networks to enhance delivery of the strategies for public programming and genealogy and to increase awareness and use of LAC's Electronic Theses and Dissertations collection.
- Develop Recordkeeping MOU's with Government of Canada Institutions.
- Collaborate with partners to coordinate activities designed to develop and cost a nation-wide strategy that provides equitable library service for persons with print disabilities.
- Implement scalable pilot-projects using stakeholders and users to generate metadata.

ΑII



STRATEGIC CHOICES

EXPECTED INTERMEDIATE OUTCOMES

KEY ACTIONS

Link to PAA * see p.24

STRATEGIC CHOICE #5: LAC WILL ENSURE CITIZEN/CLIENT RESEARCH AND EVALUATION RESULTS ARE BUILT INTO MANAGEMENT DECISION MAKING

LAC has an understanding of its clients or potential clients' needs, making possible a market segmentation analysis of users

LAC management uses user research and evaluation findings to make decisions as a GoC institution

- Establish a Centre of expertise for Public Opinion Research, data management and marketing intelligence/client segmentation analysis,
- Develop and Implement a research plan
- Increase investment in statistical reporting on Web usage, to efficiently obtain reliable data on usage of collection

ΑII

* PROGRAM ACTIVITIES

- 1. Managing the disposition of the government of Canada records of continuing value
- 2. Managing the documentary heritage of interest to Canada
- 3. Making the documentary heritage known and accessible for use



7. ENABLERS FOR OUR ONGOING ACTIVITIES AND STRATEGIC CHOICES

Like every organization, LAC has a core of internal service groups. They support and complement the sectors that carry out the activities that Canadians are most likely to associate with Library and Archives Canada. Many provide services that are essential to LAC's daily operations. While functions such as corporate management, financial and administrative services, legal and communications activities are important, there are two areas that have been identified as requiring special attention during the period covered by the Business Plan.

ADDRESSING LAC'S HUMAN RESOURCE CHALLENGES

Many Library and Archives Canada employees have been through a challenging and exciting period as the new organization has come into being and as former structures and approaches have been transformed. At the same time, the organization has been part of a wider effort to clarify and address challenges facing the entire federal public service to deal with issues such as official languages, recruitment and retention of staff, meeting employment equity goals and developing a learning culture within organizations. We have begun to implement the new *Public Service Modernization Act*, which bring significant changes to issues such as new learning standards, new recruitment and staffing processes and recourse, labour relations as well as new responsibilities and authorities under the *Financial Administration Act*.

Within LAC, the 2005 Employee Survey found that individual employees often have positive perceptions about their work and their workplaces. However, the survey also revealed serious concerns about the availability of resources and a desire for some stability in a time of constant change. Many employees also indicated concerns about perceived harassment and discrimination in their workplaces as well a strong belief, particularly in some occupational groups, that they were not classified appropriately and opportunities for promotions are limited.

The need to build a stronger workplace community, to meet public service-wide expectations and to ensure that LAC continues to have the people with the skills and experience to meet our mandate has been an important focus of management attention. It has already been translated into a corporate strategic and operational human resources plan that will continue to be implemented during the period covered by the Business Plan.



SECTION 7

5 KEY OBJECTIVES

CAREER AND KNOWLEDGE MANAGEMENT



This is a reflection of LAC's commitment to assessing skill gaps and gauging future needs including replacing skills and the development of new skills for positions that are highly specialized. It also involves a review of positions that are critical to organizational success and establishing knowledge transfer strategies for an increasingly aging workforce and competitive market.

BUILDING AND STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY



Leadership and professional development are key learning activities to ensure LAC is equipped to meet the higher standards of management accountability. This includes attention to issues such as attracting individuals in an increasingly competitive market and providing access to internal development opportunities, internships and assignments.

ORGANIZATIONAL NEEDS



Managing change as a result of the merger implies reviewing work descriptions and classification while ensuring that work processes are in line with current needs and realities. Progress in this area is fundamentally linked to enabling progress on the next objective.

STAFFING AND RECRUITMENT



This is focusing on resolving a wide range of issues related to staffing positions across LAC. It emphasizes the need to increase the number of staff in permanent, substantive positions as part of the larger effort to bring stability to the organization. It also includes ongoing attention to ensuring that LAC meets its commitments to employment equity and diversity, as well as to the use of both official languages in the workplace.

WORKPLACE WELLBEING



Creating high performance and employee satisfaction is established by creating the right conditions to generate high levels of employee engagement. This objective emphasizes the work undertaken such as: orientation program, employee assistance program, the Public Service Employee Survey Action Plan, harassment training, values and ethics, health and safety, exit program and other initiatives designed to create a more positive climate.



SECTION 7

INFRASTRUCTURE INVESTMENTS

To complement other elements of our business planning, LAC has initiated a process to develop an integrated, institution-wide infrastructure strategy for the long term that is consistent with the vision and goals set out in Directions for Change and the Strategic Framework. That process, through LAC-wide actions and those at the sector and branch level has led to the broad outline of an infrastructure strategy for LAC, recognizing that detailed plans for the implementation of specific elements of the strategy will be developed over time.

The emerging infrastructure strategy has four elements, set out below, and offers an overall framework for the development of detailed plans for facilities and Information and Communication Technology infrastructure. It is expected to provide a basis for making strategic choices and guiding requests for infrastructure funding that will enable us to address the risks to a collection of often fragile and unique items, through initiatives such as more preservation facilities. It will help us make choices in terms of the information technology infrastructure that will enable us to make our collection better known to Canadians and to support our commitment to digitization.

4 PRINCIPLES TO GUIDE CHOICES 3. 4. **Build LAC's visibility** Safeguard **Enhance LAC's Maximize** Canada's and symbolic presence outside opportunities for documentary presence as a of the NCR by collaboration among major national creating points of the communities heritage heritage institution service in involved in the the regions acquisition, preservation or diffusion of knowledge



8. NEXT STEPS

The development of this Business Plan is only a start. Over the period covered by this Plan, it will be the yardstick by which possible policy and operational decisions will be measured. It will be used to encourage much more collaborative relationships across all of LAC's sectors and branches, in pursuit of corporate goals. The Business Plan will also be used to help guide the development of major initiatives for which we may seek additional resources based on our commitment to do the most with what we already have.

The Business Plan will be a living document. We may choose to modify it if there are significant changes in our environment that we could not have anticipated, and if a shift in direction is needed in any part of this document. The goal is to have a plan that sets clear goals and takes into account the drivers for change, the risks and the opportunities that Library and Archives Canada faces on its journey to ensuring that, as our strategic outcome states: "Current and future generation of Canadians have access to their documentary heritage."



