



Library and Archives
Canada

Bibliothèque et Archives
Canada



Library and Archives Canada

BUSINESS PLAN 2008–2011

Canada

Table of Contents

Message from the Librarian and Archivist of Canada.....	2
Executive Summary	3
Section 1 – LAC Context.....	4
The Mandate of Library and Archives Canada.....	4
A Structure Focused on Results.....	5
Financial Situation.....	6
Section 2 – Organizing for Today and Tomorrow	8
Key Directions for LAC	8
Identifying Key Risks To Be Addressed	9
Section 3 – Continuing Activities.....	10
Section 4 – Our Strategic Choices.....	12
Strategies and Key Actions.....	13
Section 5 – Enablers for Our Continuing Activities and Strategic Choices.....	16
Addressing LAC’s Human Resource Challenges	16
Key Objectives	17
Infrastructure Investments.....	18
Section 6 – Next Steps.....	20



Message from the Librarian and Archivist of Canada

Since the creation of Library and Archives Canada (LAC) in 2004, we have become more than just a new kind of knowledge institution. We have earned worldwide attention for our innovations and our commitment to partnerships. We are helping enable the Government of Canada's commitment to a new level of accountability to citizens. We have responded to Canadians who want more access to the priceless items in our collection, whether through the Web, travelling exhibitions, interlibrary loans, and other means of reaching them wherever they live.

These have been challenging, exciting years for LAC and our staff. We have learned many valuable lessons along the way and we have taken the time to consider our best options for the future. This business plan provides a road map to where those options will lead us and will keep us on track to reaching our goals. Due to the efforts of managers throughout our organization, we have established clear strategic choices that will shape our future. We have identified steps to take that are already guiding specific actions within LAC. We have assessed the risks ahead of us and developed approaches to address them.

The business planning process has been valuable. It encouraged us to learn from our experience to date and to evaluate our choices honestly and clearly. It demonstrated how committed the people of LAC are to the roles this institution plays in building a knowledge society and to the contributions we make globally. It reminded us that while we now have a guide for management decisions today, we also have a living document that we can adjust to address unexpected changes in our operational environment and to seize opportunities to deliver on our mandate.

Most importantly, the business plan process is a critical step for LAC in making the most of its people, infrastructure, money and our other resources. Part of our success in attracting new partners will be to show that we are using our current resources in the best and most strategic ways—and that we are prepared to adapt in order to reach our goals more effectively. This business plan is quite simply about creating the future we want for LAC—a future of importance to all Canadians and to people around the world interested in Canada's stories.

Ian E. Wilson



Executive Summary

Parliament has given Library and Archives Canada (LAC) 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 collective memory of the Government of Canada. Since our establishment as a single organization, 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 2008 and 2011, 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 document describes our organization's current status and plans for a few years into the future. It projects our future opportunities for us and maps the financial, operational, and organizational strategies that will enable LAC to achieve its goals.

This business plan recognizes that we are continuing the evolution that began with the formal establishment of LAC's creation in 2004. 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. The business plan for example 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 recordkeeping 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 engages Canadians and engages partners more closely and evaluates 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.

This business plan also addresses internal needs. Action on our strategic and operational human resources plan will address the need for a 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 significant 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.



Section 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, which brought together two institutions that had much in common and excellent material, services and programming to bring to Canadians. 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 our mandate is:

- 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
- 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 accessible for use by Canadians and those interested in Canada.

The LAC collection is one part of a national collection of cultural materials held by archives, libraries and museums across the country—and we are a partner to similar organizations around the world. Accordingly, we work with other institutions to provide access, enable learning and share our lessons and experiences as a knowledge institution.

A Structure Focused on Results

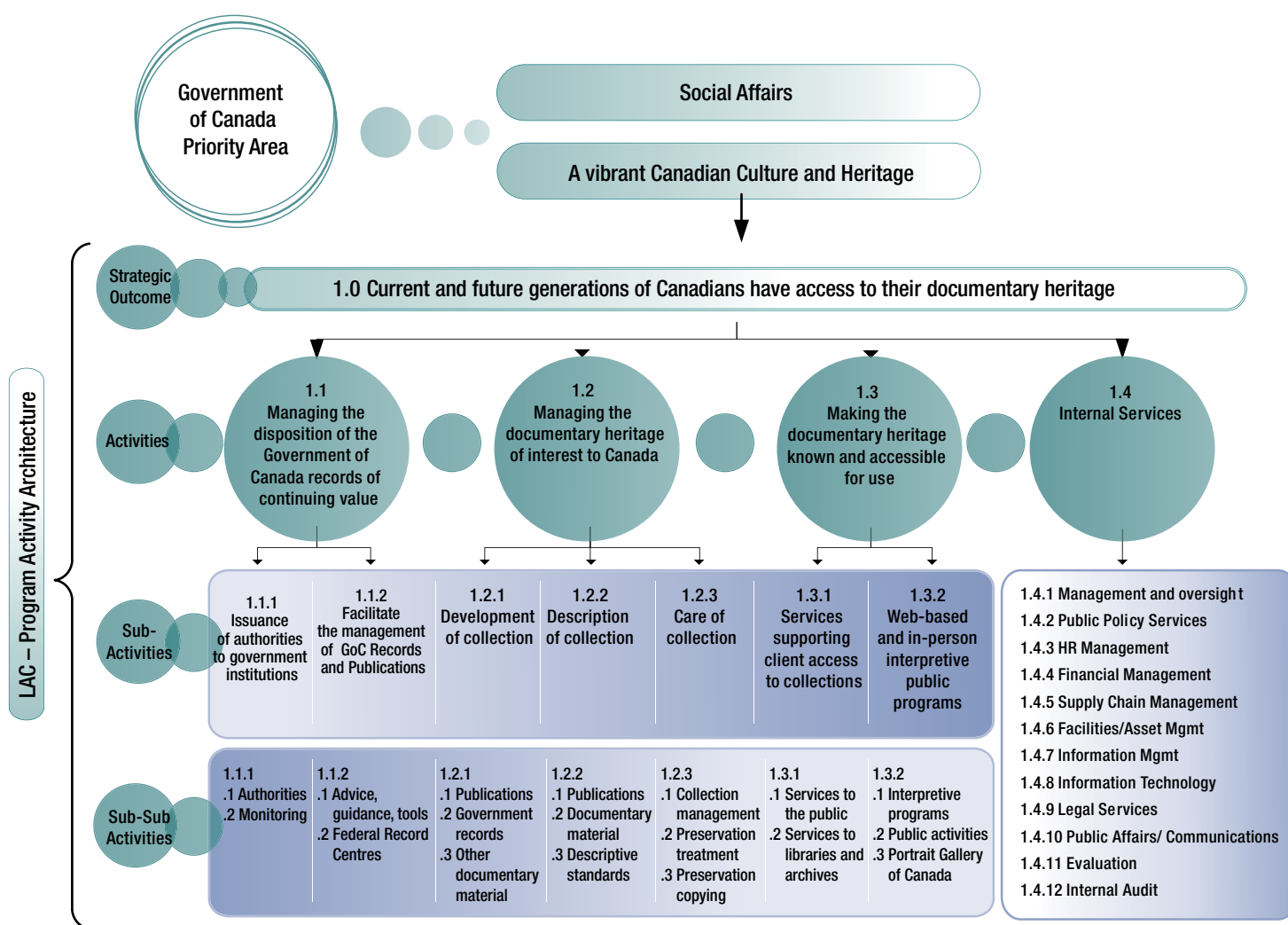
Library and Archives Canada (LAC) is a national institution substantially funded by the federal government. As part of the government’s Canadian Heritage portfolio, we report to Parliament through the Minister of Canadian Heritage. We have aligned our activities and our structures in ways most likely to help achieve specific broad outcomes that the Government of Canada has set for federally-funded policies, programs and services.

LAC supports the objective “a vibrant Canadian culture and heritage”, which is outlined in *Canada’s Performance 2005* annual report. Our government recordkeeping leadership and responsibilities are increasingly recognized as critical to the government affairs area described in Canada’s performance report.

We have defined a program activity architecture that focuses our activities on the achievement of a single strategic outcome, shown below. As part of the government-wide Management, Resources and Results Structure (MRRS), it is the basis for our reporting to Parliament and enables more focused corporate decision-making. It also reflects our role in achieving the government-wide outcomes that we mention above. It enables us to capture both our current activities and our future directions as we continue to transform our programs, services and operations.



Library and Archives Canada Program Activity Architecture



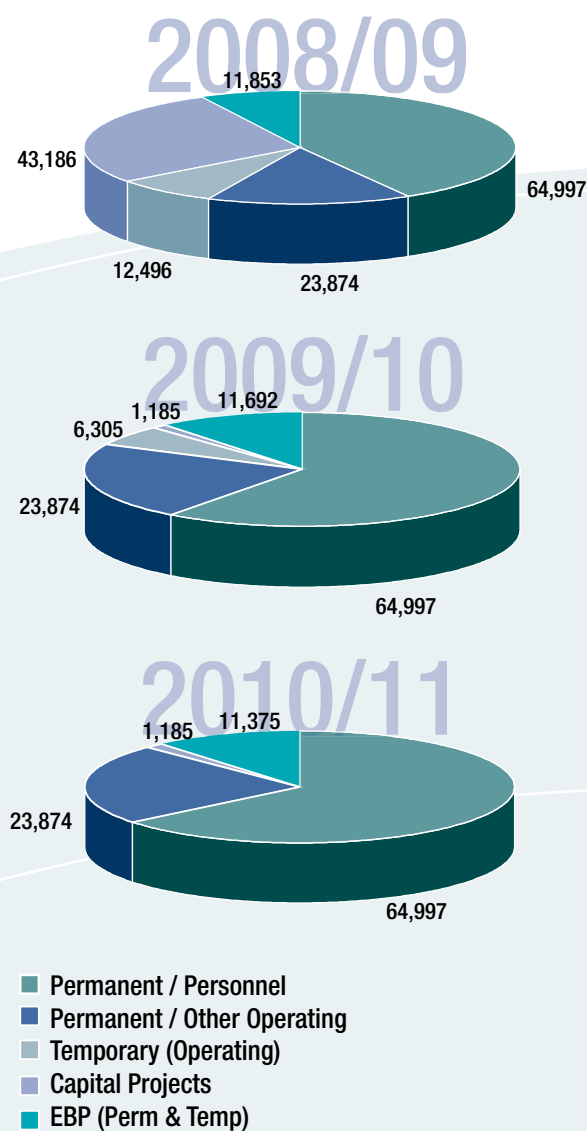
{ Our government recordkeeping leadership and responsibilities are increasingly recognized as critical to the government affairs area described in Canada's performance report. }

Financial Situation

Library and Archives Canada's increase in permanent funding is mainly attributable to the funding received for the increased workload resulting from the new *Federal Accountability Act*, funding to operate the Portrait Gallery of Canada and inflation. The LAC budget distribution remains relatively unchanged with 70 percent being allocated to personnel expenditures. Temporary funding will decrease over the next three years due to the sunsetting of specific project initiatives, which include an Interim Collection Facility, a Nitrate Preservation Facility and the Portrait Gallery of Canada.

The tables below present Library and Archives Canada's financial situation by nature of expenditures, as well as by program activities and capital projects for the next three years. In addition to these amounts, LAC is also expecting in each year \$1.746 million for grants and contributions and \$550 thousand for revenue credited to the vote. Using various vehicles, Library and Archives Canada is always actively seeking additional funding in support of its priorities, thus final authorities may vary from those of the *Main Estimates*.

Main Estimates – Operating
(\$ thousands)



FTE

2008/09

1,143



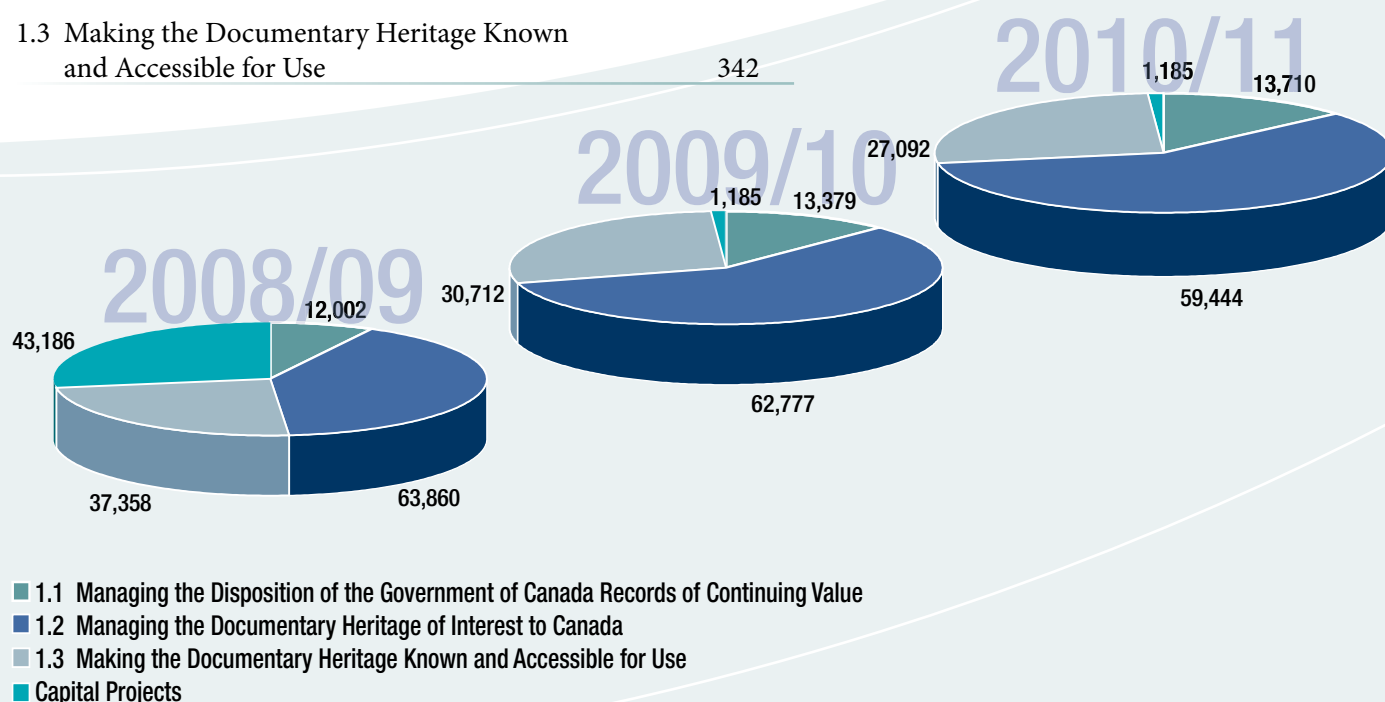
Main Estimates - Operating By Program Activity and Capital Projects
(\$ thousands)

Program Activities

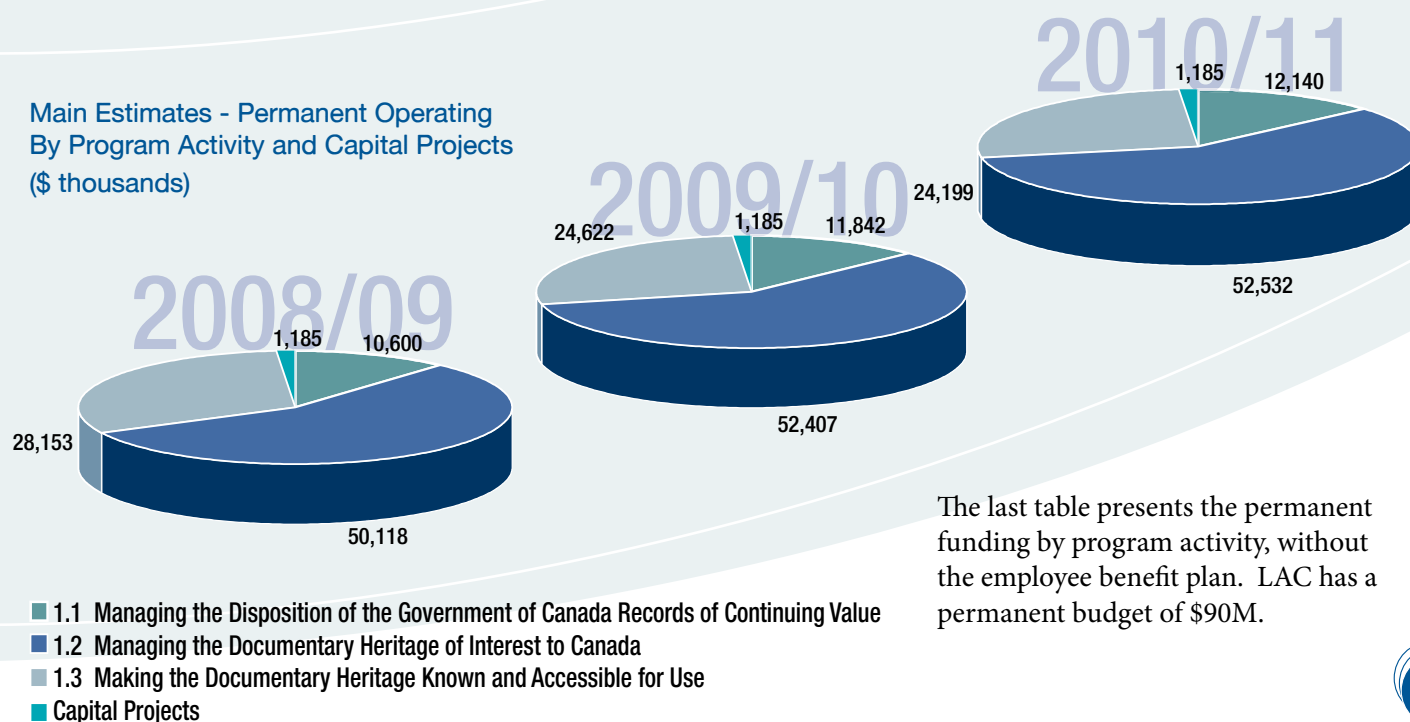
FTE
2008/09

1.1 Managing the Disposition of the Government of Canada Records of Continuing Value	173
1.2 Managing the Documentary Heritage of Interest to Canada	628
1.3 Making the Documentary Heritage Known and Accessible for Use	342

In 2008-2009, LAC has a budget of \$156M of which, \$43M is for Capital projects and \$12M is temporary funding. LAC has 1,143 full-time employees. In the next chart, the budget is distributed by program activities.



Main Estimates - Permanent Operating By Program Activity and Capital Projects
(\$ thousands)



The last table presents the permanent funding by program activity, without the employee benefit plan. LAC has a permanent budget of \$90M.

Section 2 Organizing for Today and Tomorrow

The predecessor institutions of Library and Archives Canada 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*, a comprehensive, strategic vision that is shaping our management priorities and spending choices. Our vision is guided by responding to key directions that represent opportunities for LAC and by understanding and addressing risks that we face.

Key Directions for LAC

A New Kind of Knowledge Institution

Canada is a pioneer in integrating the roles of a national archive and a national library. In addition, LAC 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 the documentary heritage of Canada known.

A Truly National Institution

Canada's geographic, linguistic and cultural diversity is part of our identity as a nation, therefore LAC collections, services and public programs must reflect this diversity. They must be geographically, intellectually, and culturally representative and accessible to all Canadians from wherever they live and work. 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 Strengthen 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 better 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.





Identifying Key Risks To Be Addressed

The development of an “Initial Corporate Risk Profile” for LAC involved the identification of broad risk factors as well as uncertainties in the planning and operational environment that have to be addressed. Five of the eight key risks to the achievement of LAC’s mandate and commitments identified were deemed particularly significant due to their likely impact, their probability, or both:

Key Risk: Preservation of digital and analog documentary heritage

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

Key Risk: Long-term accommodation and technological infrastructure

The risk, for LAC, of not being able to assume all of its long-term responsibilities in terms of the preservation and access to documentary heritage under its care, due to a lack of appropriate physical and technological infrastructure.

Key Risk: Financial Sustainability

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

Key Risk: Availability and competency of human resources

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

Key Risk: Government-wide Initiatives

The risk for LAC is, on one hand, allocating the financial and human resources it must devote to government-wide initiatives and, on the other hand, allocating the resources it must reserve for its activities, in accordance with its mandate and delegated authorities.

{ It is vital that we present our rich collection in ways that will allow it to be better used by Canadians of all ages as they learn. }

Section 3 Continuing Activities

In 2006, Library and Archives Canada (LAC) established a strategic framework to define 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 in order to achieve the best possible results in line with our mandate. It incorporates the actions that will best help us to mitigate the risks we face.

The strategic framework recognizes that LAC has many continuing activities that will continue and evolve as we move forward on the strategic choices to be described later in this document.

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 through transfer from Government of Canada departments and agencies and through purchase or donation.

We catalogue and describe these holdings in accordance with national and 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 collections of LAC and others across Canada simpler and consistent no matter where an item in a collection may reside.

By managing the care of the LAC 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.



{ By managing the care of the LAC collection,
we ensure it is preserved for future generations. }

The collection is enhanced by our role as the permanent repository of Government of Canada records of business or historic value for reference researchers and 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 government records issues and advise on improvements to help meet government priorities.

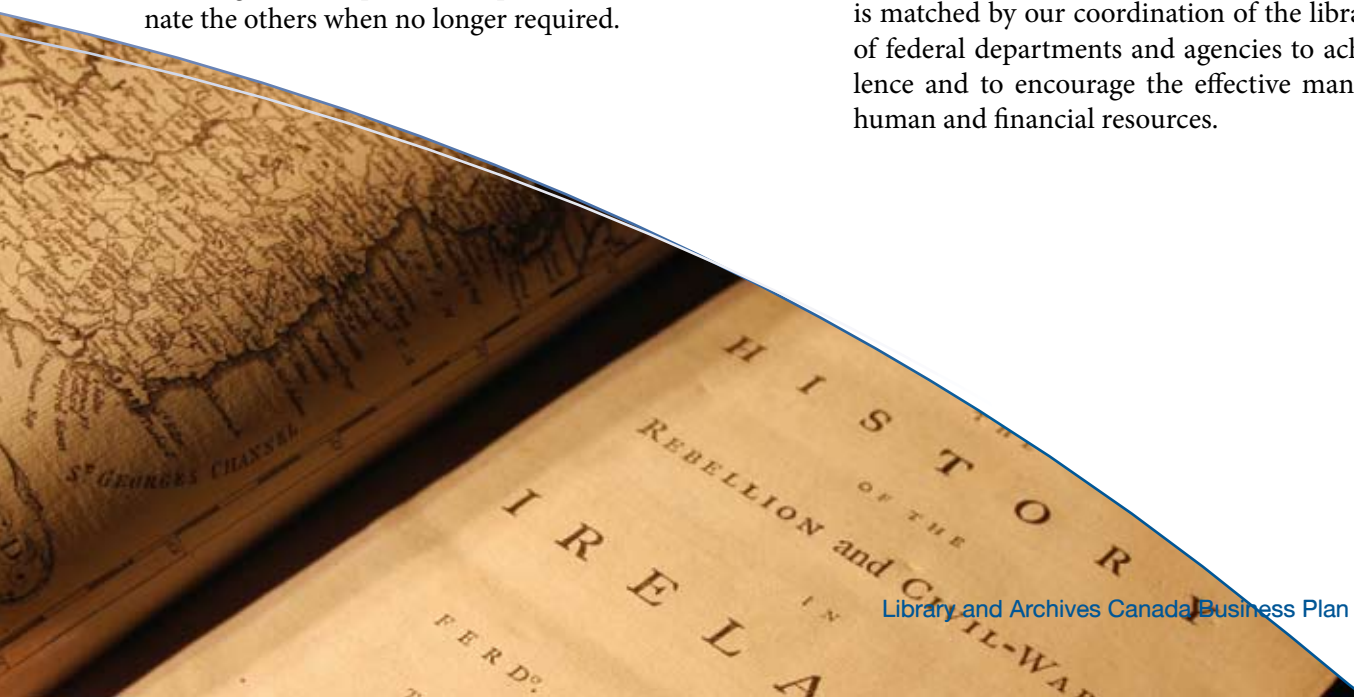
Our mandate within this framework centers on record-keeping and accessibility. We are working towards establishing recordkeeping as a regulatory regime of accountability and stewardship within government in which records are created, used, kept and preserved as vital business assets and knowledge resources 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 Regional Service 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 eliminate 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 the LAC 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 copyright 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 of Canada. 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 website, travelling exhibitions and special events, many involving collaboration with diverse partners.

LAC makes its collections available through resource-sharing 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.



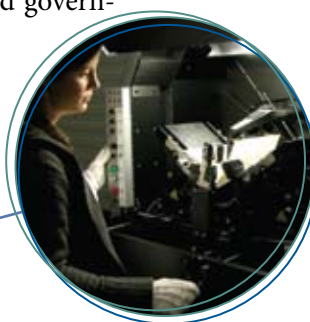
Section 4 Our Strategic Choices

The strategic framework also identifies 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. The strategic choices incorporate our efforts to mitigate the risks identified earlier in this plan. While the strategic 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.

These strategic choices reflect LAC goals, which are:

- to make LAC and its collection better known among Canadians by reaching out to people and communities and encouraging their interest in Canada's many stories;
- to manage our operations more effectively as we improve our digital networks and make capital investments that generate the best possible contributions to the achievement of our mandate. This will allow us to serve as a trusted digital repository for Canada's documentary heritage, as a valued cultural leader, and as an internationally recognized innovator; and
- to position LAC as a key supporter of 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



Strategies and Key Actions

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 are working to deliver the following high-level results under this strategic choice:

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

Overview of Our Strategies and Some Key Actions

We have begun to 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, including those surrounding access and preservation activities. This is substantially driven by the needs and interests of users. It is a focus of our work with a wide range of partners to create and implement a Canadian Digital Information Strategy.

This objective includes the development of a comprehensive digital asset framework to support fully automated ingest, preservation and access to digital documentary heritage. We are increasing our rate of digital acquisition to deal effectively with the annual production of documentary heritage. As part of this, LAC is moving with partners to build a national network of Trusted Digital Repositories, beginning with our own action to establish a “Virtual Loading Dock” for the deposit of electronic publications and documents.

Supporting our efforts to develop a government-wide E-records strategy, we will develop functional specifications for digital recordkeeping in government. We will be complementing this with a Web-archiving strategy to capture federal and provincial/territorial government websites.

LAC is working to provide integrated access to its collection through a website that is easy to use, dynamic and interactive. LAC will expand efforts to digitize items from its collection for use and for preservation, which will ensure much more documentary heritage available on our website, through collaborative initiatives, such as: the Canada Project, Alouette Canada and Canadiana.org. This will be supported by new access technologies opportunities and standards that will support our provision to Canadians and other users of online end-to-end transactions with LAC.

LAC has begun to 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—and this will continue to evolve.

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.

Rebalancing:

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 continuing investment in communication ingest and access via our website. It will also favour re-engineering of business processes to take advantage of digital solutions.

2. LAC will increase the relevance and accessibility of LAC collection and expertise to Canadians outside the National Capital Region

We are working to deliver the following high-level result under this strategic choice:

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

Overview of Our Strategies and Some Key Actions

In order to make the documentary heritage of Canada known to Canadians everywhere, LAC developed a Public Programming Strategy. This strategy requires us to continually seek to understand our current and potential clientele to identify their particular needs and interests. It includes attention to our multi-year genealogy strategy and our new Learning Centre, and to Portrait Gallery of Canada touring exhibitions.

Drawing on strategies described under the Strategic Choice 1, we intend to increase the relevance and accessibility of LAC collections by increasing digital access and content and by working with organizations who share custody of the documentary heritage. Part of this will include targeted strategies aimed at specific groups such as genealogists, multicultural communities and teachers. LAC will make use of the expertise of our staff both to improve access and to develop more content relevant to Canadians in all regions.

A strategy and action plan for LAC's national database networks program, including the National Union Catalogue and Archives Canada, are being developed and will be implemented in collaboration with partners or stakeholders.

LAC is providing leadership, expertise, and coordination in the development of national or international resource description standards, including RDA: Resource Description and Access and the Rules for Archival Description (RAD).

To address the inequity of access to information for Canadians with print disabilities, LAC will develop and cost a strategy for implementing nation-wide partnerships, activities and services to meet the long-term library and information access needs of Canadians with print disabilities, through its Initiative for Equitable Library Access (IELA). IELA will work in collaboration with stakeholders over its three-year term to create the conditions for sustainable and equitable library access for Canadians with print disabilities.

Rebalancing:

LAC will need to examine how best to provide existing programming in the National Capital Region while reaching out to new audiences in communities across Canada.

3. LAC will focus its role in Government of Canada information management on the development of effective recordkeeping

We are working to deliver the following high-level result under this strategic choice:

- 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.

Overview of Our Strategies and Some Key Actions

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 help build a business culture that encourages best practices in recordkeeping throughout the federal government. Building this business culture will be supported by a sound regulatory infrastructure with a Recordkeeping Directive and Delegation Authority Instrument and by defined roles and responsibilities for recordkeeping-related learning, training and development.

We will also assist our partners across the Government of Canada to ensure the accessibility of their records of on-going business value. This will include the development of a records disposition plan for government departments and agencies and a new records storage model.

These strategies, when implemented, 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. They also will enable us to mitigate the risks associated with responding to the government agenda and new projects.



The clarified emphasis on recordkeeping will help to better define long-term LAC accommodation infrastructure needs, which will support our financial sustainability.

Rebalancing:

LAC will continue to work on information management in government by focusing on recordkeeping and revisiting its storage model for federal records.

4. LAC will make systematic use of collaborative arrangements and will increasingly deliver on its mandate through or with others

We are working to deliver the following high-level result under this strategic choice:

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

Overview of Our Strategies and Some Key Actions

LAC cannot continue to work independently and expect to deliver on our mandate. Under this strategic choice, we will begin to emulate successful organizations who work collaboratively and through partnerships to capitalize on their individual strengths and capacities. Only by working together can we gain from economies of scale, improve service levels, make the most efficient use of our information and communications technologies, and maximize our professional expertise.

The key to becoming a successful collaborator will be the LAC partnership policy and framework. Implementing this strategic choice will be a major shift in our approach to our mandate and the way we contribute to a national collection. It will be supported by developing the necessary capacity and infrastructure to negotiate and manage a wide range of partnerships, for example, in areas such as public programming and genealogy.

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.

Rebalancing:

The adoption of a strategic approach to partnership programming and having a more systematic approach to collaborative agreements will result in proactive working and developing individual proposals.

5. LAC will ensure citizen/client research and evaluation results are built into management decision-making

We are working to deliver the following high-level results under this strategic choice:

- 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.

Overview of Our Strategies and Some Key Actions

As LAC moves beyond providing well-established services to a traditional clientele, the institution requires a user research and evaluation capacity. This capacity will be established through a new centre of expertise for public opinion research, expanded capacity for data management and marketing intelligence as well as client segmentation analysis and a LAC research plan. We will achieve improved statistical reporting on the use of the LAC website and Web access to its collection, programs and services.

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.

Rebalancing:

Formal assessments of citizen or federal departmental needs and evaluations of user satisfaction will guide management choices and resource allocation.



Section 5 Enablers for Our Continuing Activities and Strategic Choices

Like every organization, the LAC internal service groups support and complement the sectors that carry out the activities that Canadians are most likely to associate with Library and Archives Canada. While functions such as corporate management, financial and administrative services, and legal and communications activities are important, two areas 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 brings 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 as a strong belief, particularly in some occupational groups, that they were not classified appropriately and opportunities for promotions are limited. Within the context of the new Public Service Employment Regulations, LAC has created a career progression management framework for incumbent-based promotion for its HR (historical research) employees in line with the Public Service Commission and Treasury Board Secretariat requirements.



Leadership and professional development are key learning activities to ensure LAC is equipped to meet the higher standards of management accountability.

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.

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 establishment of the new institution 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 objective which follows.

Staffing and Recruitment

This objective focuses 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

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



Infrastructure Investments

LAC faces two major infrastructure-related challenges with regards to fulfilling its mandate. First, the current infrastructure is inadequate to safeguard Canada's documentary heritage and to manage vital government records that are now in LAC custody. New facilities are planned for nitrate preservation and to house published heritage collections until additional preservation space is available, but a large part of the documentary heritage will remain in facilities which will need replacement or investments in the medium term. Second, even with best practices governing acquisitions, the anticipated growth in acquisition of documentary heritage, government records and legal deposit will continue to expand the collection and increase the need for additional space.

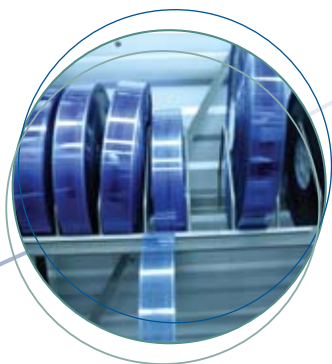
To complement other elements of our business planning, LAC has initiated a process to develop an integrated, institution-wide infrastructure strategy for the long term that is consistent with the vision and goals set out in *Directions for Change* and the strategic framework. That process, through LAC-wide 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.

As a technology-enabled organization, LAC requires significant continuous investments in terms of technological infrastructure and infrastructure support resources in order to fully deliver on its mandate. We will want our information technology to be scalable,





interoperable, and Web-enabled to facilitate achievement of major technological initiatives, which will result in a greater overall efficiency. The rapidly changing information environment is creating new needs, new uses for our information, an unprecedented volume of information, a need for new work processes, and complex security, authentication and digital rights management requirements. It is important that ongoing investments in these areas are available to ensure reliable, secure and robust technology to deliver LAC's mandate, strategic choices and goals. It is a priority to provide timely systems and services that respond to LAC business priorities and to manage the technology infrastructure to improve efficiency.



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 the LAC collection better known to Canadians and to support our commitment to digitization.

Framework for emerging infrastructure strategy

- Safeguard Canada's documentary heritage
- Build LAC's visibility and symbolic presence as a major national heritage institution
- Enhance LAC's presence outside of the National Capital Region by creating points of service in the regions
- Maximize opportunities for collaboration among the communities involved in the acquisition, preservation or diffusion of knowledge



Section 6 Next Steps

The development of the initial version of this business plan in 2006-2007 was recognized as only a first step. It was understood that the business plan would be a yardstick against which to measure policy and operational decisions across all of LAC's sectors and branches, in pursuit of corporate goals. This development proved to be accurate during the 2007-2008 fiscal year. It proved to be a guide as major initiatives such as AMICAN and Canada Project were established and also as we moved forward on issues such government recordkeeping.

While we expect the core direction of this business plan to remain stable, we are aware as well of the need to adapt to address significant, unanticipated changes in our environment or to respond to new opportunities. The result will be a plan that sets clear goals and takes into account 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 generations of Canadians have access to their documentary heritage."

