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Library and Archives Canada

2012–2013

Report on Plans and Priorities

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Minister of Canadian Heritage and Official Languages

Canada

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Minister's Message



Year after year, Canadian Heritage portfolio organizations pursue Government of Canada objectives to allow Canadians to discover the richness of their culture and their heritage. As Minister of Canadian Heritage and Official Languages, I am pleased to present the 2012–13 *Report on Plans and Priorities* prepared by Library and Archives Canada (LAC).

LAC is pursuing a comprehensive modernization agenda to ensure that it delivers its mandate in a way that takes advantage of the digital revolution. Initiatives, such as a new service delivery model that makes the most of new technologies will increasingly connect all Canadians with this country's documentary heritage.

LAC's continued support for improved recordkeeping across the government will help ensure that all departments and organizations can identify their essential records. This information management can be used to facilitate decision making and to ensure accountability to Canadians.

As indicated in this report, in 2012–13, Library and Archives Canada will continue to take concrete measures to preserve our arts, culture, and heritage. In so doing, LAC will help improve the quality of life of Canadians, while contributing to Canada's social, cultural, and economic vitality.

The Honourable James Moore, P.C., M.P.

Section I: Organizational Overview

Raison d'être

The mandate of Library and Archives Canada under the *Library and Archives of Canada Act* is to:

- preserve the documentary heritage of Canada for the benefit of present and future generations;
- 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;
- facilitate cooperation among Canadian communities involved in the acquisition, preservation, and diffusion of knowledge; and
- serve as the continuing memory of the Government of Canada and its institutions.

Modernization at Library and Archives Canada (LAC)

The LAC agenda for 2012–13 and beyond is driven by a [modernization process](#).

Modernization does not change LAC's raison d'être. This strategic and policy-driven process is enabling LAC to analyze and respond to the fundamental challenges reshaping documentary heritage, such as:

- the explosive growth of documentary heritage created with digital technologies;
- the rapidly-changing access expectations of Canadians; and
- the need to align how LAC uses its resources with the interests of the broadest range of Canadians.

At the heart of the modernization process is the implementation of a strategic approach aimed at building a collection that is wholly representative of Canadian society. To that end, modernization is based on five key principles:

- LAC is collaborating with other institutions that share complementary mandates;
- LAC is redefining the selection process to ensure that its holdings evolve in line with its priorities and its expected long-term resourcing;
- LAC is improving access to the content of its holdings, particularly through digital technologies;
- LAC is preserving both digital and analogue documentary heritage; and
- LAC is building its capacity to manage and carry out its mandate.

For more information on modernization, consult:

www.bac-lac.gc.ca/eng/modernization/Pages/default.aspx

Responsibilities

The modernization process guides how Library and Archives Canada (LAC) pursues its three responsibilities:

1. documenting Canadian society
2. preservation
3. resource discovery

Documenting Canadian Society

It is the responsibility of LAC to acquire the information resources that most accurately document how Canadian society has developed. By applying a public policy-driven approach to selection criteria, LAC can ensure that the whole of Canadian society is well documented and that its processes are known and transparent.

The collaboration among the libraries, archives and related organizations that share a commitment to documenting all aspects of Canadian society has resulted in developing a pan-Canadian documentary heritage network. Within this network of communities of interest, the responsibility of LAC will continue to be unique in three ways.

First, LAC acquires information resources of enduring value from Government of Canada institutions. Information resources of enduring value are documents that support the fundamental political, legal and administrative decisions made by Canadian federal government institutions.

Second, legal deposit requirements in the *Library and Archives of Canada Act* require publishers to provide LAC with copies of material published in Canada.

Third, LAC complements these holdings by acquiring documentary heritage on a discretionary basis and in collaboration with its partners, by various means such as donations from Canadians, artists and private corporations after appraisals based on its priorities, resources and opportunities. These acquisitions are intended to supplement LAC collections in order to be as representative as possible of Canadian society. For this type of acquisition, LAC's acquisition mechanisms are purchases and tax receipts in exchange for documentary heritage considered to be of national significance and coming from individuals or private organizations.

Preservation

It is the responsibility of LAC to safeguard its digital and analogue holdings so that current and future generations can access them. This responsibility is met in two ways: first, by relying on the expertise of its employees who are specialists in preservation and digitization; and second, by utilizing dedicated infrastructures, such as the Preservation Centre and the new Nitrate Film Preservation Facility.

Under modernization, LAC addresses priorities such as the need to preserve Canada's digital documentary heritage and the need to transfer analogue holdings (paper documents, obsolete

audiovisual formats, etc.) to digital formats in order to protect the originals from overuse and ensure their long-term accessibility. Modernization of holdings management also demands that appraisal of potential new acquisitions and of existing holdings take into account LAC's capacity to meet long-term preservation needs and provide sustainable access over time.

Resource Discovery

The responsibility for resource discovery encompasses the many ways that LAC provides the means to explore its information resources. LAC understands that its clients expect to have access to Canadian documentary heritage when, where and how they want it. To that end, LAC is reviewing its access framework by developing strategies that support the Government of Canada's commitment to open government, and by establishing sustainable, relevant and responsive services that provide the broadest possible access to its holdings.¹

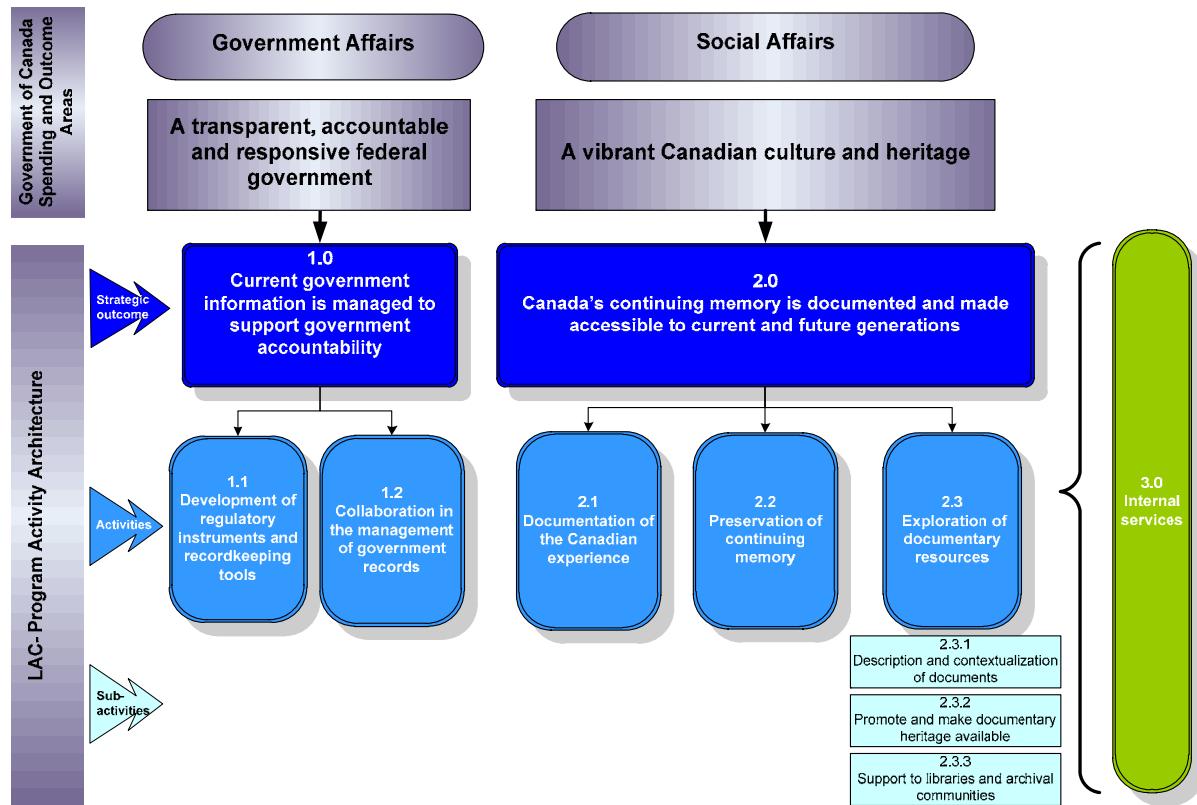
This review has led to a new service model approach that supports digital service delivery as the primary access channel for clients. This model has already been implemented with the digitization of content on demand. Clients will be able to virtually access a growing proportion of the material in the LAC holdings, regardless of where they physically are located. This remote access will also be supported by the pan-Canadian documentary heritage network, other partners and the clients.

Description is a core element of resource discovery. Accurate and user-friendly descriptions allow clients to fully explore the holdings in order to discover material of interest to them. LAC is examining how it can better describe documentary heritage in order to enhance accessibility for the greatest number of Canadians. This includes, for instance, using descriptive information supplied from creators and clients, and then automatically generating more of the metadata (the information that describes those holdings).

Orientation and reference services, as well as exhibitions support clients in discovering material in the collection. Services to individual clients and program development require the substantial support of LAC employees. Therefore, LAC will refocus services so that staff expertise can be gradually applied in the most cost-effective ways in accordance with the services that clients value.

¹ Introduction to the collection, www.collectionscanada.gc.ca/collection/index-e.html

Strategic Outcomes and Program Activity Architecture (PAA)



Organizational Priorities

The modernization process of Library and Archives Canada (LAC) continues to drive organizational priorities for 2012–2013 and beyond. As described in the *2011–2012 Report on Plans and Priorities*, it is LAC’s response to a world in which digital technologies have transformed the nature and volume of information resources and the ways in which the vast majority of Canadians create, research, access and use information. It will make it possible to meet the growing expectation for ready access to documentary heritage that captures the diversity of the whole of Canadian society.

The process began with [analytical and conceptual work](#) in 2009.² By 2010–2011, LAC identified and began to act on a set of [12 Modernization Innovation Initiatives](#) to translate the underlying concepts into ambitious shifts to its core business for progress with clear results.³

LAC re-grouped the modernization innovation initiatives into six organizational priorities (previously called the corporate priorities) which were set out in the *2011–2012 Report on Plans and Priorities*. All six organizational priorities will essentially continue, with modifications to titles that reflect the progress to full-scale implementation.

1. LAC will begin to implement a new service delivery model to improve access to its holdings
2. LAC will develop and implement a Whole of Society Model to frame appraisal and acquisition decisions
3. LAC will adopt a more collaborative approach to fulfilling its mandate
4. LAC will review how it describes and organizes its information resources to improve content distribution and access
5. LAC will adapt how it manages its holdings
6. LAC will adopt a new model for internal operations and will ensure that its workforce has appropriate skills to deliver on its mandate

The changes needed to deliver on these priorities require shifts in how LAC manages and uses resources. Under its Program Reinvestment in Support of Modernization (PRISM) process, LAC set priorities to guide its resource reallocations.⁴ As a result, LAC is focusing resources toward the implementation of two key deliverables: the service delivery model, and the review of its methods and tools for effective management of government information. The PRISM process was also instrumental in shaping the LAC response to the Government’s commitments to identify program and operating efficiencies.

² Key modernization documents, www.bac-lac.gc.ca/eng/modernization/Pages/key-documents.aspx

³ *Library and Archives Canada 2010–2011 Departmental Performance Reports* www.tbs-sct.gc.ca/dpr-rmr/2010-2011/inst/bal/bal01-eng.asp

⁴ PRISM is an organization-wide reinvestment process that will optimally allocate LAC’s resources towards modernization priorities. These reallocations will allow LAC to continue its work, as well as undertake some new initiatives that are required to support the development of the documentary heritage under its stewardship, its preservation, as well as its accessibility to ever-growing numbers of Canadians.

Priority 1	Type ⁵	Strategic Outcomes
LAC will begin to implement a new service delivery model to improve access to its holdings	Previously committed	Strategic Outcome 2
Description		
<p>Why is this a priority?</p> <p>The new wording marks an evolution to a more specific and concrete articulation of the 2011–2012 priority, “<i>LAC will improve access to its holdings</i>”.</p> <p>Resource discovery at Library and Archives Canada (LAC) must be more responsive to the information needs and interests of Canadians. In today's online environment, Canadians expect to find information easily, immediately, and autonomously. In order to stay relevant in a society of increasingly interconnected and socially networked citizens, LAC is committed to reorienting the way it connects with Canadians. LAC is increasing the presence, relevance and visibility of its documentary heritage information and updating its access policy framework to ensure Canadians can discover and use its content as much as possible when, where and how they want it. Given resource realities, LAC must find efficiencies while seeking to expand its reach among Canadians. This means shifting its emphasis from the traditional labour-intensive and in-person approaches to approaches that leverage digital technologies and collaboration with users and other communities of interest, enabling much wider connections with citizens.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC is increasing the digital content available to Canadians so that holdings are remotely available. • LAC is implementing a “digital by default” approach to content delivery so that clients can obtain digital reproductions. • LAC is transforming its services and its on-site consulting area at the 395 Wellington Street, Ottawa location to incorporate digital tools. 		

⁵ Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the *Report on Plans and Priorities* or the *Departmental Performance Report*.

Priority 2	Type	Strategic Outcomes
LAC will develop and implement a Whole of Society Model to frame appraisal and acquisition decisions	Previously Committed	Both
Description		
<p>Why is this a priority?</p> <p>The new wording marks an evolution to a more concrete emphasis from the 2011–2012 priority, “<i>LAC will redefine how it selects items to be acquired for the use of Canadians</i>”.</p> <p>The mandate of Library and Archives Canada (LAC) is challenged by the expanding world of information and the new ways in which Canadians create, share, and use that information, including within the Government of Canada. LAC has examined some of the fundamental concepts that it uses to determine what best represents the whole of society for current and future generations, so it can make choices strategically, consistently and with the best use of its resources now and in the future. This new policy-based approach to appraisal is influencing acquisition priorities; shaping LAC’s collaboration with other documentary heritage institutions and government departments; and guiding LAC’s decisions on how best to manage its existing holdings.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC is implementing its new Whole of Society Model by applying new policies and tools and adapting existing mechanisms to guide its choices for the identification of information resources of business and enduring value for potential acquisition. • LAC is working with government institutions to implement a new recordkeeping methodology that enables more effective information management and decision making for information resources of business and enduring value. 		

Priority 3	Type	Strategic Outcomes
LAC will adopt a more collaborative approach to fulfilling its mandate	Previously Committed	Both
Description		
<p>Why is this a priority?</p> <p>This wording is consistent with that used for 2011–2012.</p> <p>Modernization recognizes that Library and Archives Canada (LAC) cannot have a monopoly in relation to Canada’s national heritage due to the massive volume of information available and the many new ways that documentary heritage is generated. LAC shares many of its responsibilities with a wide range of players—other libraries, archives, government institutions, universities, and so on. This decentralized environment requires a new model. Talks have already begun with interested stakeholders to find areas of potential collaboration for the new pan-Canadian documentary heritage network. LAC and other institutions will benefit by collaborating to appraise, acquire, preserve, describe and enable access to the most representative documentary heritage produced by Canadian society. This shift to collaboration should enable LAC to use its resources more efficiently and effectively, while respecting its diverse legislative mandates and jurisdictions.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC is implementing its Canada-wide coordinated approach and strategy to work with stakeholders such as provincial and territorial archives, academic institutions and other communities of interest. • LAC is taking early steps toward an acquisition marketplace, which will eventually enable participating institutions to exchange information about possible acquisitions and facilitate decisions as to which institution is best placed to make a specific acquisition. This marketplace will also complement LAC’s involvement in the pan-Canadian documentary heritage network and in the development of exhibitions and other collaborations. 		

Priority 4	Type	Strategic Outcomes
LAC will review how it describes and organizes its information resources to improve content distribution and access	Previously committed to	Strategic Outcome 2
Description		
<p>Why is this a priority?</p> <p>The new wording expands on the 2011–2012 priority, “<i>LAC will modernize how it describes its collection to improve access</i>”.</p> <p>The description and organization of the content of the holdings at Library and Archives Canada (LAC) are based on metadata that may capture the subject of a document, the place and people in a photograph or film, or an e-book’s author and publication information. Users can quickly identify the material of most interest to them in the holdings when effective, user-friendly metadata, supported by best practices and tools, is applied. While LAC uses standards consistent with the traditional practices of library and archival sciences, in order for creators, donors and users to easily contribute accurate, consistent metadata LAC needs a policy-driven descriptive framework for all information resources.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC receives a growing amount of metadata from publishers, creators, donors and users that can serve “as is” or may supplement LAC’s descriptions, as guided by its policies, standards and tools. • As part of the pan-Canadian documentary heritage network, LAC will contribute to a pilot project to develop a national model to link collaborative metadata across Canada’s documentary heritage institutions. The eventual goal will be to provide Canadians with seamless and integrated discovery tools to make it easier for them to find and use content in collections across the country. • LAC will design and build a new data warehouse, which is a database used to guide management decisions. This data warehouse will integrate all the data related to managing information resources which are currently located in different information systems. 		

Priority 5	Type	Strategic Outcomes
LAC will adapt how it manages its holdings	Previously committed	Strategic Outcome 2
Description		
<p>Why is this a priority?</p> <p>The new wording expands on the 2011–2012 priority, “<i>LAC will ensure digital preservation</i>”.</p> <p>Holdings management encompasses the responsibility of Library and Archives Canada (LAC) to safeguard the documentary heritage in its digital and analogue holdings. LAC already met this commitment through its skilled workforce and its specialized preservation facilities. LAC is complementing this responsibility using the modernization process to establish consistent approaches and tools to acquire and preserve its digital and analogue holdings. LAC’s priority is to digitize its analogue holdings to make them more accessible to anyone interested in Canada’s documentary heritage.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC continues to make progress on its 10-year audiovisual migration strategy⁶ to transfer analogue audiovisual recordings to digital file formats to ensure their integrity and continued accessibility. • LAC will initiate a reappraisal of its holdings to determine which items should be made more accessible and which items may no longer meet collection priorities. • LAC continues to respond to the common needs related to digital preservation among documentary heritage institutions. This includes: working toward a networked pan-Canadian trusted digital repository; ensuring that at least one analogue copy is preserved by a Canadian documentary heritage institution even after it is digitized; and creating appropriate metadata for digital items. 		

⁶ Library and Archives Canada Audiovisual Migration Strategy, www.collectionscanada.gc.ca/preservation/003003-1100-e.html

Priority 6	Type	Strategic Outcomes
LAC will adopt a new model for internal operations and will ensure that its workforce has appropriate skills to deliver on its mandate	Previously Committed	Both
Description		
<p>Why is this a priority?</p> <p>The new wording marks an evolution to a more concrete emphasis from the 2011–2012 priority, <i>“LAC will build its capacity to manage and fully discharge accountabilities”</i>.</p> <p>Library and Archives Canada (LAC) must ensure that skilled resources are focused on the challenges of the digital world in order to reach more Canadians and connect them to their documentary heritage and also to support government departments in managing their digital information resources. To this end, LAC has changed its operational structure to deploy its skilled professionals more effectively and efficiently. This priority continues to require strategic thinking about the best approaches to organizing and applying information technology in order for LAC to deliver on significant commitments to digital content and delivery.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • LAC is introducing a Chief Operating Officer (COO) function, as part of the modernization-driven change to its governance, to regroup the activities that are at the heart of its mandate into a more coherent and integrated operational structure. The COO will oversee two major functions: appraisal and discovery, and stewardship of holdings. • LAC is making progress toward a human resources strategy that will enable it to identify and develop the new competencies required to be successful in the digital world. • LAC will develop, test and implement new or enhanced information technology (IT) tools and applications to support the many IT aspects of the planned key activities described under other program activities. 		

Risk Analysis

Library and Archives Canada (LAC) identifies, through its corporate risk profile, the major risks to ongoing operations and to the general achievement of its mandate. Modernization is LAC's strategic response to the risks identified; four major risks are identified below:

The risk that essential documentary heritage is not acquired

It has never been possible for LAC or any institution to collect Canada's entire documentary heritage given the volume of items being created daily. The Whole of Society Model addresses this risk with new appraisal and acquisition policies that guide LAC toward what it should and should not acquire, while meeting its legislated responsibilities. The Model includes a commitment to collaboration through a pan-Canadian documentary heritage network. The network will encourage the communities of interest to build their collections to complement rather than duplicate what may be acquired under another institution's mandate.

The risk that documentary heritage is not preserved for future generations

As noted earlier, LAC has much of the essential infrastructure in place, such as the new Nitrate Film Preservation Facility for photographic and film heritage, and the skilled professionals needed to preserve its digital and analogue holdings. LAC must make strategic decisions to use its resources effectively in order to meet the substantial preservation needs of its holdings. LAC will focus preservation efforts on digitizing the analogue items most at risk, on acquiring new digital items and on working with partners such as the Canadian Conservation Institute.

The risk that documentary heritage is not accessible to Canadians

While the documentary heritage of which LAC is steward is vast, it is not entirely accessible. LAC has made substantial progress in addressing this risk through efforts such as digitizing portions of its analogue holdings, putting digital images online and delivering programs with partner organizations. The new service delivery model, supported by the Access Policy Framework and the descriptive framework, will provide LAC clients with greater access to their documentary heritage. The descriptive framework includes new approaches to the description of holdings (or "metadata") to make the discovery process simpler and more consistent; and it will accelerate the processing of the acquisitions to make them accessible sooner. The Access Policy Framework sets the policy direction to ensure that LAC will meet its responsibility to make documentary heritage in its holdings known to Canadians.

The risk that Government of Canada information resources are not managed appropriately

LAC's responsibilities to support government information management are instrumental to ensure accountability to Canadians and the best use of information as a business asset for effective decision making. Government institutions are now required to manage information

in line with the [Directive on Recordkeeping](#).⁷ The role of LAC is to provide guidance and support. LAC is addressing this risk by ensuring the effective and efficient long-term management of government information resources.

Planning Summary

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
117,743.5	101,315.7	95,715.6

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
1,117	1,117	1,117

Strategic Outcome 1.0: Current government information is managed to support government accountability

Performance Indicators	Targets
Percentage of Government of Canada institutions ⁸ that receive or maintain ratings of “acceptable” or “strong” in the Information Management report card	75% by March 2013

Strategic Outcome 2.0: Canada’s continuing memory is documented and made accessible to current and future generations

Performance Indicators	Targets
Percentage of the collection used by clients	Measured every 2 or 3 years. Baseline figure to be set in 2012–2013.

⁷ Directive on Recordkeeping, Treasury Board of Canada Secretariat, www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=16552

⁸ This indicator covers all institutions assessed by indicator 12 – Effectiveness of Information Management – of the Management Accountability Framework (MAF). The list of concerned institutions can be consulted on the Treasury Board Secretariat website: www.tbs-sct.gc.ca/maf-crg/index-eng.asp

Planning Summary Table

Program Activity	Forecast Spending 2011–12 (\$ thousands)	Planned Spending (\$ thousands)			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15	
Development of Regulatory Instruments and Recordkeeping Tools	2,655.4	2,632.6	2,632.6	2,632.6	Government Affairs: A transparent, accountable and responsive federal government
Collaboration in the management of government records	8,007.3	4,911.7	4,911.7	4,911.7	
Documentation of the Canadian Experience	11,923.0	15,914.1	15,914.1	15,914.1	Social Affairs: A Vibrant Canadian Culture and Heritage
Preservation of Continuing Memory	16,451.1	31,886.3	15,458.5	9,858.4	
Exploration of Documentary Resources	36,511.0	34,346.2	34,346.2	34,346.2	
Total Planned Spending	89,690.9	73,263.1	67,663.0		

Planning Summary Table

Program Activity	Forecast Spending 2011–12 (\$ thousands)	Planned Spending (\$ thousands)		
		2012–13	2013–14	2014–15
Internal Services	36,932.9	28,052.6	28,052.6	28,052.6
Total Planned Spending	28,052.6	28,052.6	28,052.6	

Expenditure Profile

The permanent funding of Library and Archives Canada (LAC) has decreased to approximately \$95 million over the past three years. The decrease is mainly attributable to the transfer of \$3.8 million to Shared Services Canada and approximately \$1 million is related to Cost Containment Measures (Budget 2010).

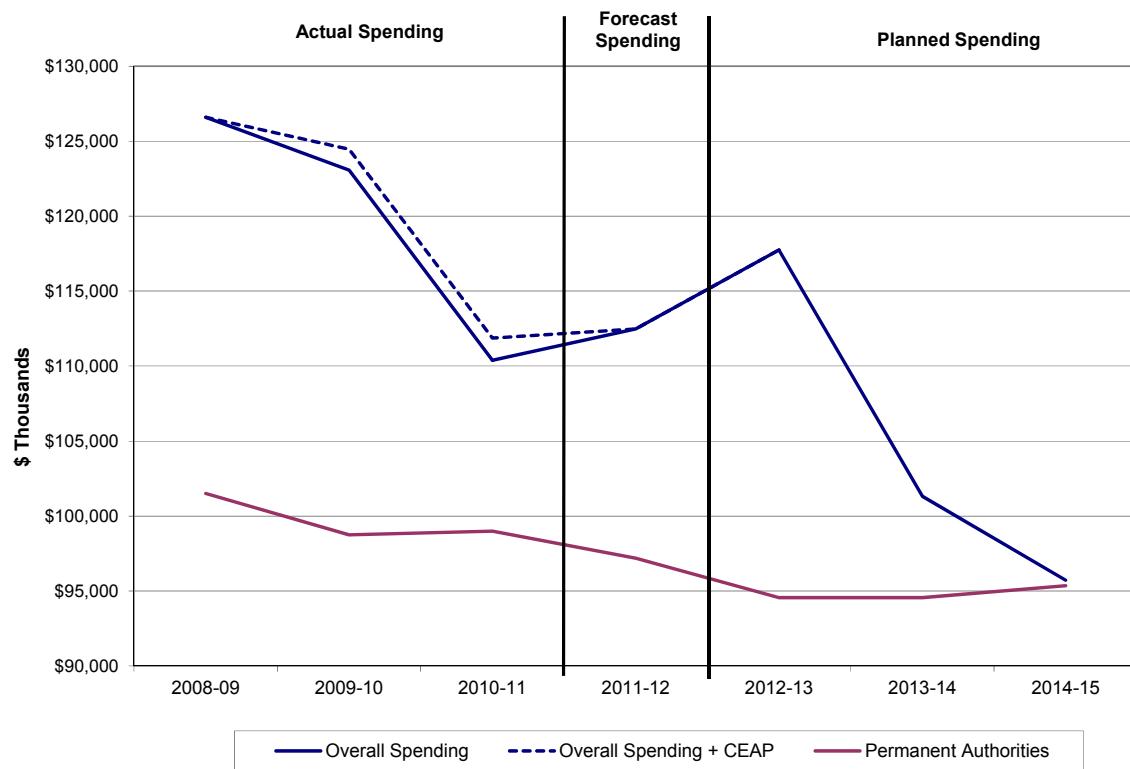
Library and Archives Canada's spending trend beyond its \$95 million permanent funding is related to specific projects for which it has received temporary funding. The spending fluctuation is mainly explained by the following temporary projects:

1. Between 2008–09 and 2011–12, LAC received approximately \$9.4 million from the Department of Canadian Heritage in support of collaborative activities to advance the creation of cultural content online and other digitization projects;
2. Over three years beginning in 2007–08, LAC received \$21.7 million to replace obsolete systems and provide the capacity for managing electronic publications and the digital records of the Government of Canada;
3. In 2008–09, LAC received approval for the construction of a preservation facility that will safeguard Canada's cellulose nitrate-based documentary heritage (photograph negatives and films). LAC spent \$7.7 million in 2009–10 and \$3.8 million in 2010–11; and
4. In 2009–10, LAC received approval to initiate fit-up work for a Collection Storage Facility with a high-density shelving system. LAC spent \$1 million in 2009–10 and \$1.4 million in 2010–11, and anticipates spending \$1.8 in 2011–12, \$22.4 million in 2012–13 and \$7.3 million in 2013–14.

The latter two projects reflect the element of the LAC mandate to safeguard and preserve Canada's documentary heritage.

Library and Archives Canada is committed to prudent spending and ensuring measurable results are attained for Canadians. LAC works in close collaboration with other government departments and external partners to ensure the effective and efficient delivery of its activities and to provide increased access to the collection.

Departmental Spending Trend



Estimates by Vote

For information on the organizational appropriations for Library and Archives Canada, please see the [2012–13 Main Estimates publication](#).⁹

⁹ 2012–13 Main Estimates publication, <http://www.tbs-sct.gc.ca/est-pre/20122013/p2-eng.asp>

Section II: Analysis of Program Activities by Strategic Outcomes

Strategic Outcome 1.0: Current government information is managed to support government accountability

Program Activity 1.1: Development of Regulatory Instruments and Recordkeeping Tools

Library and Archives Canada (LAC), working collaboratively with central agencies, federal departments and institutions, and other stakeholders, plays a lead role in developing standards, tools and best practices for information management and recordkeeping. LAC facilitates the management of information within federal institutions through the approval and issuance of Records Disposition Authorities and the development of recordkeeping tools, guides and guidelines that support the advancement of the government's recordkeeping initiative. LAC provides input on information management policy by chairing and participating in various intergovernmental committees.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
2,632.6	2,632.6	2,632.6

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
37	37	37

Program Activity Expected Results	Performance Indicators	Targets
Regulatory regime is established across the Government of Canada and government information is managed and disposed of appropriately	Percentage of institutions that consider that recordkeeping and library services are integrated into their business culture	70% by March 2013

AND

Program Activity 1.2: Collaboration in the management of government records

Library and Archives Canada (LAC) offers advice, support, services and training to federal institutions, which enables them to manage their information effectively and helps them comply with the requirements of the *Directive on Recordkeeping*. LAC carries out these functions by providing direction to national institutions, presenting papers at conferences, symposiums and forums, and developing and delivering training and awareness sessions. LAC also facilitates the disposition of government information resources, providing guidance and support on their storage, preservation, destruction and transfer. In addition, LAC works with the federal library community to ensure access to relevant information to support the work of decision makers, while maintaining the excellence of the Government of Canada's library services. LAC conducts research on topics of interest to federal libraries, coordinates the procurement of electronic information resources for federal libraries, supports the ADM (Assistant Deputy Minister) Task Force on the Future of Federal Library Service and manages relationships with federal library partners. Finally, LAC contributes significantly to the accessibility of government information resources that originate from the various institutions, for which it has responsibility and legislated authority under the *Access to Information Act*.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
4,911.7	4,911.7	4,911.7

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
147	147	147

Program Activity Expected Results	Performance Indicators	Targets
Increased capacity and readiness to manage Government of Canada information effectively	Percentage of Government of Canada institutions that show improvement in their capacity and readiness to manage information effectively	85% by March 2013

Planning Highlights

Library and Archives Canada (LAC) manages both program activities under this strategic outcome through an integrated Whole of Government approach to information management that reflects the emerging LAC Whole of Society framework. As a leading example of how LAC is applying the principles of modernization in practice, it is collaborating with and supporting Government of Canada departments and agencies as they implement consistent ways to identify and manage information resources of business and enduring value. LAC is leading a shift to digital recordkeeping and information management for more effective program delivery, timely responses to access to information and privacy requests, improved support for litigation and better-controlled document storage conditions and costs. This strategic outcome includes its leadership on federal library services.

Planned key activities for 2012–2013

- LAC is collaborating with government departments to implement the recordkeeping methodology, which will lead to a streamlined and efficient appraisal process to identify information resources of business and enduring value, and will establish recordkeeping controls in a digital environment by 2014. LAC's recordkeeping methodology training strategy and plan will reach as many as 40 departments and agencies initially.
- LAC is developing generic recordkeeping tools for other government institutions to support them in identifying their information resources of business value, their retention specifications, and their information resources of enduring value for common business activities.
- LAC is making progress on the Digital Office of the Future project with Treasury Board Secretariat to help federal departments shift to digital recordkeeping and to send only the digital versions of government information resources that originate in a digital format to LAC by 2017.¹⁰
- LAC is developing a renewed regional presence through, and in support of, a national collaborative approach for Government of Canada information resources of business and enduring value.
- LAC is coordinating federal library services, including steps toward possible creation of a consolidated library service.¹¹

¹⁰ The Digital Office of the Future project will facilitate recordkeeping compliance through easy-to-use enterprise tools in an ergonomic enabling environment. Benefits include easy access to the full body of information resources utilized by the employee; the reduction of costs associated with printing and paper storage; and greater opportunities for information reuse and for efficient public access. LAC is only one player among several in this initiative.

¹¹ The objective is to shift the focus from departmental libraries to a horizontal, whole of government federal library service to maximize the effectiveness of information service delivery in the knowledge economy.

Strategic Outcome 2.0: Canada's continuing memory is documented and made accessible to current and future generations

Program Activity 2.1: Documentation of the Canadian Experience

One of the pillars of the mandate of Library and Archives Canada (LAC) is to ensure that Canada's continuing memory reflects Canadian society and is of interest to current and future generations. The LAC holdings consist of published and unpublished materials in a variety of formats, both analogue and digital. The majority of LAC's acquisitions take place within a legislative framework. For example, Canadian publishers must deposit published material with LAC in accordance with the legal deposit of publications regulations. As well, federal information resources of enduring value must be transferred to LAC when they cease being of operational value to the organization that produced them, in accordance with the *Library and Archives of Canada Act*. LAC also builds its holdings by acquiring on a discretionary basis material that is as representative as possible of Canadian society. For this type of acquisition, LAC's acquisition mechanisms are purchases and tax receipts in exchange for documentary heritage considered to be of national significance and coming from individuals or private organizations.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
15,914.1	15,914.1	15,914.1

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
135	135	135

Program Activity Expected Results	Performance Indicators	Targets
LAC's collection is relevant to and representative of the Canadian society	Percentage of users who consider that LAC's collection represents Canadian experience	Next Survey will be conducted in 2013–14

Planning Highlights

Modernization is reshaping how LAC approaches its acquisition mandate. Through the new Whole of Society Model, LAC is focusing on acquiring information resources strategically to meet the interest of current and future generations of Canadians. LAC is taking steps to identify the documentary heritage items that would be representative of Canadian society. LAC intends to document the fundamental activities, events, decisions and cultural expressions that are critical to the functioning of modern Canadian democracy and society.

By determining value through “social network analysis,” LAC is making some significant shifts from past practices. LAC is moving beyond a focus on the format of an item, such as a published book, unpublished personal correspondence, a motion picture, a map or a website. Instead, LAC is focusing on the content of that item and its relevance to providing insights into whole of Canadian society and democracy. As part of implementing the Whole of Society Model and to better meet the needs of Canadians, LAC will also build collaboration with other libraries, archives and documentary heritage institutions in Canada and increase the digital content of the collection.

Planned key activities for 2012–2013

- LAC is developing the Whole of Society Model. LAC will apply a robust and transparent orientation and policy framework to inform its appraisal and acquisition decisions. LAC intends to mobilize and train its employees and those in other Government of Canada organizations so they can assume their roles in the implementation of the Model.
- LAC is going digital. Digital information resources of enduring value are acquired within the context of the Whole of Society Model.
- LAC is implementing the Whole of Society Model. Policies, procedures and systems will be aligned to support ongoing appraisal and acquisitions activities within an integrated whole of society framework.
- LAC is taking steps toward an acquisition marketplace. Participating institutions would exchange information about possible acquisitions to facilitate decisions as to which one would be best-placed to make a specific acquisition. This will keep LAC informed of major developments in various acquisition areas and respond to appraisal, reappraisal and acquisition issues. This acquisitions forum would help institutions to pool their resources, to ensure that important Canadian documentary heritage stays in Canada, and also help to divest themselves of items. Finally, it would allow partners to discuss issues of importance openly with each other.

Strategic Outcome 2.0: Canada's continuing memory is documented and made accessible to current and future generations

Program Activity 2.2: Preservation of Continuing Memory

Library and Archives Canada (LAC) manages a vast collection of materials in a wide range of formats, both digital and analogue, to ensure their long-term preservation and accessibility to Canadians. Traditional and cutting-edge archival and preservation techniques ensure the long-term availability of both analogue and relevant digital materials. The preservation of analogue and digital materials includes all management activities and strategies aimed at ensuring the integrity, authenticity, and short- and long-term availability of Canada's continuing memory. There are various types of preservation activities: those related to the physical management of the collection, such as storage; those involving restoration, which include preventing documents from deteriorating and repairing already damaged documents; and those associated with reproduction and the making of replacement copies, which ensure the preservation and availability of documents that would otherwise be too fragile to access. On the digital side, innovative strategies are implemented to maintain accessibility to documents in outdated formats and to ensure the originals are protected through backup and storage.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
31,886.3	15,458.5	9,858.4

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
166	166	166

Program Activity Expected Results	Performance Indicators	Targets
LAC collection is safeguarded in an appropriate way to make it accessible for current and future generations	Proportion of the collection in appropriate storage	45% by March 2013

Planning Highlights

In addition to the ongoing responsibilities of LAC specialists for preservation and related holdings management activities, LAC is taking particular action on the modernization commitment to go digital. In addition, LAC will integrate its evaluation of *what* is preserved with considerations of *how* to preserve, as it develops a systematic program to reappraise the existing holdings.

Planned key activities for 2012–2013

- LAC is continuing to make progress on its 10-year audiovisual migration strategy to transfer analogue audiovisual recordings from many obsolete formats to digital file formats to ensure their continued accessibility. The target is to migrate more than 40,000 hours of recordings in 2012–2013.
- LAC is expanding high-density storage for analogue materials to allow better management and more cost-effective circulation of items. As resources permit, LAC will focus on storage of publications at its site at 395 Wellington Street, Ottawa and on service files from the Second World War.
- LAC is responding to the common needs among documentary heritage institutions related to digital preservation by becoming a trusted digital repository.
- LAC is pursuing a reappraisal program to ensure its holdings remain relevant to Canadians. By examining the items in its holdings based on the new appraisal criteria, LAC will be able to determine which items should be made more accessible, including through digitization. LAC expects to find that some items no longer merit a place in its holdings and may be a better fit in the collection of another Canadian documentary heritage institution, which would be the goal of the pan-Canadian documentary heritage network.

Strategic Outcome 2.0: Canada's continuing memory is documented and made accessible to current and future generations

Program Activity 2.3: Exploration of Documentary Resources

This program is aimed at distributing Canadian documentary resources and making them available to anyone interested in Canada, its society or its experience. To this end, strategies are put in place to provide Canadians with easier access to these documentary resources and increase their use among the general public. By making available the documentary resources for which it or other documentary heritage organizations are responsible, Library and Archives Canada (LAC) contributes to the creation of new knowledge that will increase the understanding of Canada's continuing memory.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
34,346.2	34,346.2	34,346.2

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
379	379	379

Program Activity Expected Results	Performance Indicators	Targets
Canadians have access to Canada's documentary heritage	Level of client satisfaction with modernized services across channels	By March 2013: <ul style="list-style-type: none">• In-Person: 80%• Telephone: baseline• Mail: 80%• Online: 75%• At exhibitions: baseline
	Percentage of clients who report being able to find what they are looking for by channel	<ul style="list-style-type: none">• Online: 60%• In-Person: 60% Baselines by March 2012 for telephone and mail channels

Planning Highlights

Modernization recognizes the need for LAC to focus on service to Canadians in everything it does. This includes changes that respond to the new ways that Canadians interact with information resources—including the collection at LAC. This change involves a strong emphasis on digital operations and service channels, which obliges LAC to shift resources from in-person services used by roughly 2,000 clients a month to the online users who make nearly half a million visits per month to its website. Modernization involves collaboration, enhanced descriptions and increased content distribution. Accordingly, LAC will continue to implement updates to its service delivery mechanisms that began in January 2012 in order to:

- ensure all Canadians can discover, engage with, and share LAC content when, where and how they want it;
- enable LAC to make its content accessible in ways that encourage others to draw on it and make it available to their own audiences;
- support clients through self-service access to LAC's content, so they can use and repurpose that content to create new knowledge; and,
- emphasize digital as LAC's primary service delivery vehicle.

The new service delivery model signals an important change for LAC as it shifts from the traditional model of in-person service to an approach that encourages self-service. LAC is supporting this change by making the content in its holdings broadly accessible. While LAC maintains core in-person services, it is gradually introducing changes in 2012–2013 that will enable it to deliver services through other channels.¹² For example, in January 2012, LAC introduced reference by appointment to allow its research clients to have access to a specialist.

Planned key activities for 2012–2013

- LAC is increasing the digital content available to Canadians. This will include implementing a “digital by default” approach to content delivery in order to respond to client requests. LAC is also digitizing frequently requested material in accordance with its new Access Policy Framework.
- LAC is modernizing services at its 395 Wellington Street, Ottawa location to consolidate on-site services and reorient them toward digital service delivery. This will include the digitization of finding aids to ensure continued and expanded access to key resources for all Canadians, including those with print disabilities.¹³ As part of this shift, LAC will develop online tutorial videos that will orient clients and address common questions.

¹² LAC begins implementation of new approach to service delivery, www.collectionscanada.gc.ca/whats-new/013-560-e.html

¹³ A finding aid is a document containing detailed information about a specific collection of papers or records within an archive. Types of finding aids include file lists, inventories and guides.

- LAC is exploring and establishing new digital tools and best practices to provide a broader access to the content.
- LAC is expanding its collaboration with public and private partners on projects such as the Lest We Forget initiative, digitization of letterbooks of the former Department of Indian Affairs (now the Department of Aboriginal Affairs and Northern Development) and user-contributed content related to Sir John A. Macdonald.

Program Activity 3.0: Internal Services

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
28,052.6	28,052.6	28,052.6

Note: Please refer to the Expenditure Profile on page 17 for explanations on spending trends.

Human Resources (Full-Time Equivalent—FTE)

2012–13	2013–14	2014–15
253	253	253

Planning Highlights

Internal services make fundamental contributions to the achievement of the two strategic outcomes and all organizational priorities of Library and Archives Canada (LAC). They ensure compliance with Government of Canada legislation, regulations, and policies. Internal services include finance and accommodations, human resources, strategic research, contracting, security, planning, information technology, information management, communications, audit and evaluation.

The information technology (IT) and human resources services are particularly critical to the success of modernization because of the extent to which LAC expects technology and people to deliver the results that will mean noticeable benefits for the growing number of Canadians who deal with LAC. Internal services are the focal point of the organizational priority *“LAC will adopt a new model for internal operations and will ensure that its workforce has appropriate skills to deliver on its mandate.”*

Planned key activities for 2012–2013

- LAC is making progress toward a human resources strategy that will enable it to identify and develop the new competencies required to be successful in the digital world.
- LAC is supporting the many information technology aspects of the planned key activities described under other program activities by developing, testing and implementing new or enhanced IT tools and applications.
- LAC is improving the management of digital assets, by acquiring born-digital items for the collection and by digitizing the analogue items.

Section III: Supplementary Information

Financial Highlights

Future-Oriented

Condensed Statement of Operations

For the Year (ended March 31)
(\$ thousands)

	\$ Change	Future-Oriented 2012–13	Future-Oriented 2011–12
Total Expenses	(3,126)	155,973	159,099
Total Revenues	(25)	453	478
Net Cost of Operations	(3,101)	\$ 155,520	\$ 158,621

The decrease in total expenses is mainly attributable to the transfer of activities to Shared Services Canada as explained in the Expenditure Profile on page 17.

Condensed Statement of Financial Position

For the Year (ended March 31)
(\$ thousands)

	\$ Change	Future-Oriented 2012–13	Future-Oriented 2011–12
Total assets	17,645	\$ 67,304	\$ 49,659
Total liabilities	(3,023)	19,541	22,564
Equity	20,471	47,763	27,095
Total	17,448	\$ 67,304	\$ 49,659

The main variation shown in the Equity and the total of assets is respectively attributable to the funding received for the fit-up work for the Collection Storage Facility with a high-density shelving system and the capitalization of this work as capital assets. Please refer to the Expenditure Profile on page 17 for more details on this project.

As for the decrease in total liabilities, it is mainly due to a reduction of the accrued liability for severance benefits. Following the ratification of new collective agreements, employees have accepted the elimination of severance benefits for voluntary separation, namely for retirement or resignation. The anticipated accrued liability reduction is attributable to employees who will opt to cash out their accumulated benefits in 2012–13.

Future-Oriented Financial Statements

Future-oriented financial statements can be found on the LAC website.¹⁴

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2012–13 Reports on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat [website](#).¹⁵

- ▶ Greening Government Operations
- ▶ Sources of Respondable and Non-Respondable Revenue
- ▶ Summary of Capital Spending by Program Activity
- ▶ Upcoming Internal Audits and Evaluations over the next three fiscal years

¹⁴ Library and Archives Canada: Future-oriented Statement of Operations for 2012–13, www.collectionscanada.gc.ca/about-us/012-2004-e.html

¹⁵ Estimates for the Government of Canada and Other Supporting Documents, www.tbs-sct.gc.ca/est-pre/index-eng.asp

Section IV: Other Items of Interest

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