ISSUES AND TRENDS TO 2020: LIBRARY AND ARCHIVES CANADA'S CONTRIBUTION TO THE CANADIAN ARCHIVES SUMMIT

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INTRODUCTION: LAC AND CANADA'S KNOWLEDGE INFRASTRUCTURE

Since the establishment of the Dominion Archives branch within the Department of Agriculture in 1872, the federal government in Canada has demonstrated a commitment to building and supporting Canada's knowledge infrastructure. In establishing various institutions – the Public Archives of Canada (1912), the National Library of Canada (1952–1953), the National Archives of Canada (1987) and now, Library and Archives Canada (LAC) (2004) – government has shown that it is committed to playing a key role in the acquisition, preservation and diffusion of Canadian documentary heritage. While this history is long, it is far from monolithic. Throughout their history, Canada's national documentary heritage institutions have had to adapt and respond to changes in the social, cultural and economic landscape in Canada to be relevant, to support the archival community and serve Canadian society.

Today is no different, faced as we are with numerous exciting yet confounding opportunities and challenges, including an increasingly digital environment, the current fiscal context, shifting expectations of Canadians regarding both accountability

and service delivery models, and the convergence of the professional disciplines of archivist, librarian, and information manager. Added to these is the unprecedented participation of the public in the creation, valuation, and preservation of information. This paper will briefly explore how, in 2014, LAC is addressing the challenges and trends facing the archival community, how we envision and demonstrate the crucial role of documentary heritage as a valued part of Canada's knowledge infrastructure, and how this institution is contributing to a blueprint for Canada's recorded memory in the future.

LAC derives its role in the Canadian archival community and in Canadian society from the preamble of the *Library and Archives of Canada Act* (2004). This mandate comprises four pillars:

- 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 co-operation 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.

In other words, LAC identifies, acquires and preserves documentary heritage of significance to Canadian society and strives to ensure public access to its holdings. Further, LAC has a leadership role within the Canadian heritage community, and a responsibility to keep an account for Canadians of the work done by their democratically elected federal government. In terms of the challenges and opportunities faced by archival institutions in the digital era, a key facet of LAC's approach is implicit in this mandate; that is, the intellectual and organizational integration of published and unpublished documentary heritage.

This integration dates back to 2004, when the National Library and the National Archives came together to form Library and Archives Canada. In addition to combining the collections, services and staff of the predecessor institutions to take advantage of efficiencies and to better serve Canadians, this change also had a deeper impact: The new organization's mandate articulated principles about our role in supporting a knowledge infrastructure in the 21st century. Concretely, this infrastructure consists of a combined collection developed and managed over a period of 140 years, comprising some 20 million books, periodicals, newspapers, microforms, literary texts and government publications. LAC holds about 241 linear kilometers of government and private textual records, and 28 million photographs dating from the 1850s to the present day. We also hold more than 425,000 pieces of documentary art, 400,000 audio and 150,000 video recordings, and 90,000 motion picture films. Taken together, this collection documents all of Canadian society and its diverse history in a singularly rich way; indeed, this is LAC's unique contribution to the documentary heritage landscape in Canada.

Intellectually, the 2004 merger represented innovation in how we think and talk about information, knowledge, and heritage in Canada. By bridging the organizational divide between published and unpublished, LAC created space internally to tackle the myriad challenges posed by the digital age and the dynamic web. Not least of these are the blurred boundary between "record" and "publication," the increasingly problematic idea of lifecycle, and the subjective concepts of authenticity, reliability, and trustworthiness.

In addition to seeking new technology to transform the services, metadata, digital collections and systems of the former institutions, amalgamation implied other changes as well. The merger followed a commitment in the 2002 Speech from the Throne to a "new partnership between Government and citizens," and this statement reflected the institution's increasing awareness of the broader public service context in which it operates.

As both a documentary heritage institution and a departmental agency in the federal bureaucracy, LAC has a particular set of responsibilities. Our decisions around the evaluation, acquisition, preservation and provision of access to documentary heritage must be understandable and defensible to both parliamentarians and the public. Our staff have dual roles of professional responsibility: they are both public servants and documentary heritage experts. Fortunately, these roles are complementary. The Clerk of the Privy Council recently articulated his vision for a robust and effective public service, Blueprint 2020, wherein he envisions a capable and high-performing public service that embraces innovation, transformation

and continuous renewal, based on the following guiding principles that would also strengthen and support the business of any documentary heritage organization:

- An open and networked environment that engages citizens and partners for the public good;
- A whole-of-government approach that enhances service delivery and value for money;
- A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service; and
- A capable, confident and high-performing workforce that embraces new ways of working and mobilizes the diversity of talent to serve the country's evolving needs.

LAC is embracing the challenges facing documentary heritage institutions today and this paper provides specific examples of how the institution is responding to each of them. In touching on the three pillars of our business – Evaluation & Acquisition, Stewardship, and Access – and then examining how we are leveraging collaborative relationships and opportunities, this paper will elucidate how the organization is using both a strong policy framework and innovative operational initiatives to adapt business practices to better serve Canadians.

EVALUATION AND ACQUISITION OF DOCUMENTARY HERITAGE

Many of the challenges with evaluation and acquisition in the digital age stem from the dramatic volume of information produced and transmitted by digital technologies. The quantity of digital information now doubles every two years, and the ongoing adoption of new computing devices will merely amplify this trend. Add to this ephemeral information, new conceptions of documentary value, and an ever-expanding pool of creators, and the evaluation challenges at an institutional level are obvious. In addition, decisions must be widely endorsed by clients and stakeholders, be "good value" for money, and clearly contribute to stable, long-term collection development strategies.

At LAC, we know that Canada's documentary record is a unique part of the country's heritage. This heritage contributes to our collective history and defines who we are as Canadians. As such, evaluation and acquisition strategies map out Canada's knowledge infrastructure for the future. In effect, they provide a documentary heritage blueprint. In this context, LAC has sought to adopt a coherent and sound model for evaluation and acquisition that enables us to meet the new demands presented by the digital age while respecting our legislated mandate, government priorities, and the scope of our resources. Having a clearly articulated approach also allows us to be agile in our acquisition practices, and to take advantage of opportunities like auctions in a time-sensitive yet accountable manner. Most importantly, we can explain to Canadians how our evaluation and acquisition decisions fulfill our mandate to preserve the documentary heritage of Canada.

This policy framework states that LAC is accountable to Canadians to maximize the value of its holdings, and is committed to transparency in its evaluation and acquisition activities. These activities align with the following principles:

- *Holistic*: LAC documents Canadian society employing a whole-of-society perspective, and conducts ongoing comprehensive analysis of Canadian society to guide its evaluation and acquisition activities;
- *Representative*: LAC identifies networks of social actors, sources of influence, and information resources that are illustrative of, and that document, Canadian society, through consistent analysis based on social theory;
- *Collaborative*: LAC seeks collaborative arrangements to share responsibility for evaluation, acquisition and long-term preservation of Canada's documentary heritage of national significance; and
- *Accountable and business-oriented*: LAC's evaluation and acquisition decisions are evidence-based, transparent and documented.

LAC has a broad legislative mandate, enabling both discretionary and non-discretionary acquisition. With this in mind, and given our role in evaluating and acquiring both published and unpublished material, as well as "grey literature", LAC applies these evaluation and acquisition principles dynamically to build a collection that is relevant and coherent. With respect to non-discretionary acquisition – such as legal deposit – we seek

to take full advantage of technologies to better manage workflows and to address specific challenges like the shifting definition of a publication and the rise of digital formats. We then aim to complement this important body of documentary heritage with discretionary acquisitions. This year, for example, in addition to the more than 84,000 published titles acquired via legal deposit, we have also acquired more than 1,800 titles by donation, 130 through purchase, almost 15,000 theses, and nearly 60 digital public opinion research reports.

We take a similar approach to the evaluation and acquisition of unpublished information resources. The *Library and Archives of Canada Act* requires that we acquire both Government of Canada and ministerial records, and to this end we regularly issue disposition authorization instruments to government departments. In 2013, LAC approved seven new disposition authorizations, including those for the Department of Natural Resources, the Office of the Auditor General and the National Parole Board. We also brought in over 6,100 linear meters of textual records and 31,100 items in specialized format under existing disposition authorizations. In terms of digital information resources, LAC has also undertaken a major web capture of the entire .gc web domain in advance of a consolidation and restructuring exercise planned by the federal government. Moreover, with respect to government information, LAC does more than simply appraise and acquire. We also provide support, guidance and training to government departments in recordkeeping and information management best practices. To this end, LAC has developed 14 Generic Valuation Tools (GVT), that help clients carry out good recordkeeping practices and ensure that historical records are properly managed for eventual acquisition by LAC. We also work with other institutions to support the implementation of Treasury Board Secretariat's *Directive on Recordkeeping* (2009).

To the corpus of government information resources we actively seek to add significant documentary heritage from discretionary, non-government sources. Our policy approach allows us to be increasingly holistic and horizontal by making evaluation decisions in light of other acquisition recommendations. We have also been developing and implementing approaches to proactive and time-sensitive identification and acquisition of documents of national interest to Canadians, regardless of their form and source, including finding ways to acquire contemporary digital material. Testing and refining this method is a priority for LAC, for as we know, if we fail to act to capture this content today, we risk it being lost in the future. Just one example of our recent success in this field is our acquisition of documentation related to the Keystone XL pipeline project.

More broadly, we have supported our collection development strategies through organizational structures and business processes that leverage the expertise of information professionals in multidisciplinary teams; this enriches our evaluation decisions and adds to the coherence of the collection. We strengthen this coherence with strategic reappraisals and backlog reduction. Further, LAC takes into consideration whether documentary heritage items are indeed best suited to LAC, or whether they might be more appropriately placed elsewhere in Canada. So far this fiscal year alone, thanks to this combination of policy direction and operational effectiveness, LAC bolstered Canada's knowledge infrastructure by taking in over 100,000 published items and over 190 meters of private textual material. We received 10 new collections from significant Canadians, and provided more than $2.1 million in tax receipts to various donors. Late last year, LAC acquired the first complete and authorized version of the Bible published in Canada. In the summer of 2013, LAC acquired the Sir John Coape Sherbrooke Collection, the largest and most complete collection of War of 1812 documentation ever. In December 2013, LAC acquired a historically significant diary documenting the 1758 siege of Louisbourg.

STEWARDSHIP OF DOCUMENTARY HERITAGE

In terms of preservation and stewardship in the digital age, LAC faces the challenges so familiar to all in the documentary heritage community. How do we determine optimal digital storage, given the incredible speed at which the very idea of storage is continually evolving? How do we establish sustainable, long-term funding models in light of the growing complexity of infrastructure and ever-more rapid obsolescence? As infrastructure becomes increasingly virtual and everyone – civil society, government and industry – turns to cloud services as a logical space for preserving content, documentary heritage stewards must grapple not only with technical hurdles, but also intellectual questions around the concepts of authenticity, reliability, and trustworthiness. These shared, virtual models also precipitate complex questions around ownership and rights of access to digital material.

For LAC, these challenges exist in the context of our vast collection of materials in a wide range of formats, both analogue and digital. While our main tasks are to ensure the integrity and authenticity of our holdings, it is also clear that our stewardship role must extend beyond physical facilities and holdings so that we may explore and take advantage of new approaches required for the digital era; this includes leveraging collaborative approaches to managing and preserving Canadian documentary heritage.

This more expansive role also requires that we monitor information resources of enduring value originating in government institutions, and promote sound stewardship of documentary heritage held by others. As such, LAC's approach to stewardship takes into account whether or not documentary heritage is under its care, custody, or control, as well as whether it is the property of the Crown. As with our evaluation and acquisition activities, LAC has developed a policy framework to underpin our approach to these various stewardship challenges. We seek a responsible balance between ensuring the preservation of documentary heritage and facilitating access to documentary heritage for Canadians by applying the following principles:

- *Trustworthy*: LAC upholds the public trust by continually ensuring that all of its holdings are relevant to Canadians, and that they can be accessed, used, and accepted as authentic over time;
- *Sustainable*: LAC makes responsible acquisition, access, and preservation decisions that account for the anticipated long-term preservation requirements of holdings; and
- *Collaborative*: LAC collaborates with others to manage and preserve Canadian documentary heritage, and contributes to the development of documentary heritage stewardship in Canada.

LAC has been applying these stewardship principles in concrete ways. First, we are demonstrating our commitment to long-term digital preservation by moving forward with a Trusted Digital Repository (TDR) program. In the coming months, we will continue to focus on governance, architecture and planning for the TDR, including advancing a strategy for national collaboration, engaging with an advisory panel and undertaking a gap assessment against the Trustworthy Repositories Audit and Certification (TRAC) criteria. Indeed, given the growing importance of collaboration and innovation in digital preservation, a key success factor for LAC will be community engagement in all aspects of the project, including technology, policies, standards and procedures.

LAC has also invested in new facilities that meet internationally-recognized best practices for high-density storage. To date, all of the documentary heritage holdings targeted for relocation to the new Collection Storage Facility (CSF) have been prepared, and about half of these have been moved. This project includes rehousing 1.1 million Second World War military service files, which will realize two important benefits: the physical preservation conditions of the files will be improved, and accessibility for clients will be facilitated. With our CSF initiative, LAC has consolidated real estate and improved stewardship by vacating four leased facilities.

Further, LAC has invested in several key digitization and migration projects. We have developed a migration strategy and action plan to migrate archival digital holdings from obsolete physical carriers, and have migrated approximately 40,000 files this fiscal year. We are also in the process of migrating at-risk AV material to digital formats. Recordings on seven different audio and video formats have been completely migrated, and work progresses on six other formats. LAC has migrated 14,726 hours of AV recordings to digital formats this fiscal year, and a total of about 65,000 hours since the start of the project. LAC has developed a series of "State of the Holdings" reports to provide Canadians with an overview of the state of LAC's analogue and digital holdings. These have been published on our website in support of accountability to the public, to outline any preservation challenges we face, and to describe the steps LAC is taking to meet such challenges.

ACCESS TO DOCUMENTARY HERITAGE

The digital era presents documentary heritage organizations with incredibly potent opportunities to contribute to a robust knowledge infrastructure. When it comes to access, the future of the archival community is being shaped by the trends of democratization, openness and horizontality. Access to all types and formats of information has been rapidly facilitated thanks to a powerful combination of technological, sociological

and economic factors. High-speed internet connections and Web 2.0 tools have vastly increased user access to information, and has significantly increased digital literacy and enabled the emergence of "digital citizens" more prone to sharing. Further, these trends have been catalysed by the affordability of participation in digital communities and experiences. The corollary of this vast potential is that there has been a rapid and significant shift in the expectations, interests and needs of Canadians. Equipped with mobile information technology, Canadians seek to consult specific content of interest of them; implied in this shift is the expectation that *all* content will be available not only digitally, but also instantly. Users want memory institutions to keep up with new technologies and provide access to holdings through innovative and dynamic mobile applications and social media channels.

Faced with limitless opportunity but finite budgets, documentary heritage institutions must find innovative yet cost-effective solutions to maximizing access to collections. The most obvious answer to this imperative is targeted digitization and indexing projects. Over the next 24 months, LAC and its partners will digitize and put online about 75 million new pages of documentary heritage. In addition to integrating this content into our website, we have also sought to maximize access using a wide range of Web 2.0 diffusion channels, such as blogs, podcasts, Flickr, Facebook and Twitter. LAC's Flickr site is currently viewed over 100,000 times every month, and has had over 1.5 million views since 2008. Other ongoing digitization priorities include the *Canada Gazette*, Orders in Council, and migration of the microform collection.

While systematic digitization is unquestionably a powerful tool, to support a truly robust knowledge infrastructure, it is again imperative to have in place a solid framework of policies, principles and priorities. LAC's business model is based on a policy position that our documentary holdings are a significant national resource which should be open to all Canadians. We strive to provide access to all of our holdings in alignment with the following principles:

- *Discoverable*: LAC makes all of its holdings discoverable;
- *Available*: LAC makes all of its holdings available as soon as possible;
- *Accessible*: LAC proactively works to ensure its holdings are as accessible as possible, including for people with disabilities; and
- *Collaborative*: LAC works within the Government of Canada and with stakeholders and partners to improve access.

In practice, this means that LAC has embarked on numerous initiatives to augment and facilitate access to our collections, using these principles as drivers. In terms of discoverability, for example, Reference Services continue to be a crucial component of how Canadians access LAC collections. Appointments are now available via Skype, and LAC has completed over 60,000 retrievals to circulate material. We are also supporting the Truth and Reconciliation Commission (TRC) with specialized work areas and by providing reference services and consultation to facilitate search and retrieval of relevant documents. We strive to make information about LAC holdings known using social media. LAC's blog, for example, has been viewed over 150,000 times.

Another crucial component of enhancing discovery is accurate and useful description and metadata management. To this end, LAC has been updating and developing new online resources, including research guides on Aboriginal Heritage that offer historical and geographical information on various bands, communities and treaties. We are reviewing and improving the National Union Catalogue so that this database of more than 25 million bibliographic records takes advantage of new technological advances and fully meets the needs of customers. We are also seeking ways to link fonds and collections through technology to provide a seamless integrated search platform within a Trusted Digital Repository.

Wherever possible, LAC strives to leverage its relationships with various stakeholders and partners – in both the public and private sectors – to optimize access to its collections. With respect to digitization initiatives, for example, over two million images have been digitized externally this year, much of which was done in support of a microfilm digitization partnership with Canadiana.org. Further, the Government of Canada Open Government and open data movements in general demonstrate government, civil society and industry working together

to make accessible and discoverable information resources produced by public institutions in a machine readable format. In support of this goal, LAC is making available key datasets on the Data.gc.ca portal, including: GC Core Subject Thesaurus; Maps, Plans and Charts of Canada; Soldiers of the First World War (CEF); Lower Canada Land Petitions (1626-1865); Western Land Grants (1870-1930) and Upper Canada Land Petitions (1763-1865).

Collaborative work in support of access extends beyond the digital. In support of the principle of availability, LAC seeks actively to reduce and eliminate legal and regulatory restrictions on material. To this end, we work closely with both private donors and government clients to receive documentary heritage with as few restrictions as possible, and we also perform block review of older records previously transferred with restrictions in place. To date, this initiative has made 7.22 million pages of government records open to the public, and work continues. LAC has also partnered with galleries and museums across Canada to increase access to original analogue documentary heritage material in a cost-effective manner.

In addition, LAC is increasingly using the walls of others to provide greater access to exhibits. This year, LAC has been involved in more than 20 agreements with around a dozen different institutions, involving loans from one to nearly 200 items. The LAC exhibition, *Double Take*, is on display in locations across Canada, and in the fall of 2013, the former Canadian Museum of Civilization (CMC) hosted an exhibit featuring the 1763 Royal Proclamation on loan from LAC. This initiative was a joint effort between CMC, LAC and Aboriginal Affairs and Northern Development Canada. Earlier this year, LAC worked with the Ontario Lieutenant Governor to display the portraits of remarkable Ontarians as varied as Mary Pickford, Oscar Peterson, and Tom Longboat at Queen's Park. We have also recently loaned material or contributed to exhibitions at the Canadian War Museum and the National Gallery of Canada, as well as supporting regional activities like those at the Winnipeg Art Gallery, the Elgin County Museum and the London Museum. Finally, earlier this year LAC worked with Citizenship and Immigration Canada to produce a research guide to Holocaust-related holdings at LAC.

COLLABORATION WITH PARTNERS AND STAKEHOLDERS

As illustrated by these examples, combining access activities with stakeholder relationships can be very powerful; LAC has been working constantly to maximize these opportunities for the benefit of the public. Because we recognize the centrality of partnering and collaboration in maintaining a robust knowledge infrastructure, LAC collaborates – both formally and informally – across all of its business lines. We harness opportunities to work horizontally not only in terms of providing access, but also in our evaluation, acquisition, and stewardship activities, and in our contributions to enhancing the management of documentary heritage nationally and internationally. The reality is that collaboration is not so much a luxury but a necessity; in the current fiscal context, it is impossible to stand alone, and all members of the documentary heritage community must work together creatively to ensure that Canadian documentary heritage is acquired, preserved and available to all.

In response to this growing imperative, LAC has been engaging strategically with numerous stakeholders and partners. When considering such agreements, we seek relationships to ensure that we enhance our capacity for service to our clients and for providing access to facilities and collections. We have reoriented from multilateral initiatives to bilateral, targeted projects of a strategic nature, while continuing to prioritize support for our partners in the library, archival and academic communities. Recent examples of specific collaborative projects within the academic community include *Editing Modernism in Canada* (EMiC), an online knowledge cluster concerned with modernist literature in Canada, and *Peel's Prairie Provinces*, a digital resource hosted by the University of Alberta that leverages expertise from across the country on the history of Western Canada.

LAC also continues to work with communities of practice and universities to discuss strategic issues and research concerns, as well as to define the documentary heritage management skills of tomorrow. These engagements contribute to concrete benefits for Canadians. For example, LAC is currently working on improving description by consulting with professional and stakeholder communities to modernize the functionality

of our catalogue. We are also exploring other innovative collaborative relationships, such as seeking help from clients through crowdsourcing. Thanks to LAC users, our collections are more discoverable through such description projects as *Project Naming*, where we collaborated with the indigenous peoples of Canada's northern territories to provide biographical information of Inuit portrayed in some of the LAC photographic collection; and *Faces of War*, wherein we solicited comments from Canadians regarding the 200,000 digitized photographs taken by the official photographers of the Department of National Defence between 1939 and 1945. While crowdsourcing raises legitimate questions for documentary heritage organizations, LAC strives to mitigate these by keeping abreast of the various strategies and best practices used by other libraries and archives to address these concerns. These include giving the same transcription task to more than one volunteer, empowering the moderation community to flag questionable additions, and retaining the ability to 'roll back' transcriptions in the unlikely event of vandalism.

Seeking viable and innovative solutions to these challenges is imperative, for traditional publishing models are becoming more collaborative and democratic. This involves a shift from a business model of writers, publishing houses, and readers, to a model that is an interactive mix of writers and citizen-publishers. Driven by a client-centric approach, new collaborative service delivery approaches are emerging. Cultural institutions are partnering with tech-savvy innovators – be they members of the public, subject matter experts or other interested parties – to make their collections accessible via multiple channels of communications. We have enhanced our service delivery through partnerships with Ancestry.ca, Canadiana.org and the Royal Geographical Society. Our agreements with both Ancestry.ca and Canadiana.org involve digitization and indexing of select material from LAC's holdings. With Canadiana.org, we have focused on digitizing and indexing LAC's archival microfilm collection, previously only available on-site or via inter-library loan. LAC now works with Canadiana.org's network of libraries across Canada to provide online access to these holdings. The longstanding agreement between LAC and the Royal Geographical Society supports a range of collaborative activities; in October 2013, for example, *Canadian Geographic* magazine featured the 1763 map of the St Lawrence by General James Murray.

CONCLUSION

In recent years, LAC has benefited from the acceleration of digital technologies in fulfilling its mandate. While not immune to the challenges posed by the digital era, over the past year we have succeeded in implementing a holistic approach to tackling these challenges across all of our business pillars. In terms of evaluation and acquisition, we have implemented new decision-making processes and a collaborative acquisition mechanism, and have sought widely to publicize information about new acquisitions. We have also made progress in acquiring web-based material and reducing backlogs. With respect to preservation, we are refining our model for a trusted digital repository, and completing the management cycle for analogue holdings. In terms of access, we have digitized and put online material of the greatest interest to Canadians, and have described as much as possible. Finally, across all of these business lines, we have actively sought to leverage effective partnering and collaborative arrangements.

LAC continues to adapt to the new digital society in which we live, and looks forward to working with the documentary heritage community to find creative and dynamic solutions to the issues and trends of the coming years. With our collection that is considered to be a national treasure and the premier collection of Canadiana in the world, we aim to be a source of pride for Canada and Canadians. Aligning to the Clerk of Privy Council's Blueprint 2020, we strive to be an institution that is open, relevant, connected and meaningful to people by reaching out and bringing their documentary heritage to their fingertips. We enable a high-performing workforce that is second-to-none in terms of competence, expertise and commitment to excellence in delivering on our mandate and serving Canadians. And finally, we seek to equip our staff to be productive and innovative by providing appropriate tools, technology, management culture and priorities. In this, LAC aims to empower Canadians to discover, access, and capitalize on their documentary heritage whenever and wherever they want.

Our institution is ready to meet the challenges and the opportunities brought by the digital environment. Its mandate will be achieved by expanding and combining its efforts in working in collaboration with other heritage institutions and expanding its partnership activities to continuously improve excellent service to all Canadians.

Furthermore, given LAC's legislated mandate to support the development of the documentary heritage communities in Canada, we will continue to do this by working with associations and other organizations in a way that respects LAC's situation in the federal context. These communities offer important complementary perspectives on documentary heritage. To this end, LAC has been meeting with organizations across the documentary heritage sector and a number of key priorities have emerged, including collaborating on the TDR, sharing digitization strategies, cooperating on the agenda for the 150th anniversary of Confederation, and working together on the development of professional competencies. LAC sees this Archives Summit as an important opportunity to better understand the needs of the documentary heritage community and to exchange ideas about common issues and initiatives to support the future of Canada's knowledge infrastructure.