



Canadian Research
Knowledge Network

Réseau canadien
de documentation
pour la recherche

Heritage Infrastructure Business Plan Task Group

Terms of Reference

Approved: CRKN Board of Directors, 2022-07-11

Purpose

Reporting to CRKN's Board of Directors, the Heritage Infrastructure Business Plan Task Group (HIBPTG) will develop a business plan for CRKN's heritage infrastructure, including access to and preservation of the Canadiana collections and other heritage and cultural collections included on the platform from members and other memory institutions. The business plan will provide cost analysis and recommend sustainable funding structures for the infrastructure, as well as the tools and services that support the collection material as research data. The business plan will explore various scenarios based on funding assumptions and will provide a budget and costing for CRKN's funding applications (e.g., a CFI Innovation Fund application) for the creation of a world-class research platform that enables transformational research and discovery of cultural and heritage content.

The strategy that drives the objectives of the HIBPTG is governed by the CRKN Board of Directors, represented by the Board CFI Application Strategy Task Group (CFI ASTG). The HIBPTG will also liaise with the Finance and Audit Committee of CRKN, and the Researcher Council. Priorities identified by the Researcher Council and the broader CRKN membership will inform the architecture, tools, and content priorities of the CFI Innovation Fund application and will be considered by the HIBPTG for costing and business planning and will make up the budget for the CFI Innovation Fund application.

Objectives:

1. Review the existing funding structure for CRKN's heritage services infrastructure and provide recommendations for long-term sustainable funding models
2. Develop scenarios based on existing resourcing, as well as potential funding opportunities through the Digital Research Alliance of Canada, SSHRC, the CFI Innovation Fund, and others
3. Provide oversight on an environmental scan (conducted by consultants) on the business plans of other heritage organizations and digital libraries
4. Recommend a business plan that ensures that Canadiana collections and infrastructure is funded through a sustainable long-term model that provides a public good
5. Identify services that may not be sustainable in the long term and develop strategies for winding down, as needed
6. Explore funding models for Canadiana infrastructure in advance of the expiry of the current HCAP funding model
7. Model member and provincial contributions needed for a collective CFI Innovation Fund application
8. Provide cost analysis to build and sustain the tools and services as recommended by the Researcher Council
9. Continue to consult with the Finance and Audit Committee and the Researcher Council on the budget and financials of the CRKN CFI Innovation Fund application until the final application is submitted.

The HIBPTG will collaborate directly with the Researcher Council to provide cost analysis and budget information for the infrastructure, tools, and services recommended by the Researcher Council for inclusion in the CRKN CFI Innovation Fund grant application. The HIBPTG may ask CRKN to engage a consultant to conduct an environmental scan of costs for providing similar infrastructure in other countries. The HIBPTG will provide preliminary budget information as part of identifying the CFI envelop requested from CRKN members and for the notice of intent to

submit a full application to the next round of CFI Innovation Fund applications. The HIBPTG will deliver a business plan by the end of 2022-2023 fiscal year on March 31, 2023.

Membership

Membership in the HIBPTG consists of:

- Two (2) representatives of the CRKN Finance and Audit Committee
- One (1) representative of the CRKN Preservation and Access Committee
- Two (2) to three (3) members of the Gallery, Library, Archives and Museum community with experience in digital research infrastructure, and/or digital repositories, and/or digital preservation
- One (1) to two (2) digitization/preservation program leads/administrators with experience budgeting for curation services as defined by researchers
- One (1) to two (2) administrators with experience developing CFI Innovation Fund applications
- One (1) IT professional with expertise in cybersecurity, cloud architecture, and/or solutions architecture
- Up to three (3) members with financial/business planning experience

Members will indicate a dedicated commitment to upholding principles of Equity, Diversity, and Inclusion (EDI) as well as those of Truth and Reconciliation.

Appointment Process

Members will be appointed by the Finance and Audit Committee.

Pursuant to section 13(4) of the Corporation's by-laws; the Executive Director is entitled to be present at, and to participate in all meetings of any committee of the Board (unless the chair of the meeting requests that the Executive Director not be present for all or part of a meeting), and is entitled to receive notice of meetings and all information provided to members of any such committee relating to matters before the committee, but will have no right to vote as a member of a committee with respect to any matter.

At the discretion of the Executive Director, and in consultation with the HIBPTG Chair, other CRKN staff may be called upon to participate in meetings as resource personnel, as required.

Chair:

A member of the Finance and Audit Committee will serve as Chair of the task group.

Meetings

Meetings will be held monthly using web-meeting facilities. One-in person meeting will also be held, if needed.

Meetings may be held at any time provided written notice has been given to each committee member at least seven days, exclusive of the day on which notice is given, before the meeting is to take place. Notice of meetings may be waived by unanimous written consent of Task Group members.

Quorum for meetings is a majority of (non-CRKN staff) HIBPTG members.

Additional deliberations may be conducted via email and web-meetings between meetings as required.

In order to maintain the balance of representation and to ensure continuity and effectiveness of the HIBPTG, substitution of representatives at meetings is not permitted.

Language of Participation

HIBPTG members can work in their chosen official language and agree to create and maintain a work environment conducive to the effective use of both official languages.

Lines of Accountability and Communication

The HIBPTG is accountable to the Board of Directors, reporting through the CFI Application Strategy Task Group, and with a dotted line to the Finance and Audit Committee (FAC). The HIBPTG will also make reports to standing committees as necessary. The HIBPTG will also liaise with the Researcher Council and members of the HIBPTG may be asked to attend Researcher Council meetings from time to time to ensure collaboration and communication.

The Chair or Vice Chair of the HIBPTG reports on the working group's activities to the Board and FAC and submits written recommendations for their consideration as required.

The HIBPTG will take a consultative approach to its work, engaging CRKN members and stakeholders as appropriate.

Financial and Administrative Policies

Service on the HIBPTG is non-remunerative. Travel and meeting expenses for HIBPTG members will be reimbursed according to the policies and procedures of CRKN. Members of the HIBPTG will comply with Board-approved conflict of interest guidelines and procedures.

Timeframe

HIBPTG members are appointed for a fixed term based on the timeline of the next CFI Innovation Fund.