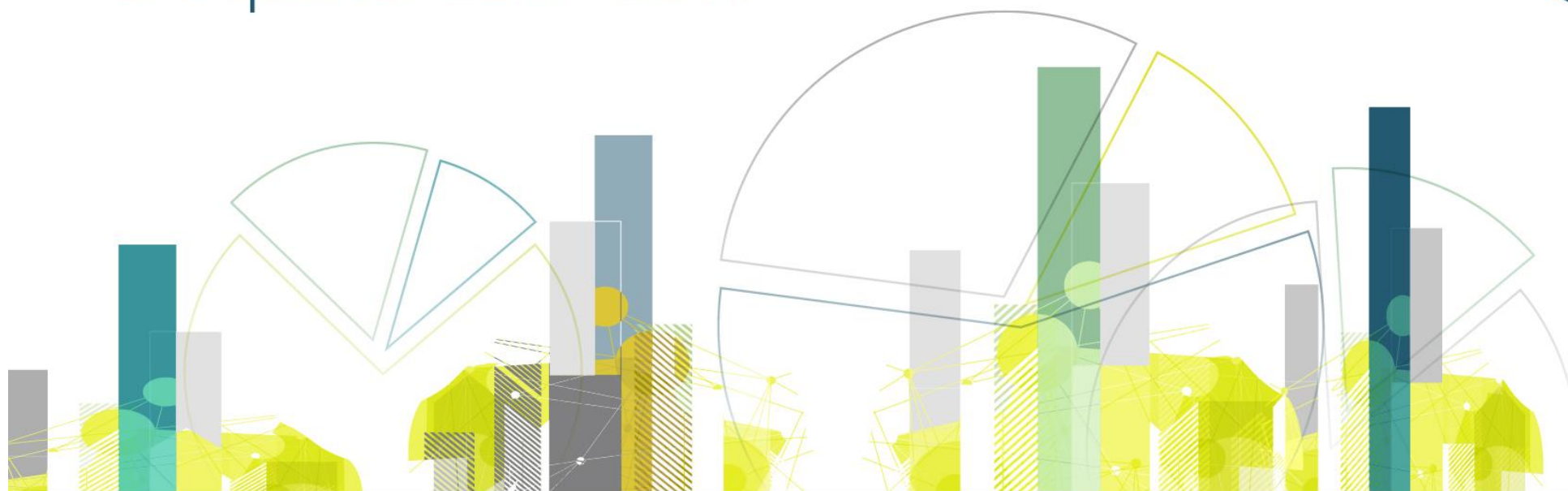


# 2016–2019 Three-Year Plan Library and Archives Canada

## Progress Report 3rd quarter 2017–2018



Library and Archives  
Canada

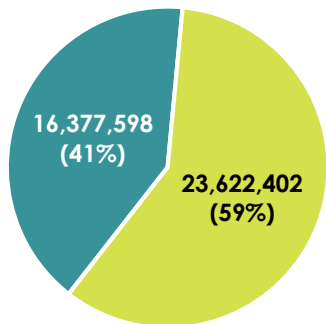
Bibliothèque et Archives  
Canada

Canada

# Commitment 1: Fully dedicated to serving all its clients

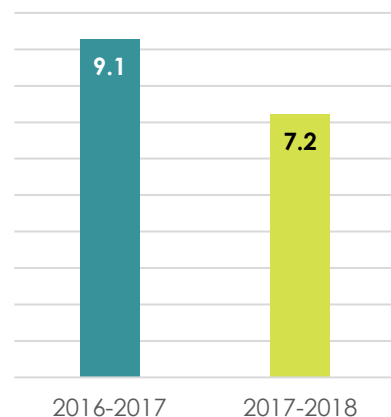
1. Digitize 40 million images in three years, including the 640,000 files of the Canadian Expeditionary Force (CEF) that will be available online

Proportion of the digitization target from the Three-Year Plan attained

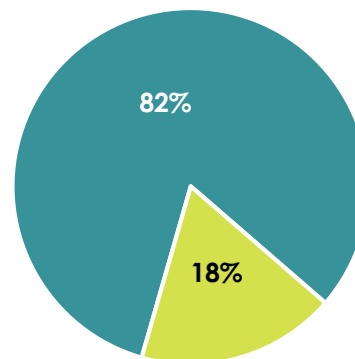


■ Total digitized to date ■ Remaining

Total digitized images per fiscal year (in millions)



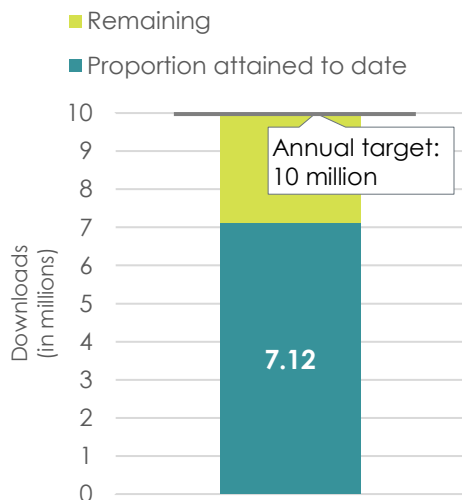
Proportion of CEF files available online



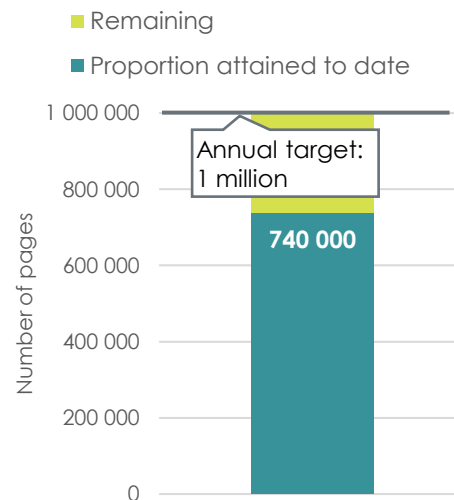
■ Online ■ Remaining

LAC will achieve its digitization target of 640,000 CEF files by November 11, 2018.

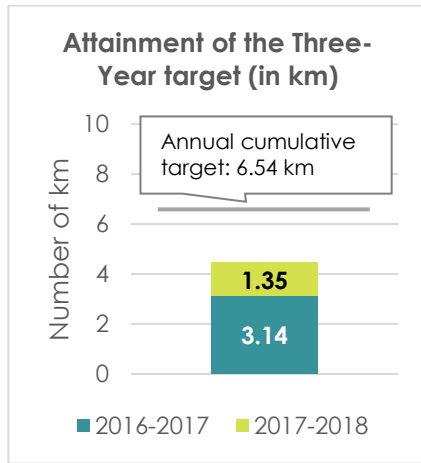
2. Reach 10 million downloads annually from the Library and Archives Canada (LAC) website



3. Make 1 million pages of government records available each year through the block review process



4. Assess and process 10 additional kilometres of archives so that they are discoverable by users [three-year target]



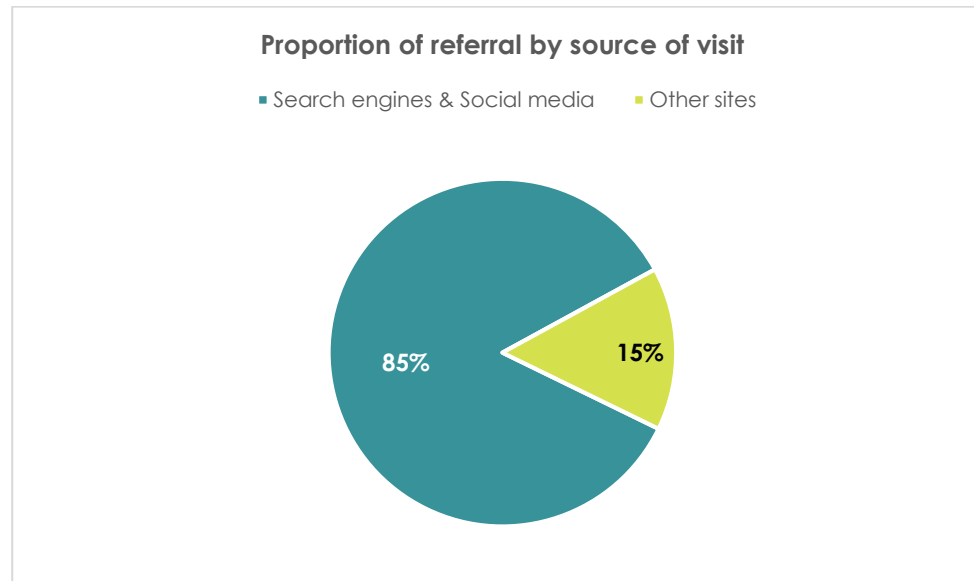
During the third quarter, an additional 750 m of backlogs were assessed and processed. In addition, 3,205 specialized media items, such as audiovisual recordings and stamps, were processed.

5. Ensure that LAC's website continues to be one of the top 10 most-visited federal government sites



In the third quarter, LAC moved up one position in the rankings, narrowing the gap with the 10th-most-visited website.

6. Optimize our tools so that 95% of traffic to our website results from a referral by a major search engine such as Google or from social media platforms [three-year target]



## 7. Implement a new integrated library management system for published documents

Step leading to implementation of a new integrated library system (OCLC)	Deadline	Progress to date
• LAC sends records of library holdings to OCLC	Q2 [Completed]	
• OCLC incorporates records of library holdings from the Union Catalogue into the OCLC system	Q3 [Completed]	
• LAC launches the new National Union Catalogue, <i>Voilà</i>	Q4 [On track to achieve objective]	The launch will take place in early February 2018.
• Libraries contributing to the Union Catalogue contact OCLC to subscribe to its cataloguing service or apply to LAC to obtain funding for services	Q4 [On track to achieve objective]	In fall 2017, LAC announced how small libraries could apply for financial support to subscribe to OCLC services. The applications received so far are being processed.
• LAC launches the public catalogue of its collection	Q3 2018–2019	

## Commitment 2: At the leading edge of archival and library science and new technologies

### 8. Implement the Destination 2020 action plan

Activity	Update
LAC commits to fostering a transparent and open internal dialogue	<ul style="list-style-type: none"> <li>On October 19, at the annual all-staff meeting, Management Board gave an update on key LAC initiatives.</li> </ul>
LAC commits to continuing efforts with regard to recognition and engagement	<ul style="list-style-type: none"> <li>In October and December, LAC specialists took part in the #AskAnArchivist, #AskALibrarian and #AskTheLAC Twitter chats, answering questions from the public.</li> <li>In October, November and December, "Our Colleagues' Discoveries" mini-conferences were held to showcase staff knowledge and expertise.</li> <li>In October, November and December, LAC archivists appeared on the television shows "Traces" on MAtv and "Entre nous" on Rogers TV to talk about documentary heritage in the Outaouais region.</li> <li>On December 7, at the eighth Francophone libraries' Livres Hebdo Grand Prize in Paris, France, the jury awarded the 2017 prize for innovation to LAC's Project Naming.</li> <li>On December 19, in announcing the upcoming launch of the 2018 call for nominations for LAC's nine competitive awards, LAC's Recognition Champion noted the importance of recognizing employee achievements both formally and informally.</li> </ul>
LAC commits to fostering employees' development and to providing them with innovative, reliable and efficient tools	<ul style="list-style-type: none"> <li>On October 10, World Mental Health Day, LAC offered an information session on burnout prevention, to increase mental health awareness.</li> <li>On October 16, employees could attend a discussion session about the international technical internship for archivists organized by the national archives of France and hear about the experiences of two interns from LAC.</li> <li>On October 31, library science professionals could attend a professional development and networking session organized by LAC's learning and professional development committee.</li> <li>On November 14, to respond to Call to Action 57 of the Truth and Reconciliation Commission of Canada, LAC held an awareness session on the history and realities of Indigenous communities. These sessions help to develop positive relationships of co-operation based on respect, trust, integrity and the recognition of Indigenous rights.</li> <li>On November 21, LAC organized a discussion session with Esther Olembe, director of the national archives of Cameroon, who was visiting Canada. Her presentation dealt with how archives are managed in Cameroon and elsewhere in Africa.</li> </ul>

## 9. Review 10 key operational procedures per year

Procedure	Description of change and impact	Deadline
<b>1. Implementation of an electronic system to manage the circulation and physical control of the collection</b>	Ensure optimal management of material.	[Completed]
<b>2. Creation of a virtual workspace for social and Indigenous archives</b>	Allow for the creation and management of records associated with social and Indigenous archives.	[Completed]
<b>3. Implementation of a business capability model</b>	Ensure optimal alignment between LAC's business operations, capabilities and technological systems, to improve prioritization related to the development and replacement of technological applications.	[Completed]
<b>4. Lean management process</b>	Review the process of information flow between sectors based on Lean methods aimed at operational efficiency.	Q4
<b>5. Policy management framework</b>	Review and update the policy management framework, to support optimal management of Government of Canada and LAC policy instruments through the implementation of clearly established principles, roles and responsibilities.	Postponed: Q4
<b>6. Creation of a workspace for senior management approvals</b>	Provide a centralized virtual workspace for the approval process.	Q4
<b>7. Redesign of centralized and non-centralized contract management systems</b>	Provide more effective contract management, electronically.	Q4

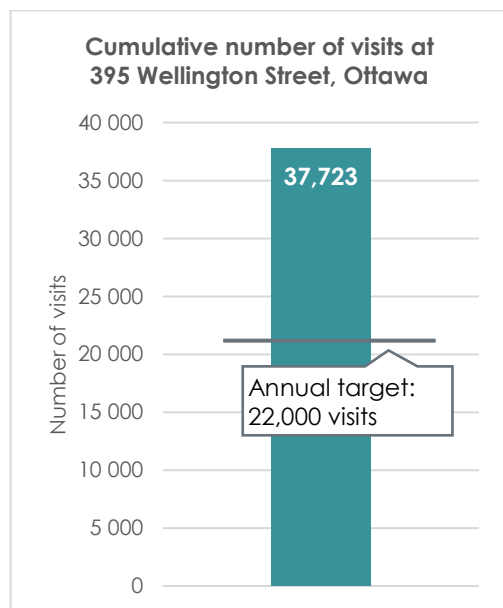
## 10. Hold six annual conferences with external experts

Title	Conference date	Number of participants
<b>1. Lowy Council event: 20th Century Genocide: Indigenous and Jewish Experiences</b>	June 21, 2017	72
<b>2. Ottawa Architecture Week panel discussion (Carleton University)</b>	Sept. 26, 2017	85
<b>3. Globe Talk – Fake News</b>	Oct. 16, 2017	150
<b>4. Wallot-Sylvestre Seminar with Dr. Mercedes de Vega: “The Place and Role of Archives and Archivists in Mexico”</b>	Oct. 24, 2017	47
<b>5. Forum with University Partners</b>	Nov. 6, 2017	150
<b>6. Lecture by architect Douglas Cardinal</b>	Nov. 29, 2017	137

## 11. Start to build the new preservation facility by 2019

Deliverable for the project planning phase	Deadline	Update
<b>1. Renewal of Letter of Interest</b>	Q2 [Completed]	In July 2017, an updated letter of interest was posted on Buyandsell.gc.ca.
<b>2. Launch of Request for Qualification (RFQ)</b>	Q3 [Completed]	The RFQ, which is intended to pre-qualify three respondents for an invitation to tender in the potential <a href="#">Public-Private Partnership (P3)</a> , was launched on October 31, 2017.
<b>3. Launch of Request for Proposals (RFP)</b>	Winter–Spring 2018	The RFP will enable LAC to choose the potential private partner for the construction and operation of the new facility.

## 12. Receive 22,000 visitors annually at 395 Wellington Street, in Ottawa



The number of visits to 395 Wellington Street includes visitors who sign in on the second and third floors as well as visitors registered by the laser counter at the entrance to the exhibition hall. LAC welcomed 12,881 additional visitors in the third quarter.

## 13. Preserve 100% of our digital acquisitions using a digital curation platform

Development stage of the digital curation platform	Deadline	Update
<b>Archiving of government records</b>	Postponed: Q4 [Under way]	LAC continues to work on developing a work plan to collect government records automatically from other departments.
<b>Acquiring a digital content management system</b>	Q3 [Completed]	Proposals have been evaluated according to the methods and criteria specified in the Request for Proposals.
<b>Testing and configuring the digital content management system</b>	(2018–2019)	A project charter for system testing and configuration has been prepared and is being validated.

## Commitment 3: Proactively engaged in national and international networks

### 14. Set up a secretariat to manage implementation of the National Digitization Strategy

LAC completed its establishment of the secretariat in 2016–2017.

### 15. Reach 10 agreements with new partners by 2019

Although the three-year target was reached in [2016–2017](#), LAC continues to work on new agreements in 2017–2018. To date, LAC has entered into three additional agreements.

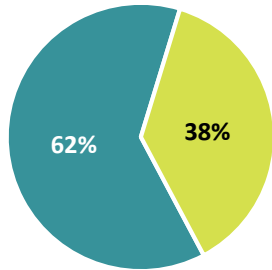
Name of partner	Date of signature	Duration of partnership	Description of partnership
<b>12. Queen's University</b>	May 25, 2017	5 years	Collaborative agreement for acquiring and sharing skills and knowledge concerning technological development and research theories and methods, as well as for promoting Canada's documentary heritage.
<b>13. University of Toronto</b>	Nov. 6, 2017	5 years	Collaborative agreement for acquiring and sharing skills and knowledge concerning technological development and research theories and methods, as well as for promoting Canada's documentary heritage.
<b>14. General Archive of the Nation of the United Mexican States</b>	Nov. 26, 2017	5 years	Memorandum of understanding that defines a framework for collaboration in archival practices.

### 16. Allow the public to help enhance information related to two collections per year

In the fourth quarter, LAC will launch a new project that will enable the public to transcribe and describe one of its holdings: the Rosemary Gilliat archives held by LAC.

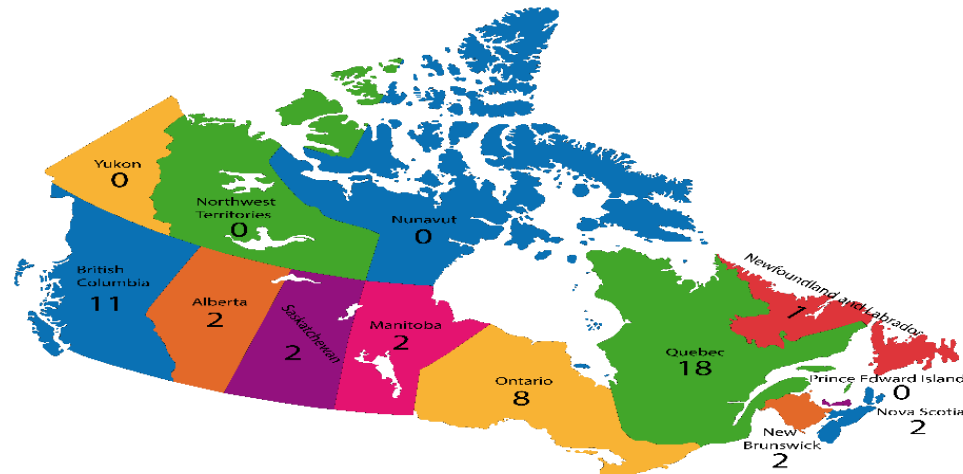
17. Provide \$1.5M annually for community projects under the Documentary Heritage Communities Program (DHCP) [yearly target]

Distribution of contributions granted by size



- Major contributions (over \$15,000)
- Small contributions (\$15,000 or less)

All of the funds available in 2017–2018 were assigned to program recipients in the first quarter.



Geographic distribution of grant recipients in the DHCP in 2017–2018

18. Adopt an international relations strategy

In 2016–2017, LAC achieved its target by adopting an international relations strategy.

19. Have 10 Canadian representatives on the major international documentary heritage committees<sup>1</sup> [three-year target]

Name of committee	Number of Canadian members
International Council on Archives	7
International Federation of Library Associations and Institutions	6
International Internet Preservation Consortium	1
<b>Total</b>	<b>14</b>

<sup>1</sup> This indicator focuses exclusively on three international organizations. The emphasis is on the steering committees of these organizations and on the Canadian members with leadership or committee chair positions. Canadian members include both LAC employees and other Canadians from the documentary heritage community. Individuals with multiple roles are counted once only.



## Commitment 4: Greater public visibility

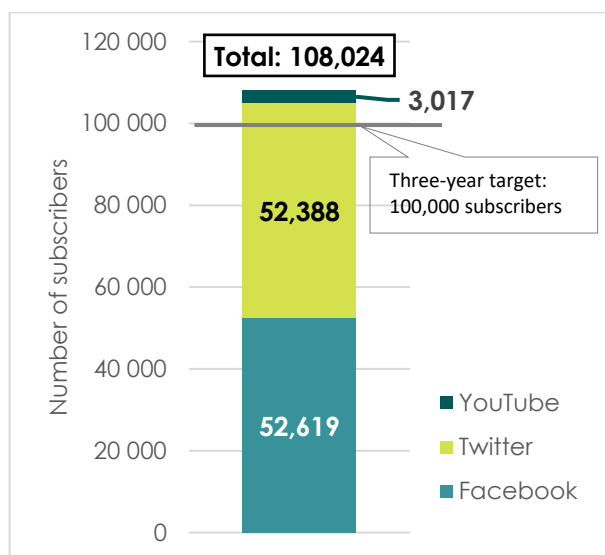
### 20. Hold a total of 21 exhibitions organized by or in collaboration with LAC [three-year target]

	Exhibition title	Location	Start	End
2016–2017	1. <i>Sir John A. Macdonald: Rare and Intriguing Treasures from the Vaults of Library and Archives Canada</i>	Dalnavert Museum and Visitors' Centre, Winnipeg	June 4, 2016	Sept. 2016
	2. <i>Alter Ego: Comics and Canadian Identity</i>	395 Wellington Street, Ottawa	May 12, 2016	Sept. 14, 2016
	3. <i>A Sunny Legacy: Celebrating Sir Wilfrid Laurier</i>	Laurier House, Ottawa	June 1, 2016	Nov. 20, 2016
	4. <i>A Greater Sisterhood: The Women's Rights Struggle in Canada</i>	Plaza Bridge, Ottawa	July 1, 2016	Oct. 28, 2016
	5. <i>Icons of Knowledge: Architecture and Symbolism in National Libraries</i>	395 Wellington Street, Ottawa	Sept. 22, 2016	Feb. 20, 2017
	6. <i>Open Books: International Artists Explore the Chinese Folding Book</i>	395 Wellington Street, Ottawa	Sept. 28, 2016	Nov. 30, 2016
	7. <i>Hiding in Plain Sight: The Métis Nation</i>	UNESCO headquarters, Paris	Feb. 1, 2017	Feb. 9, 2017
	8. <i>Foundations: The Words that Shaped Canada</i>	Library of Parliament, Ottawa	March 9, 2017	Dec. 31, 2017
2017–2018	9. <i>Canada: Who Do We Think We Are?</i>	395 Wellington Street, Ottawa	June 5, 2017	March 1, 2018
	10. <i>Shaping a Nation: 150 Years of Confederation</i>	Plaza Bridge, Ottawa	July 27, 2017	Oct. 31, 2017
	11. <i>Building on History: Fifty Years of Preserving Memory at 395 Wellington Street</i>	395 Wellington Street, Ottawa	July 2017	Dec. 2017
	12. <i>Annual general meetings for the International ISBN Agency and the International ISMN Agency</i>	395 Wellington Street, Ottawa	Sept. 13, 2017	Sept. 13, 2017
	13. <i>Making Hope Visual</i>	395 Wellington Street, Ottawa	Sept. 27, 2017	Sept. 29, 2017
	14. <i>Three original treaties on display to mark Treaties Recognition Week:</i> <ul style="list-style-type: none"> <li>• <i>Robinson-Huron et Robinson-Superior treaties</i></li> <li>• <i>Selkirk Treaty, as part of the Canada: Who Do We Think We Are? exhibition</i></li> </ul>	395 Wellington Street, Ottawa	Nov. 6, 2017 June 5, 2017	Dec. 8, 2017 March 1, 2018

### 21. Create a designated space for LAC's collections in two well-known exhibition venues [three-year target]

In the first quarter of 2017–2018, LAC reached its objective by creating designated spaces for its collection at the Canadian Museum of History in Gatineau, at the Glenbow Museum in Calgary, and at the National Gallery of Canada in Ottawa.

## 22. Double the number of subscribers to LAC's social media pages [three-year target]



The initial three-year target of 70,000 subscribers was increased to 100,000 in April 2017. Since April 2016, LAC has tripled the number of subscribers to its social media pages.

## 23. Reach 60 loan agreements for exhibitions [three-year target]

In 2016–2017, LAC entered into 12 loan agreements for exhibitions. LAC has entered into an additional 24 agreements since the start of 2017–2018.

	Exhibition title	Location	Time frame	Size of loan
2017–2018	13. <i>Expo 67: A World of Dreams</i>	Stewart Museum, Montréal	April 26 to Oct. 8, 2017	3 items
	14. <i>Lester B. Pearson's collection</i>	Old Mill Heritage Centre, Manitoulin Island	May 5 to Oct. 7, 2017	54 items
	15. <i>Betwixt &amp; Between: An Untold Tom Thomson Story</i>	Tom Thomson Art Gallery, Owen Sound	May 28 to Sept. 10, 2017	2 items
	16. <i>Canadian and Indigenous Art</i>	National Gallery of Canada, Ottawa	June 15 to Sept. 4, 2017	33 items
	17. <i>Romancing the Canoe</i>	Glenbow Museum, Calgary	June 17 to Sept. 10, 2017	3 items
	18. <i>Franklin: Death in the ice</i>	National Maritime Museum, London, United Kingdom Canadian Museum of History, Gatineau	July 14, 2017, to Jan. 7, 2018 March 2 to Sept. 30, 2018	6 items
	19. <i>Exhibition of the Original Treaty 7 Document</i>	Fort Calgary National Historic Site	June 19 to Oct. 9, 2017	1 item
	20. <i>In Search of Expo 67</i>	Musée d'art contemporain de Montréal	June 21 to Oct. 1, 2017	2 items

<b>21. Uncovering Artists' Books</b>	School of Art Gallery, University of Manitoba, Winnipeg	Oct. 10 to Dec. 1, 2017	11 items
<b>22. Trailblazing – Women in Canada since 1867</b>	Waterloo Region Museum	Sept. 21, 2017, to Jan. 7, 2018	6 items
<b>23. Dreams and Schemes: Building the Welland Canals</b>	RiverBrink Art Museum, Queenston, Ontario	Sept. 28, 2017, to Jan. 27, 2018	2 items
<b>24. Exhibition on the works of Jacques Poulin</b>	Maison de la littérature, Québec	Sept. 28 to Nov. 8, 2017	11 items
<b>25. Gold and Silver: Images and Illusions of the Gold Rush</b>	National Gallery of Canada, Ottawa	Nov. 3, 2017, to April 2, 2018	33 items
<b>26. Betwixt and Between: An Untold Tom Thomson Story</b>	Robert McLaughlin Gallery, Oshawa	Jan. 27 to March 18, 2018	3 items
<b>27. Canada's Legal System (rotation of items)</b>	Canadian Museum for Human Rights, Winnipeg	Feb. to Aug. 2018	6 items
<b>28. Notes in the Night: Toronto Jazz Clubs, 1946–2010</b>	Market Gallery, Toronto	March 3 to June 23, 2018	8 items
<b>29. Refuge Canada</b>	Canadian Museum of Immigration at Pier 21, Halifax	March 10 to Nov. 11, 2018	4 items
<b>30. Canadian and Indigenous Art (rotation of items)</b>	National Gallery of Canada, Ottawa	March to Aug. 2018	17 items
<b>31. Scotiabank Photography Award</b>	Ryerson Image Centre, Toronto	May 2 to Aug. 5, 2018	5 items
<b>32. Laurent Amiot, a Canadian gold- and silversmith</b>	National Gallery of Canada, Ottawa	May 11 to Sept. 16, 2018	2 items
<b>33. Obsession: Sir William Van Horne's Japanese Ceramics</b>	Gardiner Museum, Toronto Montreal Museum of Fine Arts	Oct. 16, 2018, to Jan. 20, 2019 March to May 2019	4 items
<b>34. Rights of Passage: Canada at 150</b>	Canadian Museum for Human Rights, Winnipeg	Nov. 1, 2017, to Nov. 30, 2018	19 items
<b>35. Carol Sawyer: The Natalie Brettschneider Archive</b>	Vancouver Art Gallery	Oct. 28, 2017, to Feb. 4, 2018	7 articles
<b>36. Canadian and Indigenous Art (rotation of items)</b>	National Gallery of Canada, Ottawa	Dec. 12, 2017 to June 15, 2018	33 items

#### 24. Provide a renewed service offering in two Canadian cities

In 2017–2018, LAC implemented a renewed service offering in two Canadian cities. Its new point of service in the Canadian Museum of Immigration at Pier 21, in Halifax, opened in May 2017, while its new point of service in the main branch of the Vancouver Public Library opened on November 8, 2017.