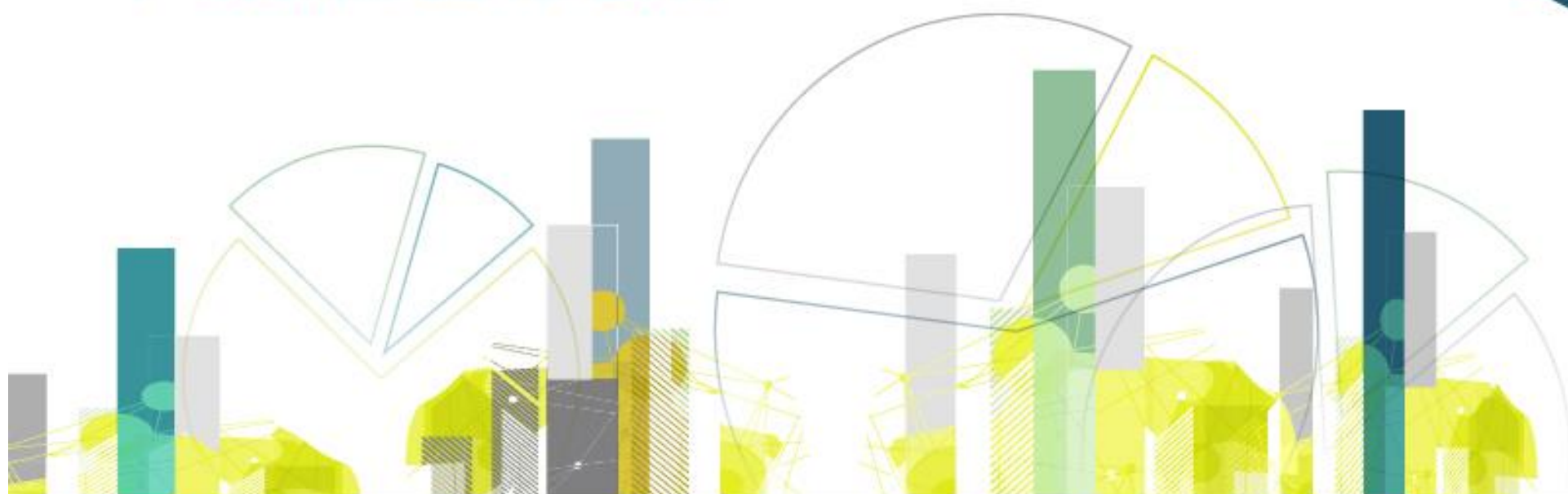


2016–2019 Three-Year Plan Library and Archives Canada

Progress Report 4th Quarter 2018–2019



Library and Archives
Canada

Bibliothèque et Archives
Canada

Canada

In the past three years, LAC ...

was fully dedicated to serving all of its clients through ...



more than 24 million images digitized, including 100% of the CEF files from the FWW.



30 million downloads from LAC's website



22 millions pages of government archives available



10 km of archives processed and evaluated

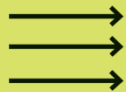


83% of visits to LAC's website through search engines and social media

Voilà

the implementation of a new library management system **and the launches** of Aurora and Voilà

was at the leading edge of archival and library science and new technologies through ...



the implementation of three courses of action to achieve the goals of Destination 2020



30 key operating procedures revised



27 conferences held with external experts



the implementation of the procurement process for the construction of the new preservation building



nearly 100,000 visits to 395 Wellington Street in Ottawa



the completion of the testing and configuration of the digital content management system for published documents

was proactively engaged in national and international networks through ...



the establishment of a secretariat to manage the implementation of the National Heritage Digitization Strategy



18 agreements with new partners

Co-Lab DigiLab

more than 4,000 images enhanced by the public with Co-Lab, and **more than 90,000** images created with DigiLab



\$4.5 million allocated to community projects thanks to the DHCP



the adoption of an international relations strategy



14 Canadian members on the major international documentary committees

had greater public visibility through ...



40 exhibitions organized by or in collaboration with LAC



3 designated spaces in Canada for LAC exhibitions



133,000 subscribers to LAC's social media pages



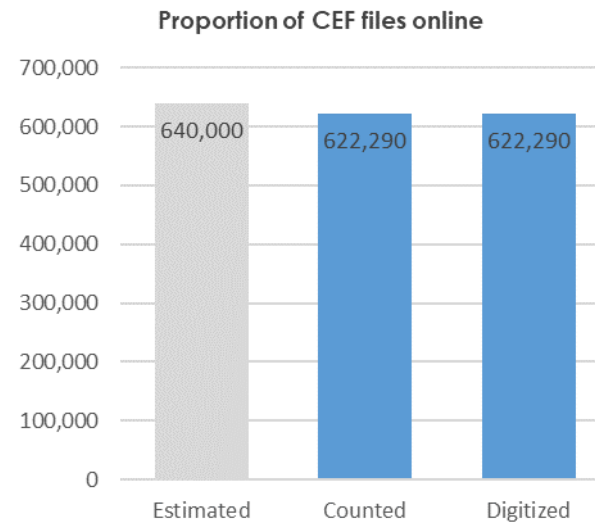
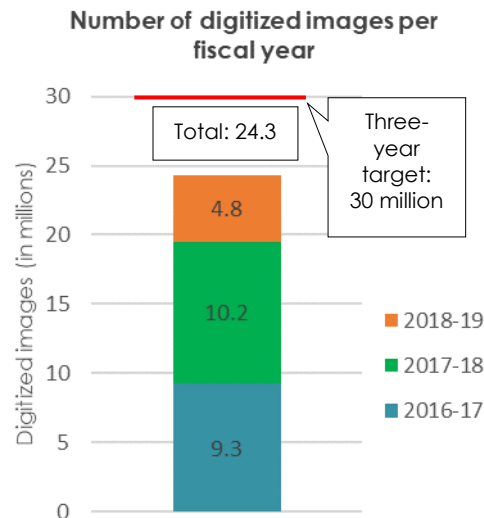
57 loan agreements for exhibitions reached



the implementation of a renewed service offering in two Canadian cities

Commitment 1: Fully dedicated to serving all its clients

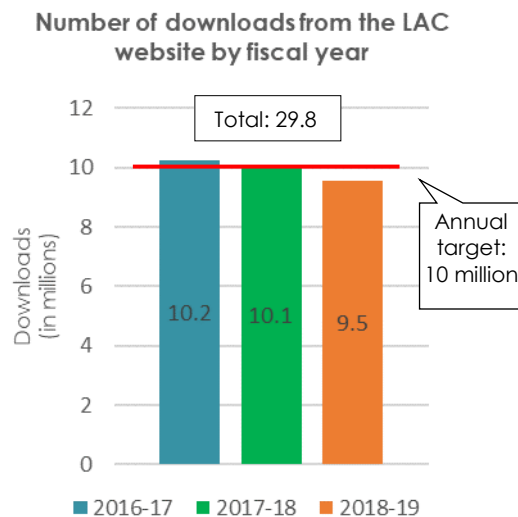
1. Digitize 30 million images in three years, including the 640,000 files of the Canadian Expeditionary Force (CEF) that will be available online



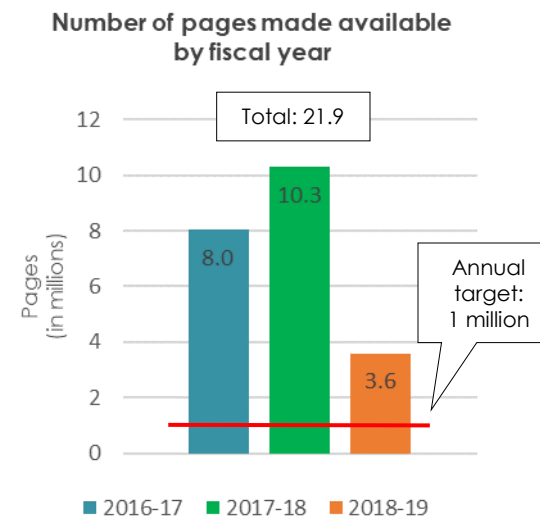
Digitization of the CEF files from the First World War was completed in August 2018. The actual number of files (622,290) was slightly less than originally estimated (640,000), because LAC combined files when a soldier had more than one file. Fewer images therefore had to be digitized, so the total target for images to be digitized was not reached.

This ambitious project was deemed highly successful by the public and researchers. Since they became accessible online, the CEF pages have been viewed more than 4.3 million times.

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

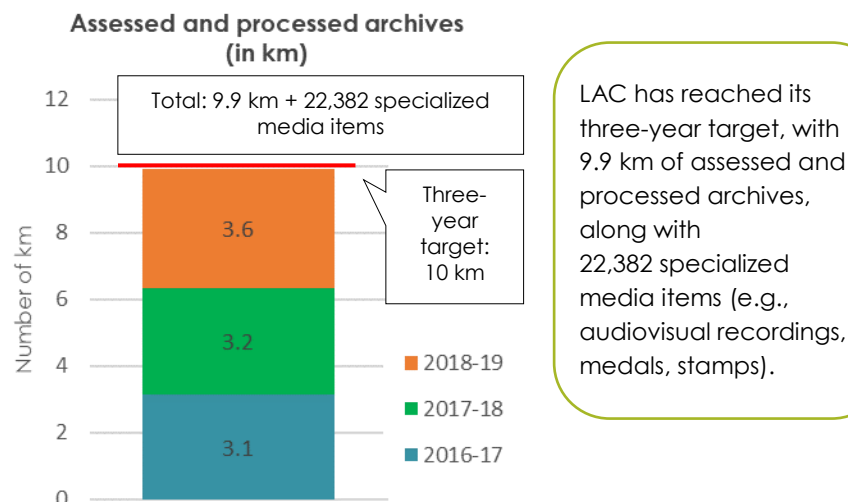


3. Make 1 million pages of government records available each year through the block review process



Since the start of the Three-Year Plan, more than 21.9 million pages of government records have been made available to the public.

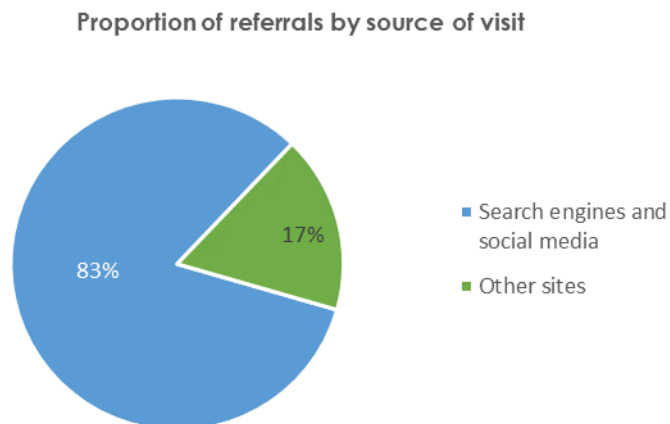
4. Assess and process 10 additional kilometres of archives so that they are discoverable by users [three-year target]



5. Ensure that LAC's website continues to be one of the top 15 most-visited federal government sites

Service Canada stopped measuring this indicator in June 2018.

6. Optimize our tools so that 85% of traffic to our website results from a referral by a major search engine such as Google or from social media platforms



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

In December 2018, LAC completed the renewal of its library system with the launch of Aurora, a new interface that provides access to its print collections (e.g., newspapers and monographs).

Thanks to Aurora and Voilà (the union catalogue that launched in February 2018, which contains the collections of hundreds of Canadian libraries), LAC now offers two ways to easily access Canada's rich print heritage from anywhere in the world. Voilà and Aurora are hosted on the OCLC website, the largest online resource in the world for finding documents in libraries.

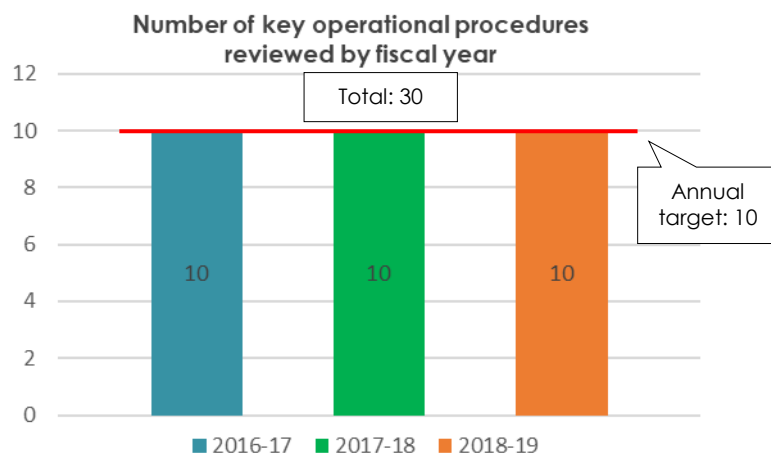
The new system provides leading-edge tools for daily efficiency gains, to better serve Canadians and the library community. It also helps to expand the reach of LAC collections and gives more independence to users who want to request documents.

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 internal dialogue	For several years, LAC has been sharing information internally in an ongoing and transparent manner, relying on multiple communication channels and tools, such as the news feed on its Intranet home page. At the same time, LAC promotes transparent internal dialogue through surveys, team meetings and annual all-staff meetings.
LAC commits to continuing efforts with regard to recognition and engagement	LAC is also committed to continuing its efforts to recognize and engage employees by encouraging them to highlight their expertise. For instance, they can attend Our Colleagues' Discoveries mini-conferences or be guides at public open houses at 395 Wellington Street in Ottawa and the Preservation Centre in Gatineau. Other initiatives include awareness-raising sessions (e.g., the blanket exercise) in collaboration with members of the Indigenous community. LAC encourages its employees to innovate by inviting them to present their original projects at a "Dragon's Lair" event.
LAC commits to fostering employees' development and to providing them with innovative, reliable and efficient tools	LAC employees are given numerous training opportunities to help them become aware of different key issues (diversity, inclusion, wellness, information management). As part of its professional development initiatives, LAC has continued the language-twinning program launched in 2016 and is supporting networking committees for professionals and managers. LAC also invites speakers every quarter to share their experiences.

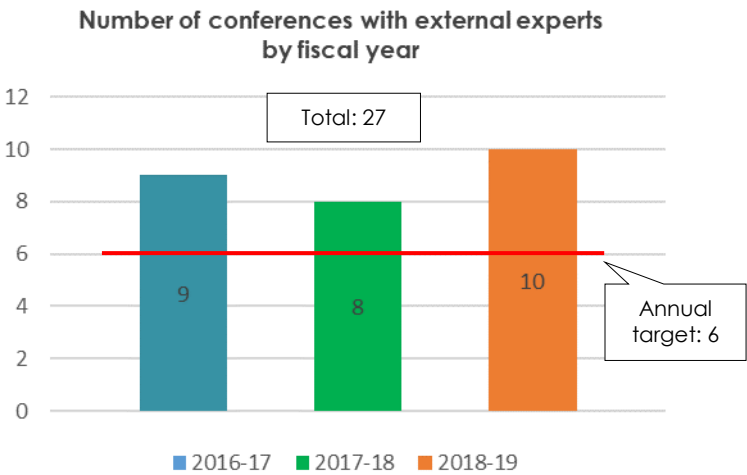
9. Review 10 key operational procedures per year



LAC reached the target that it set of reviewing 10 operating processes annually, which has enabled it to improve its efficiency and provide better services.

(For additional details, refer to the table in Appendix 1.)

10. Hold six annual conferences with external experts



The conferences organized by LAC provided national and international experts, leaders, and strategic thinkers with the opportunity to discuss issues related to information science, library science, archival systems and history. Each of those conferences attracted more than a hundred participants, including the public at large and LAC employees.

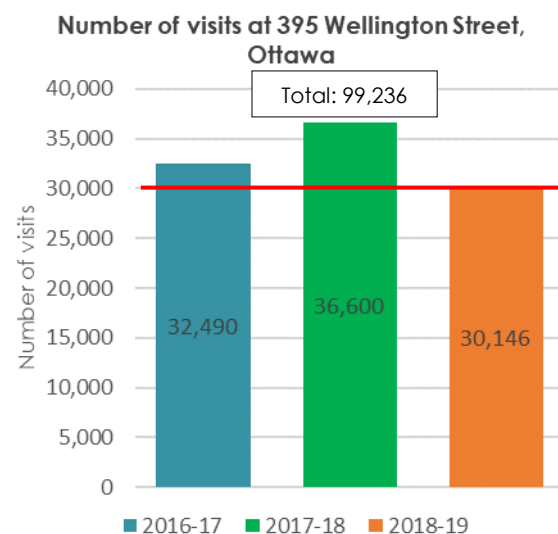
(For additional details, refer to the table in Appendix 2.)

11. Finalize the procurement process for construction of the new preservation building by 2019

The procurement process that was part of the Gatineau 2 Project, to build the new preservation facility, was completed on schedule. In the space of three months, LAC assessed the technical and financial submissions of three qualified consortia. On January 31, 2019, LAC announced that Plenary Properties Gatineau was the consortium chosen for the project. The contract is expected to be signed in the spring of 2019, marking the start of the design and construction phase.

The new preservation facility will be located behind the current Preservation Centre in Gatineau, Quebec. It will provide a leading-edge facility for the storage of archival material in a controlled environmental for many decades to come.

12. Receive 30,000 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, those registered by the laser counter at the entrance to the exhibition halls, and those who attend public lectures.

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

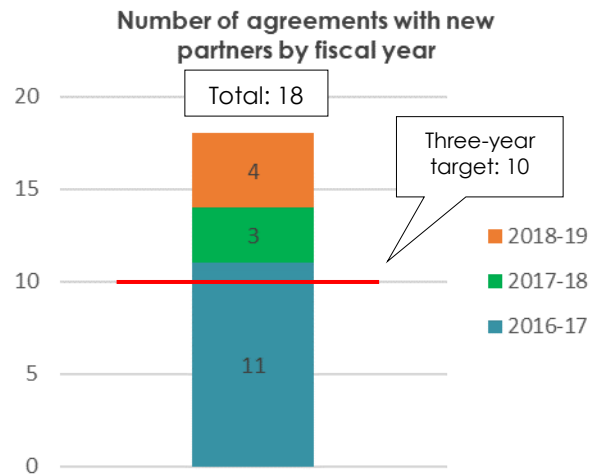
Testing for Digital Legal Deposit (DLD) acquisitions showed that metadata is moving as planned to the Digital Asset Management System. The next steps in 2019–2020 will involve documenting the roles, procedures and particularities of the formats throughout the process. Electronic theses will be the first type of digital publication to be imported into the new system. Additional testing will follow, and the possibility of preserving content in the computing cloud will also be studied.

Commitment 3: Proactively engaged in national and international networks

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

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

15. Reach 10 agreements with new partners by 2019



LAC achieved its initial three-year target in 2016–2017 and has entered into 18 agreements since April 1, 2016.

The three most recent agreements were in the fourth quarter of 2018–2019, with Carleton University, the National Gallery of Canada and the Canadian Research Knowledge Network.

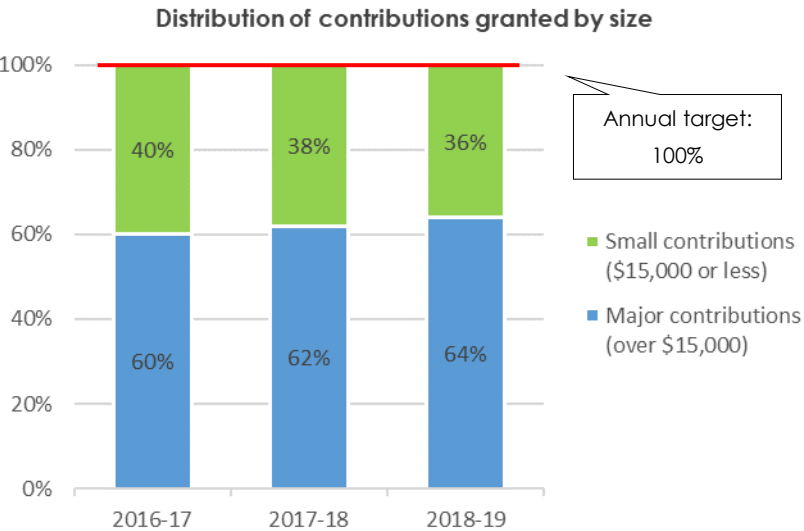
(For additional details, refer to the table in Appendix 3.)

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

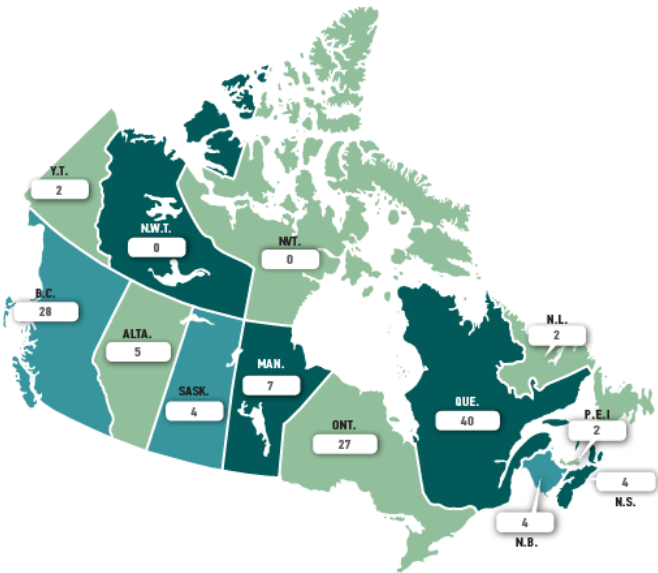
In April 2018, LAC launched [Co-Lab](#) to enable the public to transcribe, translate, tag and describe discoverable digitized images using the new Collection Search^{BETA} tool.

Nine themed collections, also known as “challenges,” were opened to the public. These challenges covered topics ranging from the Spanish Flu to Bill Miner, the famous train robber. Since the launch of Co-Lab, 4,087 images have been enhanced by the public, while 90,274 images were created and 67 projects completed by users of the DigiLab since its launch in 2017.

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



Geographic distribution of grant recipients in the DHCP



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 committees¹ [three-year target]

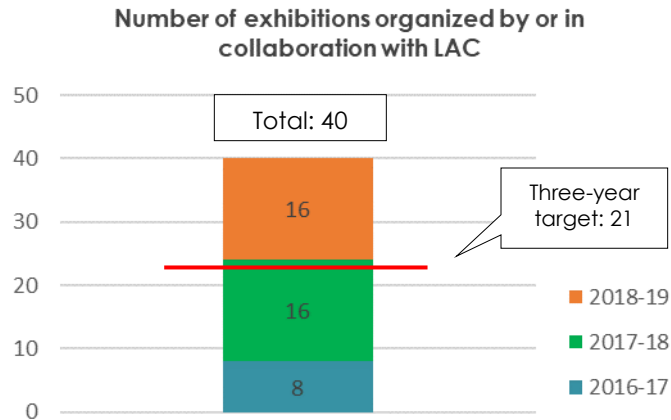
Name of committee	Number of Canadian members
International Council on Archives	7
International Federation of Library Associations and Institutions	6
International Internet Preservation Consortium	1
Total	14

¹ 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.

Canadian members have increased from 7 in 2016–2017 to 14 in 2018–2019.

Commitment 4: Greater public visibility

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



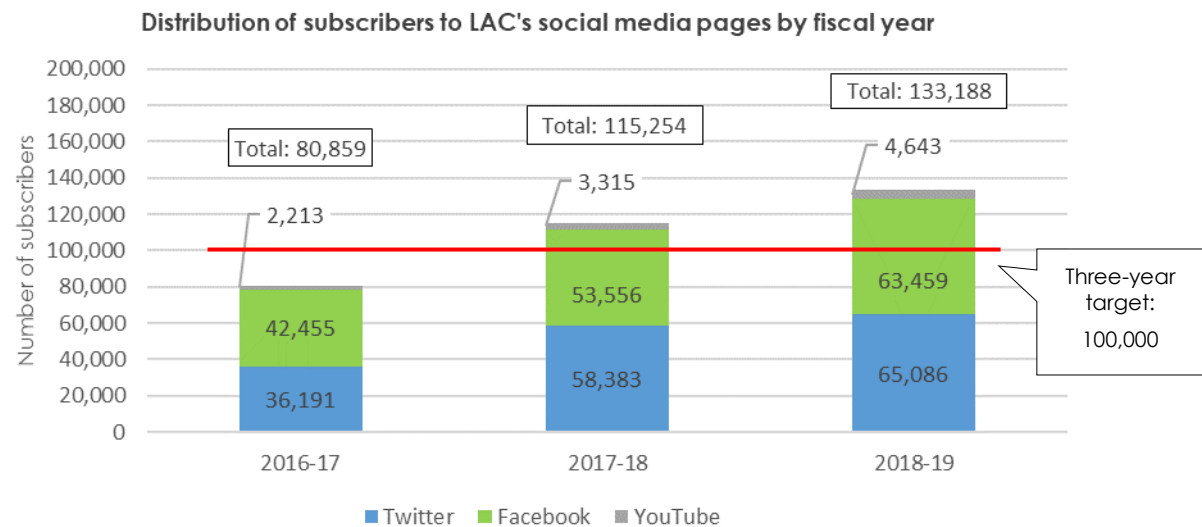
LAC surpassed its three-year target in 2017–2018. In 2018–2019, 16 exhibitions were organized, adding to the 24 previous ones.
(For additional details, refer to the table in Appendix 4.)

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

LAC surpassed its target in 2017–2018, by creating three designated spaces: one at the Canadian Museum of History in Gatineau, another at the Glenbow Museum in Calgary, and a third at the National Gallery of Canada in Ottawa.

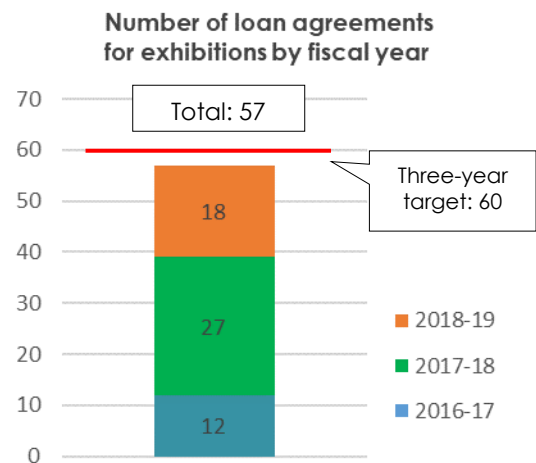


22. Double the number of subscribers to LAC's social media pages [three-year target]



LAC increased its three-year target from 70,000 to 100,000 after surpassing its initial target at the end of 2016–2017. In 2017–2018, the new target of 100,000 subscribers was also surpassed, and the numbers keep growing.

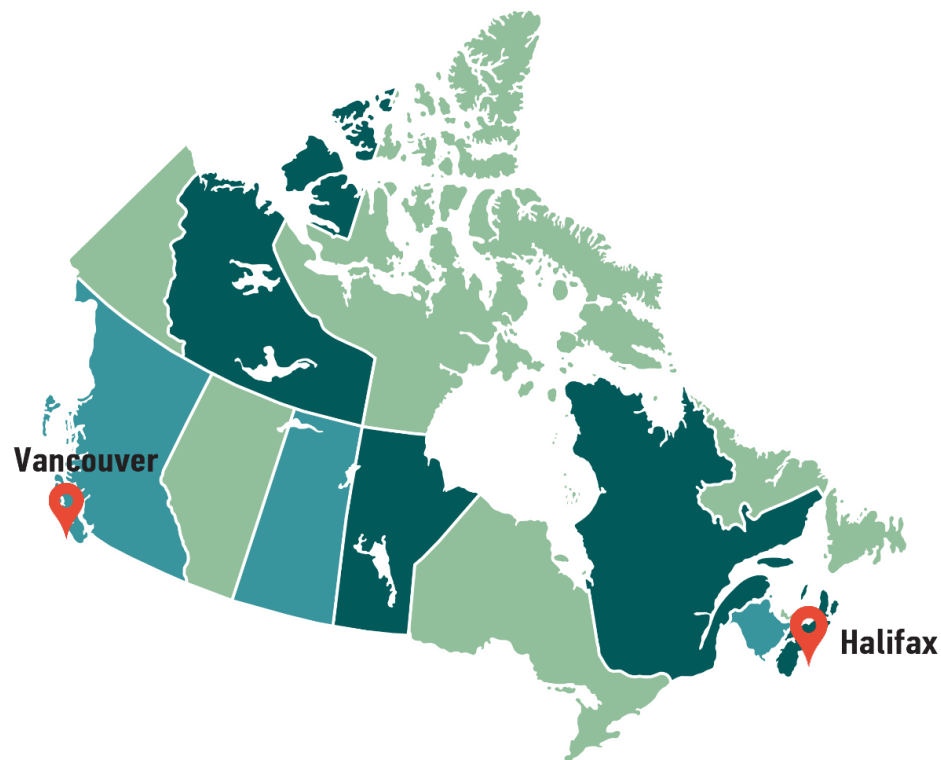
23. Reach 60 loan agreements for exhibitions [three-year target]



Since April 2016, LAC has signed 57 loan agreements, nearly half of which were reached in 2017–2018. (For additional details, refer to the table in Appendix 5.)

24. Provide a renewed service offering in two Canadian cities [three-year target]

In 2017–2018, LAC reached its objective by implementing a renewed service offering in its two new points of service located in the Canadian Museum of Immigration at Pier 21 in Halifax, and in the main branch of the Vancouver Public Library.



Appendix 1 – Review 10 key operational procedures annually

Table of operational procedures reviewed in 2018–2019

Procedure	Description of change and impact	Deadline
1. Redesign of contract management systems	Provide more effective contract management, electronically.	<i>[Completed]</i>
2. Improvement of the travel request management process	Manage the travel request process automatically and more effectively.	<i>[Completed]</i>
3. Management of requests for approval from senior management	Provide a central virtual space where approvals will be provided.	<i>[Completed]</i>
4. Heritage consultation procedures	Clarify the roles and responsibilities of stakeholders involved in document consultation to reduce the risk of information leaks and maintain maximum access to documents.	<i>[Postponed to Q2 of 2019–2020]</i>
5. Client registration	Automate the printing of library cards for users who register online.	<i>[Completed]</i>
6. Copyright services	Implement a solution to replace the aging database.	<i>[Completed]</i>
7. Improvement of the management process for the acquisition of government documentary heritage	Create a workspace specifically for disposition authorization activities and their validation, which are currently in a combined workspace.	<i>[Completed]</i>
8. Redesign of the Human Resource Action Request (HRAR) management system	Create a new dedicated workspace to replace the current HRAR system, which is obsolete and does not meet current needs.	<i>[Completed]</i>
9. Creation of a collaborative workspace between LAC, Ottawa Public Library (OPL) and the City of Ottawa	Create a workspace to efficiently manage the joint LAC/OPL project.	<i>[Completed]</i>
10. Creation of a workspace for Gatineau 2	Create a workspace to efficiently manage the Gatineau 2 project.	<i>[Completed]</i>
11. Creation of a financial policy interpretation portal	Create a workspace to manage requests to interpret financial policies.	<i>[Completed]</i>
12. Creation of a system for managing requests for intergovernmental file transfers	Create a new dedicated workspace to manage the transfer of government archives.	<i>[Postponed to Q1 of 2019–2020]</i>

Appendix 2 – Hold six conferences of external experts annually

Table of external expert conferences in 2018–2019

Title	Conference date	Number of participants
1. Francophone Communities and Official Languages at the Intersection of Identities: 400 Years of Immigration and Diversity	May 22, 2018	115
2. Misinformation online	June 18, 2018	115
3. Architecture Week	Sept. 12, 2018	115
4. Revisiting Japanese Canadian Redress: Conference on the 30th Anniversary of the Agreement	Sept. 20, 2018	142
5. Wallot-Sylvestre Seminar with Jeff James	Sept. 25, 2018	107
6. No Man's Land: The Art of Mary Riter Hamilton	Nov. 29, 2018	90
7. International Holocaust Remembrance Day	Jan. 27, 2019	Information to come
8. Double Trouble: The Problem with “Fake News”	Feb. 1, 2019	Information to come
9. Cultural Diplomacy	March 12, 2019	96
10. LAC Forum with University Partners: Disruptive Technologies in Memory Institutions and Academia	March 13, 2019	124

Appendix 3 – Reach 10 agreements with new partners by 2019

Table of agreements with new partners in 2018–2019

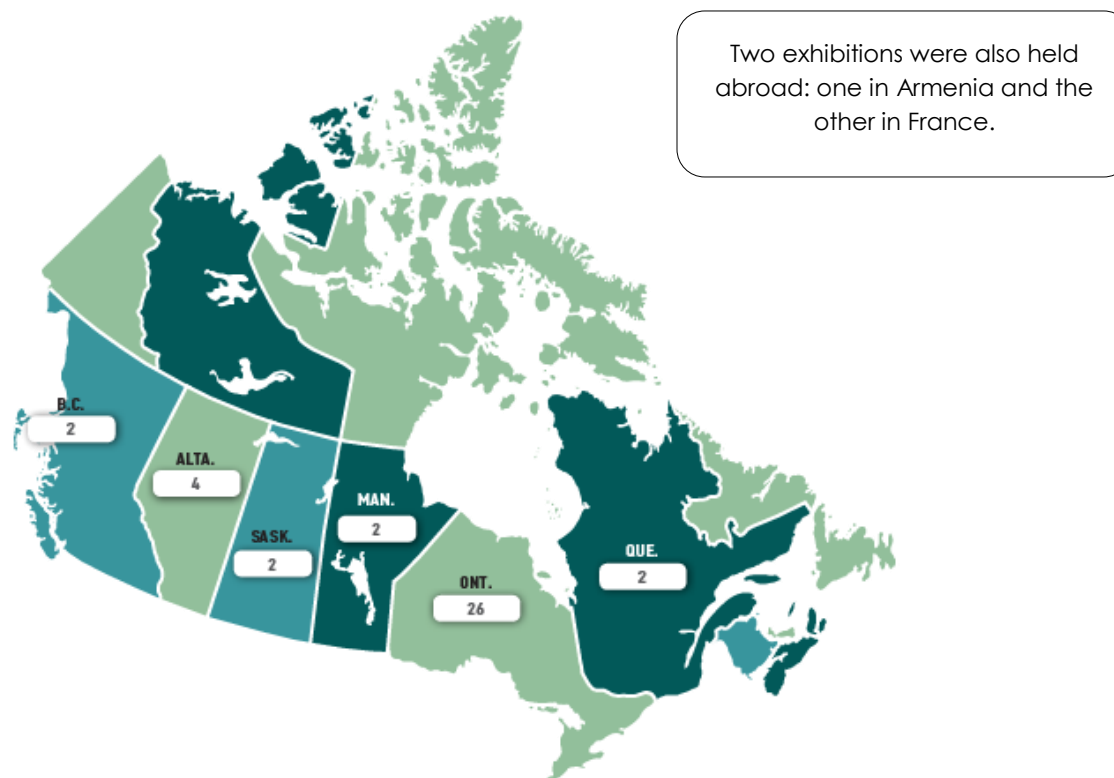
Name of the partner	Date signed	Duration of the partnership	Description of the partnership
15. University of Victoria	Oct. 16, 2018	Five years	Sharing of expertise and knowledge, collaboration (research and technology), and awareness.
16. Canadian Research Knowledge Network	Jan. 10, 2019	Five years	Sharing of expertise and knowledge, facilitation of access to the Canadian documentary heritage, hosting, membership.
17. National Gallery of Canada	Jan. 17, 2019	Five years	Sharing of expertise and knowledge, awareness, development of joint projects, loans, facilitation and optimization of conservation and storage.
18. Carleton University	March 13, 2019	Five years	Sharing of expertise and knowledge, collaboration (research and technology), and awareness.

Appendix 4 – Hold 21 exhibitions organized by or in collaboration with LAC [three-year target]

Table of exhibitions organized by or in collaboration with LAC in 2018–2019

Exhibition title		Location	Start	End
2018–2019	25. <i>Constant Companions: Pets in Nineteenth Century Photography</i>	National Gallery of Canada (Canadian and Indigenous Galleries), Ottawa	April 10, 2018	April 9, 2019
	26. <i>Premiere: New acquisitions at Library and Archives Canada</i>	Library and Archives Canada, 395 Wellington Street, Ottawa	April 24, 2018	Dec. 3, 2018
	27. <i>Alter Ego: Comics and Canadian Identity</i>	Toronto Reference Library	May 12, 2018	July 29, 2018
	28. <i>Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada</i>	Batoche National Historic Site, Saskatchewan	June 2, 2018	Aug. 26, 2018
	29. <i>Photographs by Alexander Henderson</i>	National Gallery of Canada (Canadian and Indigenous Galleries), Ottawa	June 15, 2018	June 15, 2019
	30. <i>Pathways: Following traces of Indigenous routes across Ontario</i>	Toronto Public Library	Aug. 18, 2018	Oct. 28, 2018
	31. <i>Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada</i>	Museum of Surrey, British Columbia	Sept. 29, 2018	Nov. 25, 2018
	32. <i>Resilience – The Battlefield Art of Mary Riter Hamilton, 1919–1922</i>	Canadian War Museum, Ottawa	Sept. 20, 2018	March 31, 2019
	33. <i>Cipher Decipher</i>	Library and Archives Canada, 395 Wellington Street, Ottawa	Oct. 1, 2018	Oct. 31, 2018
	34. <i>Morph</i>	Vancouver Public Library	Oct. 15, 2018	Feb. 2, 2019
	35. <i>Treaties Recognition Week</i>	Ottawa Public Library and University of Ottawa	Nov. 7, 2018	Nov. 8, 2018
	36. <i>International Holocaust Remembrance Day</i>	Library and Archives Canada, 395 Wellington St., Ottawa	Jan. 27, 2019	Jan. 27, 2019
	37. <i>Prime Ministers and the Arts: Creators, Collectors and Muses</i>	Library and Archives Canada, 395 Wellington St., Ottawa	Feb. 2, 2019	Dec. 30, 2019
	38. <i>UNESCO's Canada Memory of the World Register</i>	Library and Archives Canada, 395 Wellington St., Ottawa	Feb. 26, 2019	Feb. 26, 2019
	39. <i>Ladylikeness: Historical Portraits of Women by Women</i>	Glenbow Museum, Calgary	March 8, 2019	Jan. 31, 2020
	40. <i>Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada</i>	Kootenai Brown Pioneer Village, Pincher Creek, Alberta	March 30, 2019	June 9, 2019

Geographic distribution of exhibitions organized by or in collaboration with LAC from 2016 to 2019



Appendix 5 – Reach 60 loan agreements for exhibitions *[three-year target]*

Table of loan agreements for exhibitions in 2018–2019

	Exhibition title	Location	Time frame	Size of loan
2018–2019	40. Charles F. Gibson: Events of a Military Life in Kingston	Agnes Etherington Art Centre, Kingston	April 28 to Aug. 5, 2018	2 items
	41. Scotiabank Photography Award	Ryerson Image Centre, Toronto	May 2 to Aug. 5, 2018	1 item
	42. 1914–1918, The Battle for the North Sea	Provincial Palace, Bruges, Belgium	April 21 to Aug. 31, 2018	1 item
	43. Àdisòkàmagan Nous connaître un peu nous-même We'll all become stories	Ottawa Art Gallery	April 28 to Sept. 16, 2018	25 items
	44. Laurent Amiot: Canadian Master Silversmith	National Gallery of Canada, Ottawa	May 11 to Sept. 16, 2018	2 items
	45. 1918: The Last 100 Days	Royal Canadian Artillery Museum, Canadian Forces Base Shilo, Manitoba	May 17 to Dec. 14, 2018	3 items
	46. Constant Companions: Pets in Nineteenth Century Photography	National Gallery of Canada (Canadian and Indigenous Galleries), Ottawa	April 9, 2018, to April 9, 2019	22 items
	47. Photographs by Alexander Henderson	National Gallery of Canada (Canadian and Indigenous Galleries), Ottawa	June 15, 2018, to June 15, 2019	17 items
	48. Gold and Silver: Images and Illusions of the Gold Rush	Foam Fotografiemuseum, Amsterdam, Netherlands	April 20, 2018, to June 10, 2018	20 items
	49. Rights of Passage: Canada at 150	Canadian Museum for Human Rights, Winnipeg	July 1 to Oct. 19, 2018	1 item
	50. Resilience – The Battlefield Art of Mary Riter Hamilton, 1919–1922	Canadian War Museum, Ottawa	Sept. 20, 2018, to March 21, 2019	15 items
	51. Hockey	Manitoba Museum, Winnipeg (travelling exhibition developed by the Canadian Museum of History)	July 6, 2018, to Jan. 13, 2019	29 items
	52. Obsession: Sir William Van Horne's Japanese Ceramics	Gardiner Museum, Toronto	Oct. 16, 2018, to Jan. 20, 2019	1 item
	53. Notman, Visionary Photographer	Canadian Museum of History, Gatineau	Nov. 2, 2018, to April 14, 2019	1 item
	54. Canada's Legal System (rotation of items)	Canadian Museum for Human Rights, Winnipeg	Oct. 22, 2018, to Aug. 19, 2019	3 items
	55. Death in the Ice: The Mystery of the Franklin Expedition	Mystic Seaport Museum, Connecticut, United States	Dec. 1, 2018, to April 28, 2019	2 items
	56. Canadian and Indigenous Art (rotation of items)	National Gallery of Canada, Ottawa	Dec. 15, 2018, to Dec. 15, 2019	15 items
	57. Shelley Niro: Women, Land, River	Peterborough Art Gallery, Peterborough	Jan. 31, 2019, to March 31, 2019	5 items

Geographic distribution of loan agreements for exhibitions from 2016 to 2019

