

Final Report

2021-2022

2019-2022 Three-Year Plan

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Cat. no: SB1-10/1E-PDF
ISSN: 2371-4816



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Foreword

Leslie Weir, Librarian and Archivist of Canada

We are very proud to present the final progress report on the commitments in Library and Archives Canada's (LAC's) 2019–2022 Three-Year Plan, which reviews three fiscal years marked by many achievements against a backdrop of great challenges. In 2020, the COVID-19 pandemic forced us to act very quickly and to rethink how we did business. Despite that, LAC employees showed impressive resilience. Together, we rose to the challenge and implemented innovative ways of meeting the needs of Canadians.

During this difficult period, LAC led important initiatives and advanced two major infrastructure projects: the construction of a new state-of-the-art preservation and storage facility in Gatineau and upgrades to the existing Preservation Centre vaults; and the completion of key steps leading to the eventual construction of Ādisōke, the LAC/Ottawa Public Library (OPL) joint facility in Ottawa.

The name Ādisōke evokes the partner institutions' central mission: LAC is the keeper of Canadian and Indigenous stories, and the OPL uses stories to build community and transform lives by inspiring learning, piquing curiosity and forging connections. The Ādisōke joint facility also demonstrates LAC's unwavering commitment to advancing reconciliation with Indigenous peoples.

We continue our efforts to better reflect the diversity of communities in our collections. Through our Indigenous documentary heritage initiatives, we have increased access to Indigenous content in our collections and supported Indigenous communities, thus contributing to the preservation of First Nations, Inuit and Métis Nation cultures and languages. Our collections are designed to support education, awareness and dialogue. This commitment is of great importance to LAC as we move toward reconciliation with Indigenous peoples and try to remedy the injustices encountered by many other marginalized groups in Canada.

The future looks bright and exciting at LAC. The plan for the next few years, Vision 2030, reflects and synthesizes ideas and suggestions gathered through extensive consultations with thousands of Canadians—including our staff, users and partners—all of whom care deeply about our mandate.

Vision 2030 is an evolving plan that will map out our destination—what we want to accomplish and how to get there by the end of the decade. Vision 2030 will not change our mandate. Rather, it will provide the direction needed to strengthen how we acquire, process, preserve and make accessible Canada's documentary heritage. While collections remain central to LAC's identity, what will guide our work on behalf of Canadians is the desire to provide them with an enhanced capability to discover, understand, and connect to the collections.

Everyone agrees that the disruptions caused by the pandemic stirred the winds of change for us. However, for this change to be truly forward-looking, we must cultivate a spirit of collaboration to showcase Canada's past and present in all its diversity—equitably and inclusively—both within our memory institution and beyond its walls.

I promise you that LAC will be equal to the task. I encourage you to read what LAC staff have accomplished over the last three years.

Enjoy!

LIBRARY AND ARCHIVES CANADA

THREE-YEAR REVIEW – 2019-2020 TO 2021-2022

ENGAGED CITIZENS. ACCESSIBLE HOLDINGS.

Co-Lab



74,399 contributions by Co-Lab users



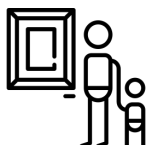
The website experience has been enhanced to make it more intuitive and to take advantage of Co-Lab metadata

DigiLab

38 359 images digitized by the public



Expansion of DigiLab, which is now available in Vancouver and Winnipeg



376 664 people attended the exhibitions and events



The Hiding in Plain Sight exhibition continued its tour of Western Canada, and LAC launched a new series of exhibitions with the National Gallery of Canada



12 events and more than **85** postings on online platforms and tools to promote cultural diversity and Indigenous history



Launch of the interactive multimedia e-book *Nations to Nations: Indigenous Voices at LAC*, with essays written by First Nations, Inuit and Métis Nation employees of LAC
Creation of blog posts and podcasts on Indigenous history (**66,000** views of the blog post *Inuit: Disc Numbers and Project Surname*)



171 567 transactions at LAC service points



LAC successfully adapted services to the public during the pandemic to provide access to the collection while ensuring the health and safety of employees and users
Expanded range of services to reach a wider audience (for example, workshops and webinars, often in collaboration with partners)



8 333 089 visitors to the LAC website



Launch of My Account, LAC's personalized online space



8 153 922 images digitized from LAC's collection



In three years, LAC digitized the following:
360,000 images for Indigenous initiatives
1,500,000 images for Ádisōke transition projects
5,300,000 images for digitization on demand (copy services, access to information, litigation)



Web: **51%** of users said they were satisfied or very satisfied



Creation of a dedicated sector whose mandate is to improve the user experience and ensure engagement

Documentary Heritage Communities Program (DHCP):
77% of applicants reported their overall satisfaction with the application process as “very good” or “excellent”

LAC used data and feedback from web respondents to provide a better user experience

ADAPTABLE ORGANIZATION. SUSTAINABLE COLLECTION.



71% of active publishers deposited their publications with LAC



With the new online digital publication deposit process, LAC collected nearly **90,000** digital titles in 2021-2022



10% of federal institutions transferred their records to LAC



Public Services and Procurement Canada successfully completed the transfer of government records to LAC

DAMS

The Digital Asset Management System (DAMS) was fully and successfully deployed, and became a permanent operational system



DAMS increased the processing speed for digital publications by **90%** and the delivery speed for digital archival materials by **95%** for Canadians



LAC maintained its decision to defer the acquisition of a new archival information system



In the meantime, LAC is reviewing the data stored in its current systems



Work continues on the analysis of services to be offered at Ādisōke



The project received input from Algonquin Anishinabeg communities from the beginning of the design process. Through extensive consultations, Ottawa residents and Canadians were actively involved in the facility's design



Preparation of the items in the collection is almost complete; this work involves nearly **500,000** boxes of textual records and some **143,400** film canisters



Preparing hundreds of thousands of containers from two preservation centres for relocation provided an opportunity to update information and better identify their contents



Introduction of the learning path to support employees and management in the acquisition of knowledge and skills



Preparation and implementation of the development program for archivists and people working on access-to-information requests

COLLABORATIVE EFFORTS. MAGNIFIED RESULTS.



14 Canadian representatives were elected to international committees



The number of elected representatives was maintained, despite retirements



37 new agreements with partners to facilitate access to heritage material



First-ever agreement signed with the National Library of Germany



128 projects funded through the DHCP



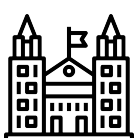
LAC delivered **14** webinars to support organizations in achieving their goals

Indigenous Heritage

Implementation of the **28** measures in LAC's Indigenous Heritage Action Plan is progressing well



Through this action plan, the rights of Indigenous peoples and access to their documentary heritage are recognized and enhanced



403 projects undertaken with universities and cultural and memory institutions



LAC supported some **2,000** libraries in the TD Summer Reading Club's expedited transition to virtual mode; children and parents had access to reading activities across the country despite the pandemic

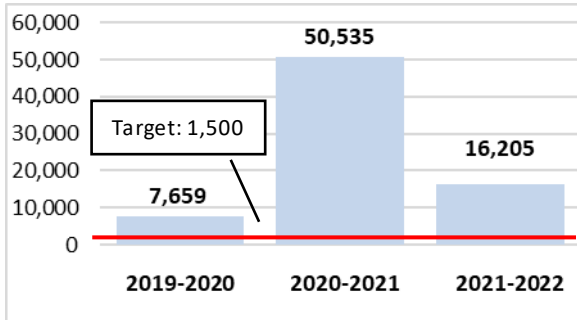
2019–2022 THREE-YEAR PLAN

1. ENGAGED CITIZENS. ACCESSIBLE HOLDINGS.

LAC's goal is to improve access to its collection and increase opportunities for the public to enhance its holdings.

Co-Lab

1.1 NUMBER OF USER CONTRIBUTIONS IN THE CO-LAB CROWDSOURCING TOOL



In 2021-2022, Co-Lab users made **16,205 contributions**. Four challenges were issued during the year. The most recent, posted in March 2022, contains 54 images dedicated to [travel posters in the Marc Choko collection](#), used as promotional materials by railway companies and airlines from the 1900s through the 1950s.

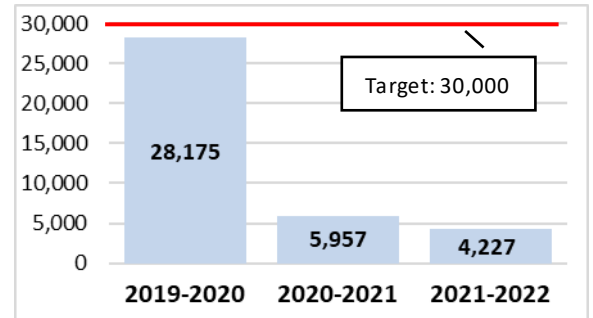
The data for 2019-2020 and 2020-2021 were revised upward following a methodology review.

DigiLab

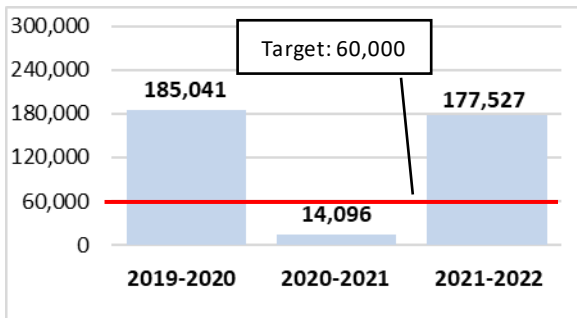
1.2 NUMBER OF IMAGES DIGITIZED VIA DIGILAB

In 2021-2022, **4,227 images** were digitized in DigiLab.

This figure is lower than in previous years because the Ottawa DigiLab was closed for much of the year. Nevertheless, the DigiLab team was able to support copy services by digitizing 7,167 pages during that period and responding to user requests by email and telephone.



2.1 NUMBER OF PARTICIPANTS WHO ATTENDED EXHIBITIONS AND EVENTS DELIVERED BY LAC OR DELIVERED IN COLLABORATION WITH OTHER ORGANIZATIONS



177,527 participants attended exhibitions and events delivered by LAC or delivered in collaboration with other organizations during the year.

Items from the LAC collection are on display at the National Gallery of Canada, in Ottawa. The travelling exhibition *Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada* accounted for 96% of the participants who attended exhibitions and events.



2.2 EXTENT TO WHICH PUBLIC PROGRAMMING INCLUDED ACTIVITIES PROMOTING CULTURAL DIVERSITY AND INDIGENOUS HISTORY

In 2021-2022, LAC held four events to elicit reflection and discussion on cultural diversity and Indigenous history. The events included the three-day forum “Memory Institutions as Equitable, Diverse and Inclusive Places” and the launch of the interactive multimedia e-book *Nations to Nations: Indigenous Voices at LAC*. The latter was part of the literary program of the Frankfurt Book Fair, in Germany, where Canada was the guest of honour in 2021.

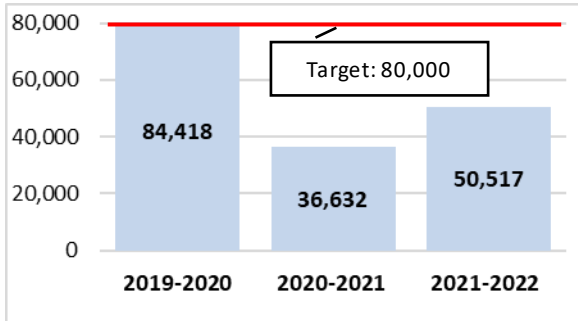
LAC uses a variety of tools to promote cultural diversity and Indigenous history. Facebook and Twitter often serve as platforms for live communication with the public. On those platforms, LAC acknowledges the contributions of all of those communities and showcases historical events and information about their cultures. The goal is to inform and educate the public about exploits and issues and to share images from the collection and expert analysis on the subject.

Publication of the [Nations to Nations interactive multimedia e-book](#) was one of LAC’s greatest achievements that year. Written by Indigenous employees, the essays in the book highlight their expertise and underscore the importance of their cultures.

Number of publications/postings by subject			
Tools and platforms	Cultural Diversity	Indigenous History	Both subjects
Twitter, excluding retweets	16 (ex. John Armstrong Howard ; Black activism and racial equality)	28 (ex. National Indigenous Languages Day ; Reconciliation)	11 (ex. Price-McIntosh Bursary)
Facebook	7 (ex. Lincoln Alexander ; Hanukkah)	14 (ex. Tekahionwake ; National Indigenous History Month)	1 (Languages and cultures at LAC)
Blog	7 (ex. Norman Kwong)		
Events	2 (Archives and Libraries in OLMCs ; Signatures Interview with Gabor Szilasi)	1 (Nations to Nations e-book)	1 (LAC Forum)
Flickr album	1 (Ugandan refugees)		
Interactive multimedia e-book		1 (Nations to Nations e-book)	



3.1 NUMBER OF SERVICE TRANSACTIONS AT LAC'S SERVICE POINTS IN OTTAWA, HALIFAX, WINNIPEG AND VANCOUVER, THROUGH ALL SERVICE CHANNELS



50,517 transactions were completed at LAC's points of service in Ottawa, Halifax, Winnipeg and Vancouver.

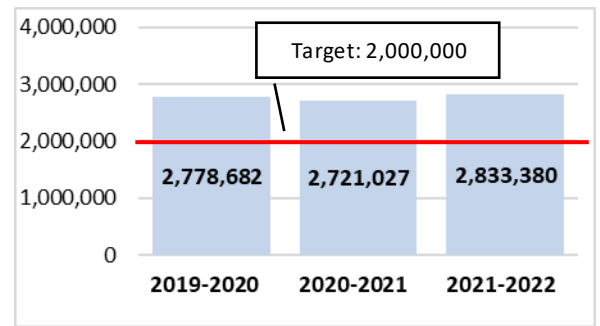
This is an increase from the previous fiscal year, although 2021-2022 also saw capacity reductions as a result of the health measures put in place by public health authorities. Staff focused on delivering remote services during temporary closures in the fourth quarter, including the Halifax service point's closure for renovations.



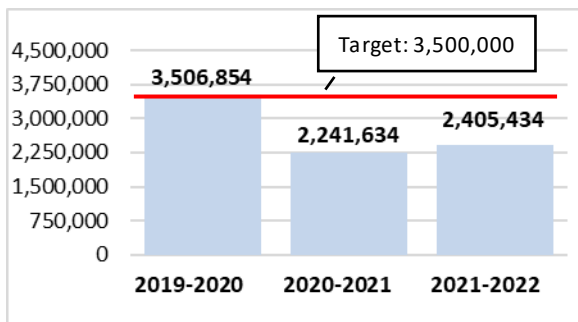
3.2 NUMBER OF VISITORS TO THE LAC WEBSITE

In 2021-2022, there were **2,833,380 unique visitors** to the LAC website. An analysis of the most visited pages shows that the majority of searches were for census data and military personnel images and records.

LAC added new features to its website that year, including the [My Account](#) feature, to improve the collection search experience. Through this personalized online space, users can save and forward their search results. LAC also made changes to its services to publishers, with the launch of its enhanced system for the legal deposit of digital publications.



3.3 NUMBER OF IMAGES DIGITIZED FROM LAC'S COLLECTION



In 2021-2022, **2,405,434 images** were digitized from LAC's collection. Eighty percent of the images were digitized in response to client requests, and 12% were digitized in preparation for the move to Ādisōke (for example, city directories, finding aids).

LAC also processed digital images from the Service Files of the Second World War – War Dead, 1939-1947. LAC ensured that the 2,376,718 images of war dead were posted online for public viewing during the next year.



4.1 LEVEL OF CLIENT SATISFACTION WITH WEB AND IN-PERSON SERVICES

4.2 LEVEL OF PARTICIPANT AND PARTNER SATISFACTION WITH EVENTS

LAC postponed an extensive survey of clients and partners. However, other means were used to obtain comments from users. For example, LAC collected user feedback through a short web-based survey. According to the data collected, 51% of users were satisfied or very satisfied.

In addition, the DHCP conducts regular surveys to gauge applicant and recipient satisfaction. The most recent results are as follows:

- 77% of applicants reported very good or excellent overall satisfaction with the application process.
- 93% of recipients reported excellent or outstanding satisfaction with client service and general communications
- 78% of respondents reported that the level of information provided on the DHCP website was excellent or outstanding

To respond more effectively to users' needs, LAC created a sector whose mandate is to improve the user experience and ensure user engagement. Special attention will be paid to research, testing and user interviews.

2. ADAPTABLE ORGANIZATION. SUSTAINABLE COLLECTION.

LAC's goal is to grow its collection and implement measures to preserve it for future generations.



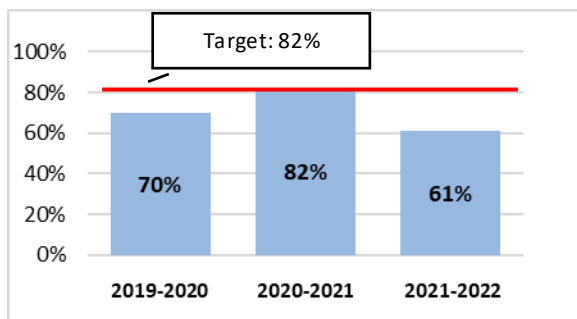
1.1 PERCENTAGE OF FEDERAL INSTITUTIONS TRANSFERRING THEIR RECORDS ANNUALLY

In 2021-2022, **9% of federal institutions** (16 out of 183 institutions) transferred their records to LAC.

The 15% target was not met since, in most departments whose employees are still teleworking, the transfer of government records did not resume as planned. LAC expects to receive more transfers when employees of other federal organizations return to the office.



1.2 PERCENTAGE OF PUBLISHERS TRANSFERRING PUBLICATIONS ANNUALLY



Sixty-one percent (61%) of active publishers transferred their publications to LAC in 2021-2022. This was below the 82% target because of the challenges of the pandemic environment during certain times of the year. The publishing industry had reduced access to its own facilities and experienced shipping and delivery difficulties.

Those challenges did not stop LAC from implementing a new online digital publication deposit process, through which it received 89,402 digital titles in 2021-2022, almost twice as many as in the previous year. Targeted communications with publishers were productive, and more than 650 digital publishers are actively depositing their electronic publications.



2.1 EXTENT TO WHICH LAC, WITH GOVERNMENT OF CANADA (GC) PARTNERS, SUCCESSFULLY DEVELOPED AND IMPLEMENTED A TOOL FOR THE TRANSFER OF DIGITAL GOVERNMENT RECORDS

Public Services and Procurement Canada successfully completed the transfer of government records to LAC during the year. That activity involved the transfer of GCDocs operational records that the LAC archivist had identified as having archival value.

Metadata evaluation and next-step planning were also completed. LAC plans to improve metadata integration and workflows and to define roles and responsibilities for its electronic records acquisition service.

DAMS

3.1 EXTENT TO WHICH A DIGITAL ASSET MANAGEMENT SYSTEM (DAMS) HAS BEEN IMPLEMENTED FOR THE ACQUISITION AND PRESERVATION OF DIGITAL PUBLICATIONS AND DIGITAL GOVERNMENT RECORDS

The Digital Asset Management System (DAMS) was fully and successfully deployed, and became a permanent operational system.

All expected benefit objectives were achieved. For example, DAMS increased the processing speed for digital publications by 90% and the delivery speed for digital archival materials by 95%. In addition, the system enabled LAC to process 50% more preservation copies and to distribute processing across Canada, with greater automation of integrity checks. In 2021-2022, LAC also began processing Government of Canada publications for preservation and online access.

In the coming years, LAC expects that DAMS will be able to accommodate new collections, including LAC digitized materials and GC Protected B archival materials.



3.2 EXTENT TO WHICH A NEW ARCHIVAL INFORMATION SYSTEM WAS IMPLEMENTED

LAC maintained its decision to defer the acquisition of a new archival information system. In the meantime, LAC is reviewing the data stored in its current systems.



4.1 UPDATE ON THE TRANSITION AND THE RENEWAL OF SERVICES FOR THE FUTURE LAC-OPL JOINT FACILITY

LAC, the Ottawa Public Library (OPL) and the City of Ottawa continued to work with members of the Kitigan Zibi Anishinabeg First Nation and the Pikwàkanagàn Algonquin First Nation. The facility's official name was unveiled at an event in August 2021: Ādisōke, an Anishinābemowin word meaning "storytelling." Ādisōke is a powerful affirmation of the depth and sincerity of the partner institutions' appreciation in ongoing consultations with those communities. During the period from November 2021 to February 2022, members of the host nation and LAC and OPL representatives were invited to participate in presentations about the Ādisōke project at events organized by national and provincial organizations.

In addition, Indigenous art will have a prominent place in Ādisōke. Following requests for proposals from Indigenous artists, the selection process moved into high gear over the last year. This initiative will recognize, promote and showcase Indigenous art created by Indigenous artists in Canada.

On the transition front, the digitization of reference materials and preparations for relocating the collection continued successfully. Planning for the services to be offered at Ādisōke is under way, with a view to aligning with LAC's Vision 2030 and addressing the needs of future visitors.



4.2 UPDATE ON THE PREPARATION AND MOVE OF LAC'S COLLECTION TO THE NEW PRESERVATION FACILITY, AND ON RELATED COLLECTION MOVES

The preparation of collection items for relocation to the Archives Centre (Renfrew) and the Preservation Centre (Gatineau) is almost complete. Of the 642,000 containers that will be moved to the new Preservation Storage Facility during the period from August 2022 to March 31, 2024, nearly 500,000 are boxes containing textual records and some 143,400 are film canisters. Physical verification of each container and barcode for all of those collection items was required in order to ensure their safe transport and their easy retrieval using the new Preservation Storage Facility's automated records retrieval system.



5.1 EXTENT TO WHICH LAC SUPPORTS EMPLOYEE PROFESSIONAL DEVELOPMENT

LAC established a learning roadmap to support its staff in acquiring knowledge and skills through mandatory training, job-specific learning and professional development. LAC also supported the following:

- Establishment of a leadership counselling service through the Public Service Commission
- Establishment of the Mentorship Plus program, which supports members of employment equity groups in their career advancement
- Provision of in-house official languages training to maintain or improve employees' proficiency in their second official language
- Development of the career management program for access-to-information and privacy specialists
- Development of career management programs for archivists and librarians

3. COLLABORATIVE EFFORTS. MAGNIFIED RESULTS.

LAC's goal is to seek out collective solutions for a more cohesive and impactful documentary heritage community at home and abroad.



1.1 EXTENT TO WHICH LAC COLLABORATES WITH ITS PARTNERS TO INCREASE ACCESS TO HERITAGE MATERIALS

In 2021-2022, general memorandums of understanding were signed with the Archives of Ontario, the German National Library, the Vancouver Public Library, Université de Montréal and Université Laval. The agreement with the German National Library is unique in that it is the first agreement between the two national organizations. It will promote the exchange of information and collaboration on joint projects that will benefit both organizations.

Twenty-seven (27) other initiatives were carried out in parallel by LAC teams to facilitate access to heritage materials. They include American Revolutionary Geographies Online, which will digitize maps and revise their descriptions, and Names in the Landscape, which focuses on Canadian First World War soldiers who fought and died in Flanders.



2.1 NUMBER OF CANADIAN REPRESENTATIVES ELECTED TO INTERNATIONAL COMMITTEES

Fourteen (14) Canadian elected representatives attended meetings of international committees virtually. This exceeds the target of 10 representatives for the year.

Their expertise raises Canada’s profile in the International Council on Archives (ICA), the International Federation of Library Associations and Institutions (IFLA), and the International Internet Preservation Consortium (IIPC).

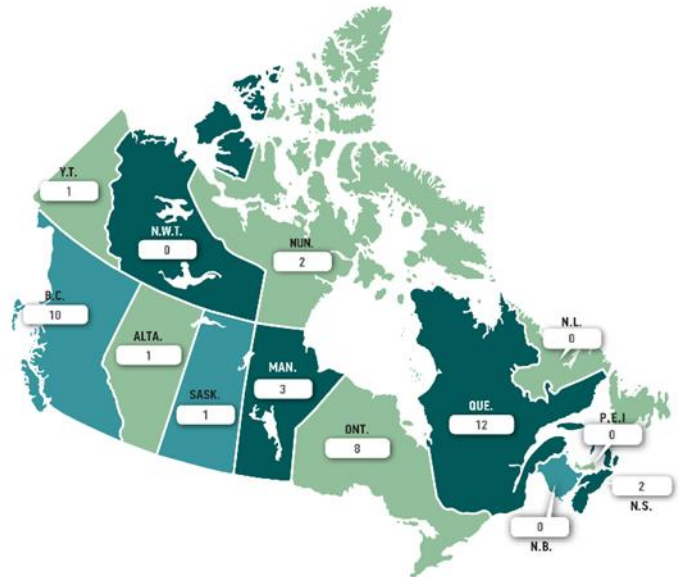


2.2 NATIONWIDE REACH OF THE DOCUMENTARY HERITAGE COMMUNITIES PROGRAM (DHCP)

The DHCP helps build the capacity of local documentary heritage organizations to ensure that Canada’s continuing memory is documented, preserved and accessible.

LAC announced that 41 projects, 26 of them new, had received DHCP funding in 2021-2022.

Some of the projects support Indigenous organizations, such as the Syilx Language House Association, in British Columbia. The funds will be used to train two community members to record and archive several hours of spoken word. The collection will include stories, cultural information and traditional stories in the ṅsyilxčṅ language. The recorded data and information will be preserved through digital backup.



The Centre d’archives régional des Îles (CARDI), in Quebec, is another organization that received DHCP funding for a digitization, cataloguing, preservation and dissemination project at a commemorative event. CARDI will process three archival fonds covering the period from the 1940s to the 1980s, giving priority to the fonds that are the most fragile because of their medium and whose content is in high demand.

Indigenous Heritage 3.1 UPDATE ON THE IMPLEMENTATION OF LAC’S INDIGENOUS HERITAGE ACTION PLAN

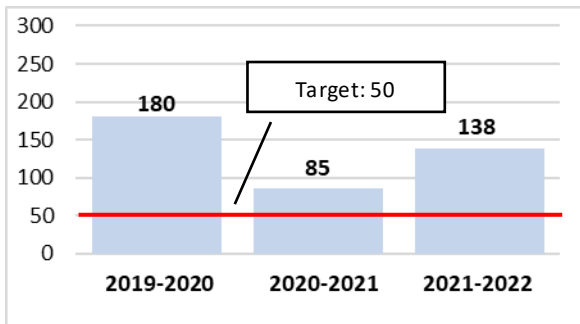
Implementation of the 28 measures in the Indigenous Heritage Action Plan is progressing well.

Two of the measures relate to Indigenous residential schools and day schools. LAC continues to publish digital materials in support of residential school records while protecting personal and sensitive information. With respect to day schools, LAC continues to process requests for access to information that will help plaintiffs build their cases in the ongoing class action.

LAC is pursuing its hiring program to improve the representation of the Indigenous community. The organizational structure has been revised to include a function and specialized teams for Indigenous initiatives.



4.1 NUMBER OF PROJECTS UNDERTAKEN WITH ACADEMIC, CULTURAL AND MEMORY INSTITUTIONS



LAC carried out **138** projects in collaboration with academic, cultural and memory institutions in 2021-2022.

In the last quarter alone, three presentations were delivered in postsecondary institutions. Most of the other projects involved participation in expert panels or collaborations with federal organizations.