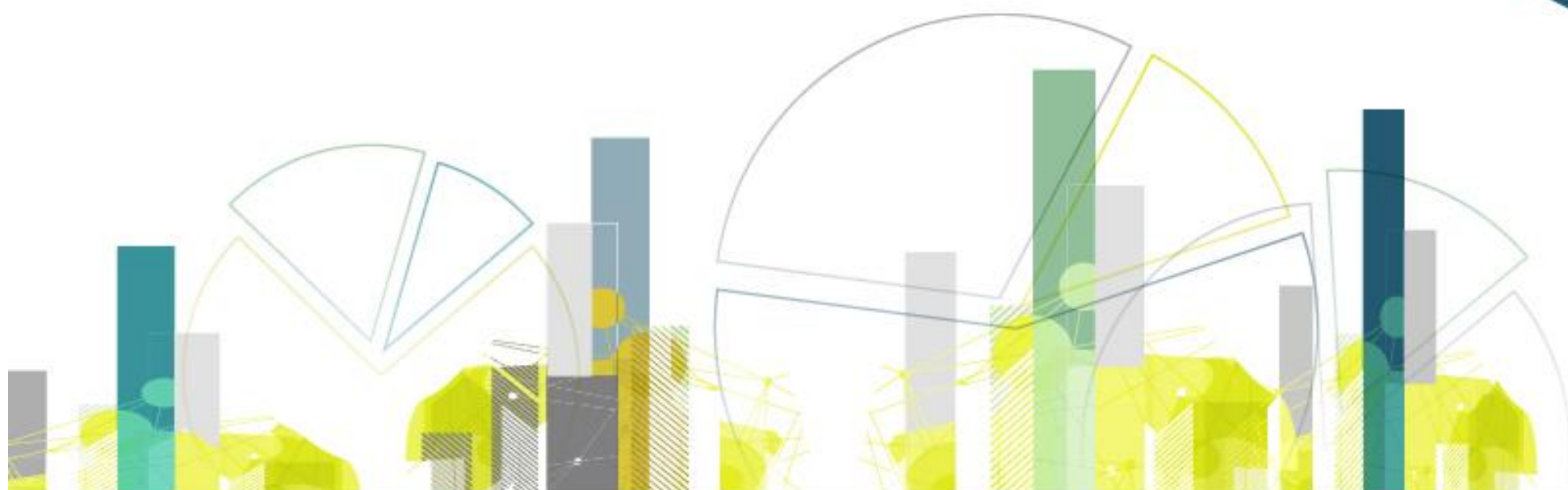# 2016–2019 Three-Year Plan
Library and Archives Canada

Progress Report Q3 2016–2017
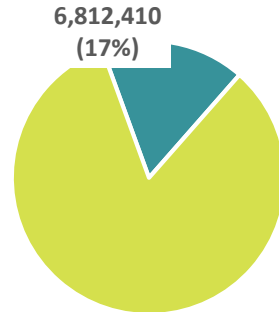
Library and Archives Canada

Bibliothèque et Archives Canada

Canadä

# Commitment 1: Fully dedicated to serving all its clients

1. **Digitize 40 million pages in three years, including the 650,000 files of the Canadian Expeditionary Force (CEF) that will be available online**

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

6,812,410
(17%)

■ Total digitized to date ■ Remaining

Proportion of CEF files available online

58%

42%
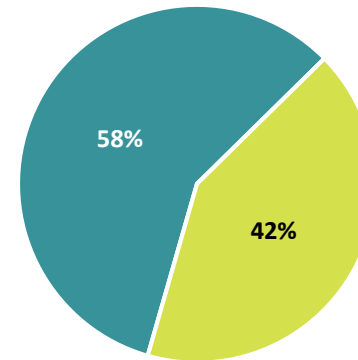
■ On line ■ Remaining

2. **Reach 100 million downloads annually from the Library and Archives Canada (LAC) website**

■ Remaining
■ Proportion attained to date

Downloads (in millions)

68.25

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

■ Proportion attained to date

Number of pages (in millions)

6.16

Annual target: 1 million
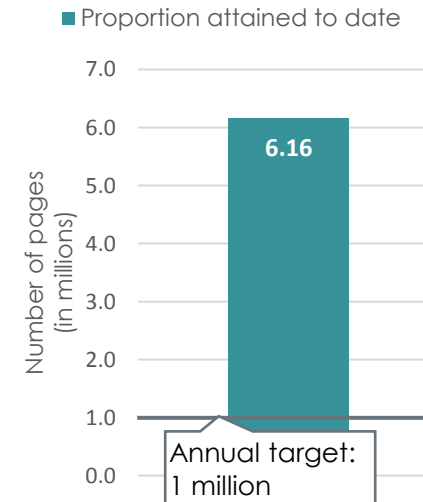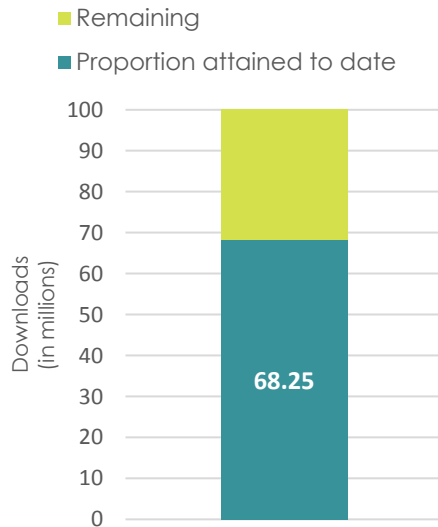
4. Assess and process 10 additional kilometres of archives so that they are discoverable by users *[three-year target]*

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

Attainment of the three-year target (in km)

■ Cumulative
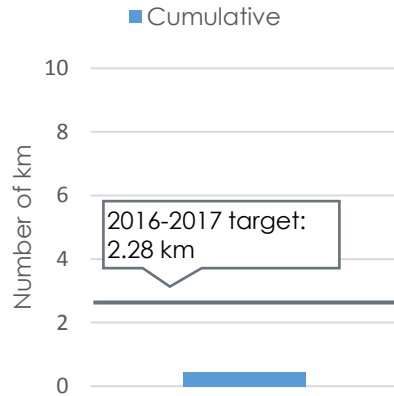
The backlog assessment and processing projects started in Q3.

Number of km

10

8

6

2016-2017 target: 2.28 km

4

2

0

9th position

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

Proportion of referral by source of visit

■ Search engines ■ Other sites ■ Social Media

2% 3%

95%
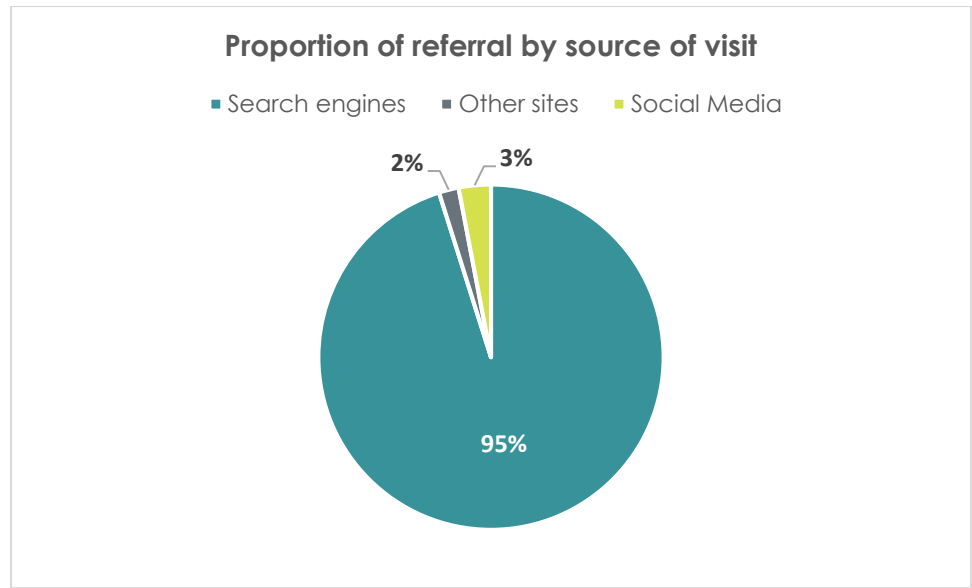
7. **Implement a new integrated library management system for published documents**

Step leading to implementation of a new integrated management system for published documents (OCLC)	Deadline	Progress to date
1. **Conclusion of a contract with a supplier of integrated published heritage management services**	Q4 2016 *[Under way]*	• A Designated Organization Screening (DOS) was granted to the service supplier by the Canadian Industrial Security Directorate (CISD) under the Public Services and Procurement Canada (PSPC) Industrial Security Program. • LAC expects that PSPC will reach an agreement with the service supplier in Q4. • Preparation work for data migration is under way.

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	• In the context of the LAC Management Forum, discussions continued with public service senior executives, particularly from the Association of Professional Executives of the Public Service of Canada (APEX) and Canadian Heritage. • The *In Touch* news feed is the main communication tool for keeping employees informed, sharing information on government activities and promoting training opportunities. • The Librarian and Archivist of Canada held "coffee" sessions with LAC employees on ways to engage staff and the public as well as on how they envision LAC in five years. • "Tea with Hervé" sessions with Corporate Services' employees in order to talk about the mission and vision of the sector. • The Destination 2020 annual report was published in December on GCpedia.
LAC commits to continuing efforts with regard to recognition and engagement	• The "Take me with you" project is under development and should be launched by the end of March 2017. • The "LAC Connections" forum, which took place on November 15, 2016, gave LAC's employees the opportunity to meet one another and to learn more about work done by their colleagues from other branches and sectors of the organization. • The "Speed Leadership Conversations" session, held on December 13, 2016, was an opportunity for senior executives to share their knowledge and their thoughts on leadership.
LAC commits to fostering employees development and to providing them with innovative, reliable and efficient tools	• Answers to the "Taking the pulse of LAC" survey, launched in December 2016, will help evaluate actions already taken in order to improve the work environment and make plans for the future.

9. Review 10 key operational procedures per year

Procedure	Description of change and impact	Deadline
1. Implementation of computerized system for real property service requests	Provide automation of requests for real property services through a portal on the intranet, which allows submission and tracking of requests.	*[Completed]*
2. Implementation of a computerized system for managing cellular wireless devices	Provide more effective management of the use of cellular wireless devices within the organization, and tighter control of associated costs.	*[Completed]*
3. Implementation of a computerized system for managing user profiles (MyProfile)	Provide more effective management of user profiles and email signature blocks, and automated updates in GCdirectory.	*[Completed]*
4. Review of procedures for deeds of gift	Review the procedures and determine their effectiveness.	*[Completed]*
5. Implementation of a system for managing reservations for one-day events	Provide automation of registration by internal and external participants at LAC events. The system is intended to make event management simpler and to save time for employees who are coordinating logistics.	*[Completed]*
6. Implementation of a system for automating *In Touch* news feed updates	Enable LAC employees to upload their messages directly to the *In Touch* news feed on the intranet, with publication 24 to 48 hours later. Clear backlogged emails from clients who want to publish a news item. Also eliminate the need to send a weekly email to all staff.	*[Completed]*
7. Implementation of a guest list management system	Allow for automated registration of guests on various LAC distribution lists. Do away with the need to manually update lists.	*[Completed]*
8. Implementation of a reservation system for the Pellan Room	Provide more effective management of logistics requests for various LAC sectors involved in events held at 395 Wellington Street.	*[Completed]*
9. Implementation of workspace for organizing LAC facility visits	Enable the various sectors involved in managing LAC facility visits to work on shared documents.	*[Completed]*
10. Implementation of a computerized system for telework agreements	Provide automation of telework agreements. This system is intended to standardize management of telework arrangements and to formalize them, as well as to maintain statistics.	*[Completed]*

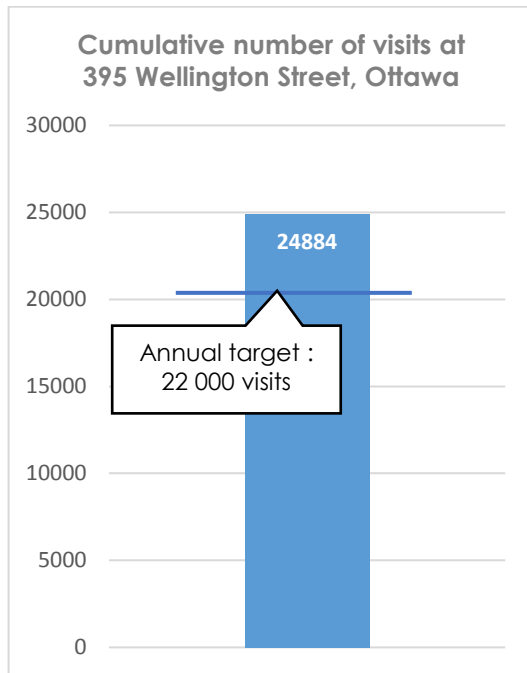## 10. Hold four annual conferences with external experts

Title	Conference date	Number of participants
1. Lowy Council event: Brad Hill	April 3, 2016	70

2. Thematic seminar: Resource Description and Access (RDA)	April 28, 2016	120
3. Wallot-Sylvestre Seminars: Caroline Brazier	May 2, 2016	205
4. Wallot-Sylvestre Seminars: Hervé Lemoine	October 18, 2016	193
5. Lowy Council event: *Yiddish in the new millennium*	November 5, 2016	82
6. Taking It to the Streets: Summit on the Value of Libraries, Archives and Museums in a Changing World	December 5–6, 2016	300

11. Start to build the new preservation facility by 2019

Deliverable	Deadline	Update
Guiding principles for the Gatineau 2 project	April 2016	The guiding principles for Gatineau 2 have been defined and shared.
Gatineau 2 project Web presence	June 2016	LAC has launched a website dedicated to the project.
Letter of interest for Gatineau 2	June 2016	Public Services and Procurement Canada (PSPC) has posted a letter of interest on LAC's behalf, for the project to build the Gatineau 2 preservation building.
Functional program	September 2016	The functional program was completed and approved by senior management.
Hiring of cost estimators	July 2016	A contract was awarded to the firm Turner & Townsend.
Hiring of consultant architects	August 2016	A contract was awarded to GRC Architects and Dialog Ontario, in joint venture.

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

Cumulative number of visits at 395 Wellington Street, Ottawa

24884

Annual target : 22 000 visits

| 30000 |
| 25000 |
| 20000 |
| 15000 |
| 10000 |
| 5000 |
| 0 |

The number of visits to 395 Wellington Street includes visitors who sign in on the second floor and visitors registered by the laser counter in the entrance hall.

This is the cumulative number of visits since April 2016.

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

Development stage of the digital curation platform	Deadline	Update
Request for Information (RFI)	Q1 (2016–2017) *[Completed]*	25 service providers responded to the RFI process, and meetings were held with 24 of them. LAC was thus able to confirm the viability of a digital curation platform.
Digital collections inventory	Q3 (2016–2017) *[Under way]*	During Q3, the published heritage inventory was completed, and significant progress was made in the private archives inventory. LAC is developing a method for assessing the risk of digital heritage loss caused by obsolete digital formats and media as well as outdated storage conditions.
Prioritization of application replacements	Q4 (2016–2017) *[Under way]*	A review of the status of LAC applications is under way as part of the assessment of LAC's corporate capabilities.
Archiving of government records	Q2 (2017–2018) *[Under way]*	Public Services and Procurement Canada (PSPC) concluded proof of concept testing on the government document archiving system.
Digital asset management system	Q2 (2017–2018) *[Under way]*	The Statement of Requirements (SOR) for the Request for Proposal was finalized. Next steps: complete revision of security documents, add security requirements to the SOR, and then have everything reviewed by PSPC, before posting online on Buyandsell.gc.ca.

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

| Strategy implementation stage	Deadline	Mise à jour
Establishment of secretariat	Q3	The secretariat was established in Q3.
Creation of a steering committee	Q3	A steering committee was created in Q3.
Development of work plan	To be determined	A first draft of the secretariat's work plan was developed. The plan was finalized with the steering committee in Q3 and will be shared with the public in Q4.
Identification of key initiatives	To be determined	Steering committee members will identify initiatives to move the action plan forward in Q4.

15. Reach 10 agreements with new partners by 2019

#	Name of partner	Date of signature	Duration of partnership	Description of partnership
1	Canadian Museum of Immigration at Pier 21	April 15, 2016	10 years	Co-location agreement to enhance the national presence of LAC by providing a new service offering in the Atlantic region, at Pier 21 in downtown Halifax.
2	*Open Books*	May 27, 2016	September 29 to November 30, 2016	Agreement for an exhibition entitled *Open Books: International Artists Explore the Chinese Folding Book* at 395 Wellington Street.
3	National Centre for Truth and Reconciliation	June 2, 2016	Renewal every 12 months	Agreement to guarantee the preservation and accessibility of Truth and Reconciliation Commission of Canada records on residential schools.
4	Library of Parliament	July 5, 2016	2017	Agreement for an exhibition of Canada's fundamental documents at the Library of Parliament in 2017.
5	*Icons of Knowledge*	July 8, 2016	September 22, 2016, to March 10, 2017	Agreement for an exhibition of models of various national libraries at 395 Wellington Street, in collaboration with two curators from Harvard University.
6	The National Archives (U.K.)	September 7, 2016	Ending on December 31, 2017	Agreement for three projects: a blog, a podcast and a virtual exhibition.

#	Name of partner	Date of signature	Duration of partnership	Description of partnership
7	Université Laval	September 21, 2016	5 years from the signature date	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.
8	Vancouver Public Library	October 5, 2016	5 years	Co-location agreement. LAC will increase its national presence by moving its Western Canada offices to the Vancouver Public Library in downtown Vancouver. This agreement will also cover collaboration on various projects and activities.
9	Calgary Glenbow Museum	October 6, 2016	5 years	Agreement to have an exhibition room reserved for LAC at the Glenbow Museum.
10	Service interministériel des Archives de France	October 18, 2016	5 years	Co-operation agreement for the transmission and acquisition of skills and knowledge on research and technological development theories and methods, and for the promotion of Canada's documentary heritage.
11	Les Productions de la Ruelle	October 20, 2016	5 years Agreement on the 4EVER EXPO 67 project, from October 21, 2016, to April 2017.	Co-operation agreement on various projects and programs, including the documentary entitled *4EVER EXPO 67* to be aired in 2017.
12	National Palace Museum of Korea	November 16, 2016	3 years The agreement will be automatically renewed until November 16, 2021, if the parties agree.	Co-operation agreement on projects, programs, and expertise and knowledge exchanges.
13	Ottawa 2017	October 18, 2016	Ends on December 31, 2017	Cooperation agreement on two projects to mark Canada 150 in 2017. Project 1: projections on the LAC building at 395 Wellington Street in Ottawa. Project 2: a panel discussion.
14	Social Sciences and Humanities Research Council	October 10, 2016	Ends on December 31, 2017	Agreement for producing a podcast entitled: "What is it to be Canadian?"
15	National Library of China	November 28, 2016	3 years, from date of signature	Co-operation agreement on projects, programs, and expertise and knowledge exchanges.
16	Friends of LAC	November 11, 2016	3 years, from date of signature	Agreement for co-operation on events and to facilitate acquisitions.
17	Canadian Museum of History (CMH)	December 5, 2016	Ends on December 31, 2021	Agreement to reserve an exhibition room for LAC at the CMH.
18	National Gallery of Canada (NGC)	November 29, 2016	Ends on March 31, 2017	Co-operation agreement on the virtual exhibition project entitled *Photo Stories*. Images from the National Film Board of Canada as well as LAC and NGC collections will be digitized and posted online through a grant from the Virtual Museum of Canada.

#	Name of partner	Date of signature	Duration of partnership	Description of partnership
19	Université de Montréal, School of Library and Information Sciences	November 11, 2016	5 years, from date of signature	Co-operation agreement for the transmission and acquisition of skills and knowledge on research and technological development theories and methods, as well as for the promotion of Canada's documentary heritage.

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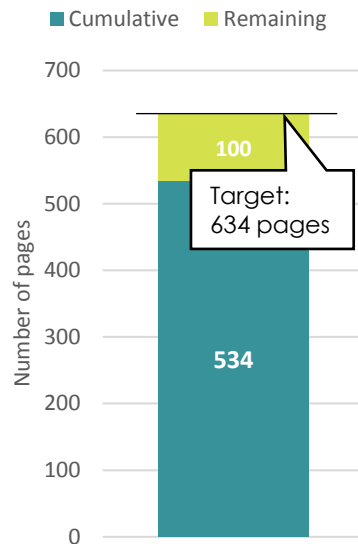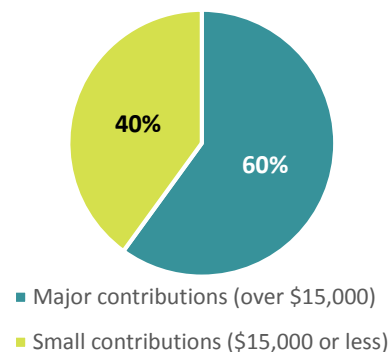

To date, the public has been able to help build **one of two** collections.

The first collection, the Coltman Report, was made available to the public in Q1, and the 534 pages have since been transcribed.

The second collection (the 100-page diary of Lady Susan Agnes Macdonald, wife of Sir John A. Macdonald) will be made available to the public at the end of January 2017.

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

Distribution of contributions granted in June 2016 by size

- 40%
- 60%

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

Yukon 1
Northwest Territories 0
Nunavut 0
British Columbia 10
Alberta 1
Saskatchewan 1
Manitoba 2
Quebec 10
Ontario 10
Newfoundland and Labrador 0
Prince Edward Island 1
Nova Scotia 1
New Brunswick 1

Geographic distribution of grant recipients in the DHCP

18. Adopt an international relations strategy

Steps leading to adoption of the strategy	Deadline	Update
Approval of the international relations strategy by the Management Board	*[Completed]*	The international relations strategy was approved by the Management Board on June 27, 2016.
Sharing of the international relations strategy with LAC stakeholders	*[Completed]*	The international relations strategy was shared with LAC stakeholders during the Stakeholders' Forum on October 13, 2016.
Publication of the international relations strategy	*[Completed]*	The strategy was uploaded to the LAC website in November 2016.

19. **Have 10 Canadian representatives on the major international documentary heritage committees** *[three-year target]*

Name of committee	Number of Canadian members
International Council on Archives	4
International Federation of Library Associations and Institutions	2
International Internet Preservation Consortium	1
Total	**7**

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

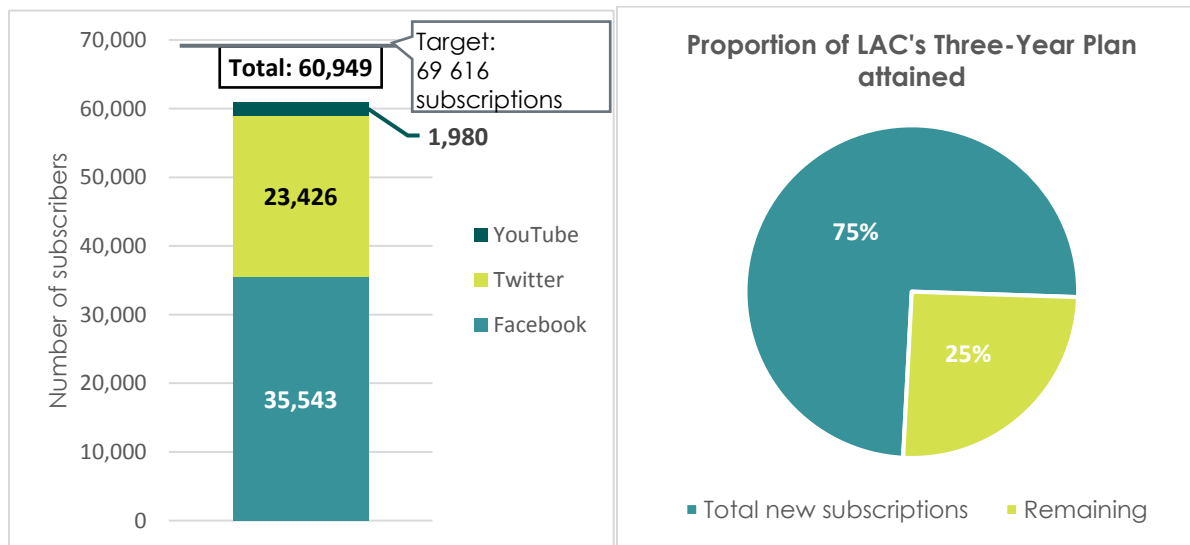**20.** **Hold a total of 21 exhibitions organized by or in collaboration with LAC** *[three-year target]*

Exhibition title	Location	Start	End
1. *Sir John A. Macdonald: Rare and Intriguing Treasures from the Vaults of Library and Archives Canada*	Dalnavert Museum and Visitors' Centre, Winnipeg, Manitoba	June 4, 2016	Sept. 2016
2. *Alter Ego: Comics and Canadian Identity*	395 Wellington Street, Ottawa	May 12, 2016	September 14, 2016
3. *A Sunny Legacy: Celebrating Sir Wilfrid Laurier*	Laurier House, Ottawa	June 1, 2016	November 20, 2016
4. *A Greater Sisterhood: The Women's Rights Struggle in Canada*	Plaza Bridge, Ottawa	July 1, 2016	October 28, 2016
5. *Icons of Knowledge: Architecture and Symbolism in National Libraries*	395 Wellington Street, Ottawa	September 22, 2016	February 20, 2017
6. *Open Books: International Artists Explore the Chinese Folding Book*	395 Wellington Street, Ottawa	September 28, 2016	November 30, 2016

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

Steps in the creation of the designated space at the Canadian Museum of History (CMH)	Deadline	Update
Signing of an agreement	Q3	*[Under way]* A memorandum of understanding with the CMH is underway for a room designated to LAC.
Planning of exhibitions	Q3–Q4	*[Under way]* The LAC and CMH teams are planning the first exhibition to be presented in 2017.

Steps in the creation of the designated space at the Glenbow Museum	Deadline	Update
Signing of an agreement	Q3	*[Completed]* A memorandum of understanding for a room made available to LAC was signed with the Glenbow Museum in October 2016.
Planning of exhibitions	Q3–Q4	*[Under way]* The LAC and Glenbow teams are planning the first exhibition, to be presented in 2018.

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

Total: 60,949

Target: 69 616 subscriptions

YouTube: 1,980
Twitter: 23,426
Facebook: 35,543

Number of subscribers

- YouTube
- Twitter
- Facebook

Proportion of LAC's Three-Year Plan attained

75%

25%

- Total new subscriptions
- Remaining

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

	Exhibition title	Location	Time frame	Size of loan
1.	**Long-term loan – a painting of Sir Wilfrid Laurier**	Office of the Prime Minister	April 6, 2016, to fall 2019	1 article
2.	*The Wounds of War – A.Y. Jackson and Tom Thomson, 1916*	McMichael Canadian Art Collection	June 4, 2016, to January 4, 2017	2 articles
3.	**Long-term loan – painting of John A. Pearson**	House of Commons	June 21, 2016, to June 21, 2018	1 article
4.	**Carol Sawyer: The Natalie Brettschneider Archive**	Art Gallery of Greater Victoria	October 1, 2016, to January 8, 2017	7 articles
5.	*Canada's Legal System*	Canadian Museum for Human Rights	October 1, 2016, to February 28, 2018	5 articles
6.	*80th anniversary of the Governor General's Literary Awards and the 30th anniversary of the Public Lending Right Program*	Canada Council for the Arts	October 23, 2016, to February 28, 2017	8 articles
7.	*Reading the GGs: A Library of People, Places and Things*	Canada Council for the Arts	October 24, 2016, to February 28, 2017	9 articles
8.	*Notman: A Visionary Photographer*	McCord Museum	November 4, 2016, to April 17, 2017	1 article
9.	*It's All Happening So Fast: A Counter-History of the Modern Canadian Environment*	Canadian Centre for Architecture	November 16, 2016, to April 9, 2017	11 articles
10.	*Le retour des ténèbres, l'imaginaire gothique depuis Frankenstein*	Musées d'art et d'histoire de Genève, Switzerland	December 2, 2016, to March 19, 2017	1 article
11.	*1867 – Rebellion and Confederation*	Canadian Museum for Human Rights	December 9, 2016, to mid-May 2017	50 articles

24. Provide a renewed service offering in two Canadian cities

Steps in the creation of a renewed service offering in Halifax, Nova Scotia	Deadline	Progress
Signing of an agreement	Q1	*[Completed]* In April 2016, LAC signed a memorandum of understanding with the Canadian Museum of Immigration at Pier 21, in Halifax, Nova Scotia.
Transition activities	Q2–Q4	*[Under way]* Planning for the move to the office space at Pier 21 in March 2017 is under way. Public programming options are under development.

Steps in the creation of a renewed service offering in Vancouver, British Columbia	Deadline	Progress
Signing of an agreement	Q3	*[Completed]* In October 2016, LAC signed a memorandum of understanding with the Vancouver Public Library in British Columbia.
Transition activities	Q3–Q4	*[Under way]* Planning for the move to the office space at the Vancouver library in late March 2017 is under way. A tentative storage solution has been found. Public programming options are under development.