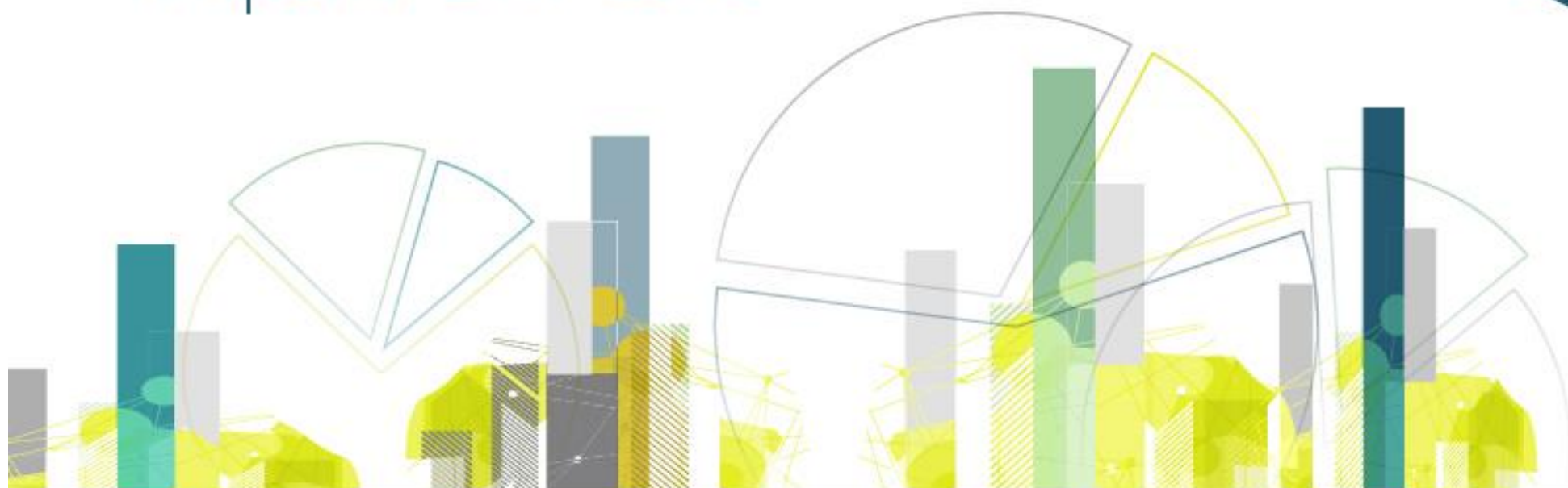


2016–2019 Three-Year Plan Library and Archives Canada

Progress Report 4th quarter 2017–2018



Library and Archives
Canada

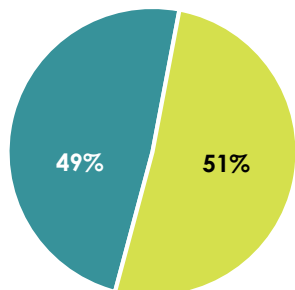
Bibliothèque et Archives
Canada

Canada

Commitment 1: Fully dedicated to serving all its clients

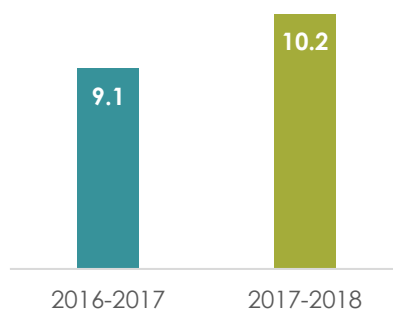
1. Digitize 40 million images in three years, including the 640,000 files of the Canadian Expeditionary Force (CEF) that will be available online

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

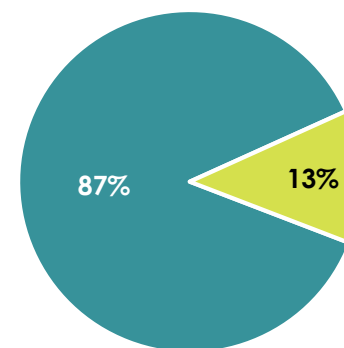


■ Total digitized to date ■ Remaining

Total digitized images per fiscal year (in millions)



Proportion of CEF files available online

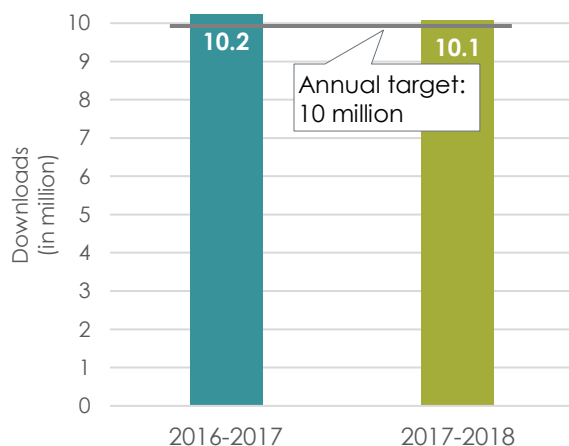


■ Online ■ Remaining

The 640,000 files of the CEF will be available on the LAC website by November 11, 2018.

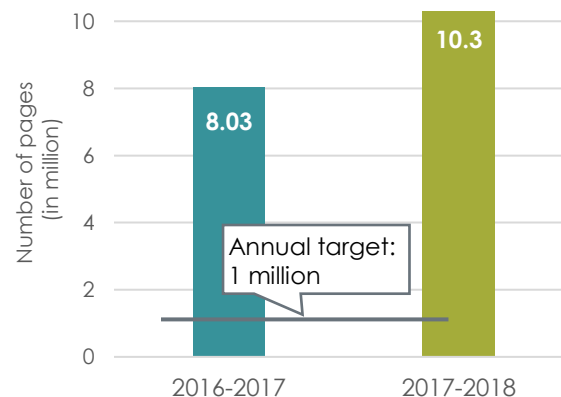
2. Reach 10 million downloads annually from the Library and Archives Canada (LAC) website

Number of annual downloads from the LAC website



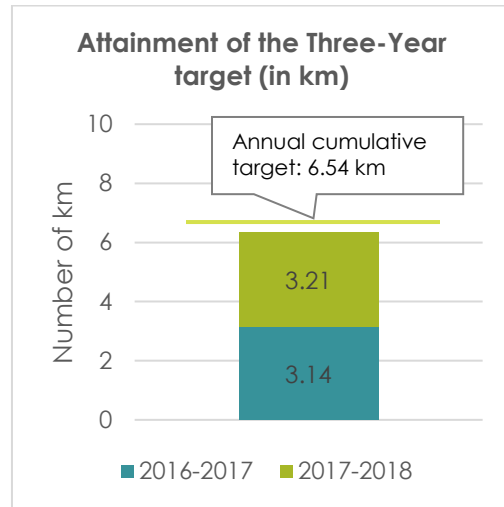
3. Make 1 million pages of government records available each year through the block review process

Number of government archive pages made available annually through block review process



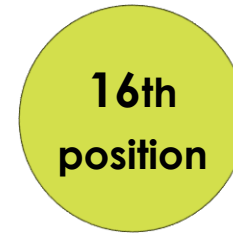
In 2017–2018, 10.3 million pages were made available. The fourth quarter was very productive, with more than 9.5 million pages opened after a proactive review of LAC archival funds. For example, LAC opened approximately 4.5 million pages of patents. This was the largest group of documents that LAC had ever opened through block review.

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



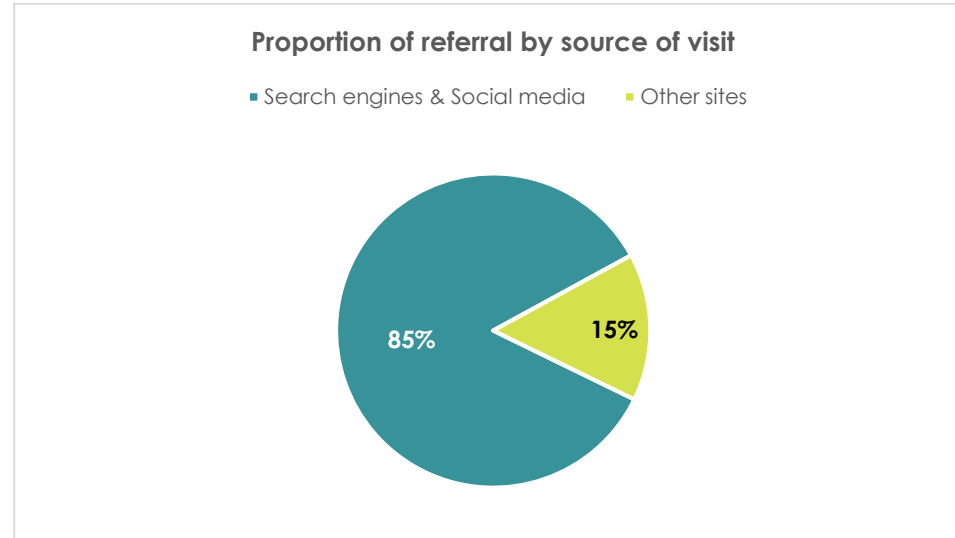
In 2017–2018, an additional 3.21 km of archives were assessed and processed. LAC attained 97% of its annual cumulative target after processing 6.35 km of archives. In addition, an accumulated total of 13,960 specialized media articles (e.g. audiovisual recordings, medals and stamps) were processed.

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



In the fourth quarter, LAC went from 13th to 16th position among federal government websites.

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



Throughout 2017–2018, 85% of visits to the LAC website were the result of a referral from a major search engine such as Google or from social media platforms.

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, Voilà	Q4 [Completed]	The new National Union Catalogue was launched on February 1, 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 [Completed]	All funding applications from small libraries to sign up for OCLC services were processed. Henceforth, all libraries signed up for the OCLC cataloguing services and contributing to the Union Catalogue will send their records information to OCLC.
• LAC introduces additional modules of the OCLC integrated library system	Q1 2018–2019	In June, LAC will begin implementing the OCLC modules that will be used to manage acquisitions of published heritage.
• LAC launches the public catalogue of its collection	Q3 2018–2019	LAC will launch its new catalogue for its own library collection in the fall of 2018.

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"> In January, LAC informed employees about how it handles its interactions with national stakeholders. On February 14, the Blueprint 2020 Champion posted an intranet message entitled "Blueprint 2020: Look back & celebrate our successes!" On February 14, the Blueprint 2020 annual report was posted on the intranet. In March 2018, the Blueprint 2020 initiative intranet page was revamped and updated as part of the redesign of the LAC intranet site.
LAC commits to continuing efforts with regard to recognition and engagement	<ul style="list-style-type: none"> On February 22, LAC's Recognition Champion noted the importance of nominating deserving colleagues for awards. A record number of nominations were received this year by the Recognition Committee. On February 28, an "Our Colleagues' Discoveries" mini-conference showcased the knowledge and expertise of our staff. On March 22, to strengthen the recognition culture at LAC, the Recognition Champion presented a number of formal and informal ways of recognizing the achievements and efforts of co-workers. She then invited employees to share examples of successes on the LAC intranet.
LAC commits to fostering employees' development and to providing them with innovative, reliable and efficient tools	<ul style="list-style-type: none"> In January, LAC promoted mentoring as a professional development tool. In February and March, employees had the opportunity of taking part in a discussion session to learn more about historic and modern treaties related to the territorial claims of Indigenous peoples. Additional discussion sessions were organized on other topics: the new Co-Lab crowdsourcing tool, the library management system renewal project, and a report on IFLA's 83rd annual conference. In January and February, LAC organized workshops for its employees on key leadership skills and mental health in the workplace. In March 2018, issues related to diversity and inclusion were discussed. On March 23, 2018, the Info Kiosk project, one of the winners of the first "Dragon's Lair" event, was successfully completed. A new interactive touch screen that helps to orient users is now in operation at 395 Wellington Street in Ottawa.

9. Review 10 key operational procedures per year

Procedure	Description of change and impact	Deadline
1. Implementation of an electronic system to manage the circulation and physical control of the collection	Ensure optimal management of material.	[Completed]
2. Creation of a virtual workspace for social and Indigenous archives	Allow for the creation and management of records associated with social and Indigenous archives.	[Completed]
3. Implementation of a business capability model	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]
4. Lean management process	Review the process of information flow between sectors based on Lean methods aimed at operational efficiency.	[Completed]
5. Policy management framework	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.	[Completed]
6. Improved bilingual descriptions in MIKAN	Create and upload bilingual descriptions for public access in MIKAN in accordance with the May 23, 2017, Directive on the Official Language of Description.	[Completed]
7. Direct transfers	Improve the validation and coordination of direct transfers of government files from regions to the National Capital Region.	[Completed]
8. Monitoring and reporting on archival fonds	Improve collections handling and communication between the quality assurance and archiving teams.	[Completed]
9. Redesign of the digitization process	Merge project teams and on-demand digitization teams to improve the efficiency of the digitization service.	[Completed]
10. Updating the access to information and privacy procedures	Harmonize practices and improve service efficiency.	[Completed]

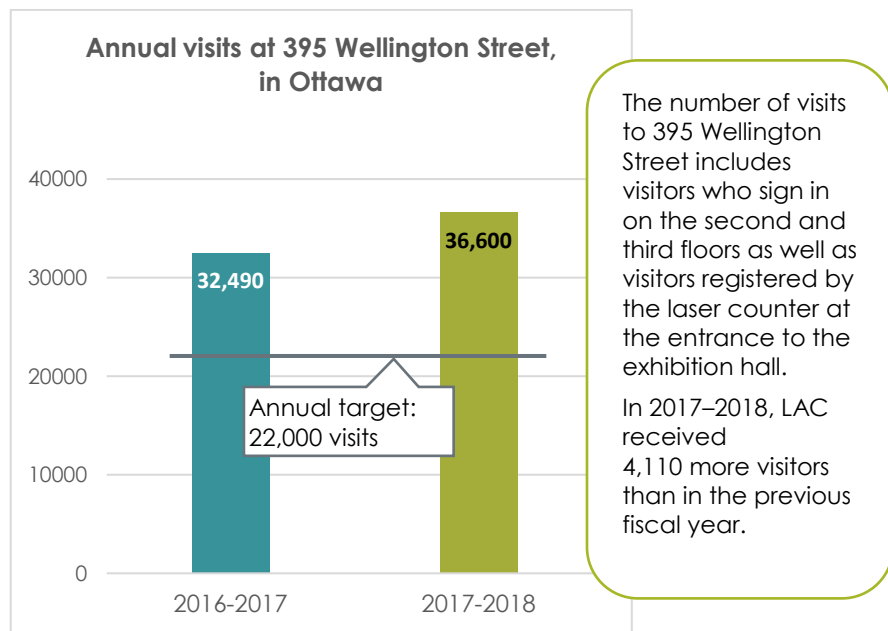
10. Hold six annual conferences with external experts

Title	Conference date	Number of participants
1. Lowy Council event: 20th Century Genocide: Indigenous and Jewish Experiences	June 21, 2017	72
2. Ottawa Architecture Week panel discussion (Carleton University)	Sept. 26, 2017	85
3. Globe Talk – Fake News	Oct. 16, 2017	150
4. Wallot-Sylvestre Seminar with Dr. Mercedes de Vega: <i>The Place and Role of Archives and Archivists in Mexico</i>	Oct. 24, 2017	47
5. Forum with University Partners	Nov. 6, 2017	150
6. Lecture by architect Douglas Cardinal	Nov. 29, 2017	137
7. Taking It to the Next Level: Galleries, Libraries, Archives, and Museums Summit 2018	Jan. 30, 2018	280
8. Wallot-Sylvestre Seminar with Laurence Engel: <i>Que peut la bibliothèque? [What Can a Library Do?]</i>	March 26, 2018	93

11. Start to build the new preservation facility by 2019

Deliverable for the project planning phase	Deadline	Update
1. Renewal of Letter of Interest	Q2 [Completed]	In July 2017, an updated letter of interest was posted on Buyandsell.gc.ca .
2. Launch of Request for Qualification (RFQ)	Q3 [Completed]	The RFQ, which is intended to pre-qualify three respondents for an invitation to tender in the potential Public-Private Partnership (P3) , was launched on October 31, 2017.
3. Evaluation of RFQ submissions	Q4 [Completed]	The RFQ evaluations led to the pre-qualification of three respondents for the invitation to tender in the potential P3.
4. Launch of Request for Proposals (RFP)	Q4 [Completed]	The RFP for the selection of a private-sector partner to construct and operate the new building was sent to the three respondents who qualified under the RFQ. The names of those respondents are now posted on Buyandsell.gc.ca .

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



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

Development stage of the digital curation platform	Deadline	Update
Archiving of government records	Q4 [Completed]	LAC developed a work plan to collect government records automatically from other departments.
Acquiring a digital content management system for published heritage	Q3 [Completed]	Proposals have been evaluated according to the methods and criteria specified in the Request for Proposals.
Testing and configuring the digital content management system for published heritage	(2018-2019)	LAC is working on system configuration to prepare for testing planned throughout 2018-2019.

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 3 additional agreements, bringing the total to 14 agreements since April 1, 2016.

Name of partner	Date of signature	Duration of partnership	Description of partnership
12. Queen's University	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.
13. University of Toronto	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.
14. General Archive of the Nation of the United Mexican States	Nov. 26, 2017	5 years	Memorandum of understanding that defines a framework for collaboration in archival practices.

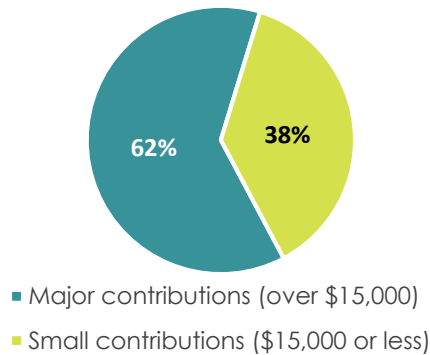
16. Allow the public to help enhance information related to two collections per year

In 2017–2018, LAC did not reach its annual target. However, it developed [Co-Lab](#), a simple and user-friendly brand-new online tool that will enable the public to transcribe and describe more images and more digitized documents in LAC's collection.

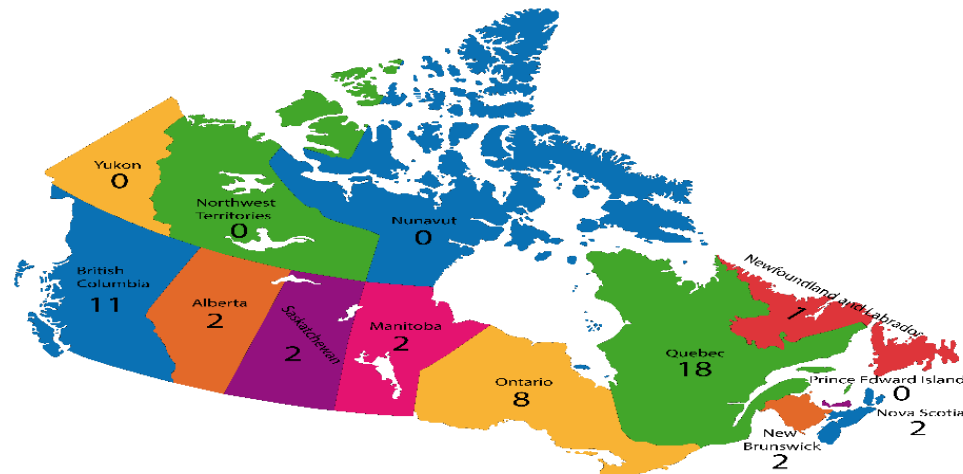
In April 2018, LAC will launch this crowdsourcing tool at the same time as it will make four items of its collection available online. For instance, the public will be invited to help enhance information related to Rosemary Gilliat (Eaton)'s Arctic diary and photographs.

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

Distribution of contributions granted by size



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 committees¹ [three-year target]

Name of committee	Number of Canadian members
International Council on Archives	4
International Federation of Library Associations and Institutions	6
International Internet Preservation Consortium	1
Total	11

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.

Commitment 4: Greater public visibility

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

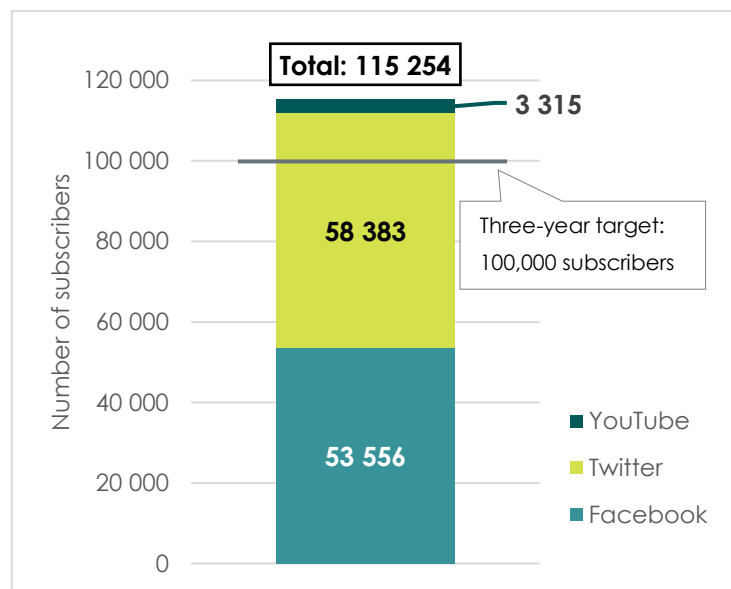
	Exhibition title	Location	Start	End
2016-2017	1. <i>Sir John A. Macdonald: Rare and Intriguing Treasures from the Vaults of Library and Archives Canada</i>	Dalnavert Museum and Visitors' Centre, Winnipeg	June 4, 2016	Sept. 2016
	2. <i>Alter Ego: Comics and Canadian Identity</i>	395 Wellington Street, 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>Moments from 150 Years Ago</i>	Canadian Museum of History (Treasures from Library and Archives Canada), Gatineau	April 20, 2017	Feb. 28, 2018
	10. <i>Canada in Kodachrome: Imaging Pleasure and Leisure</i>	St. Patrick subway station, Toronto – Contact Photography Festival	April 29, 2017	May 28, 2017
	11. <i>Photographs from the 19th Century</i>	National Gallery of Canada (Canadian and Indigenous Art), Ottawa	June 2017	Dec. 2017
	12. <i>Photographs from the Mid-20th Century</i>	National Gallery of Canada (Canadian and Indigenous Art), Ottawa	June 2017	Dec. 2018
	13. <i>Canada: Who Do We Think We Are?</i>	395 Wellington Street, Ottawa	June 5, 2017	March 1, 2018
	14. <i>Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada</i>	Centre du patrimoine, Saint-Boniface	June 27, 2017	Oct. 28, 2017
	15. <i>Shaping a Nation: 150 Years of Confederation</i>	Plaza Bridge, Ottawa	July 27, 2017	Oct. 31, 2017
	16. <i>Building on History: Fifty Years of Preserving Memory at 395 Wellington Street</i>	395 Wellington Street, Ottawa	July 2017	Dec. 2017
	17. <i>Karsh</i>	Gabriel Sundukyan National Academic Theatre, Erevan, Armenia	Oct. 16, 2017	Oct. 22, 2017
	18. <i>Gold and Silver: Images and Illusions of the Gold Rush</i>	Canadian Photography Institute, National Gallery of Canada, Ottawa	Nov. 3, 2017	April 2, 2018
	19. <i>Three original treaties on display to mark Treaties Recognition Week:</i> <ul style="list-style-type: none"> • <i>Robinson-Huron and Robinson-Superior treaties</i> • <i>Selkirk Treaty, as part of the Canada: Who Do We Think We Are? exhibition</i> 	395 Wellington Street, Ottawa	Nov. 6, 2017 June 5, 2017	Dec. 8, 2017 March 1, 2018
	20. <i>Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada</i>	Enterprise Square Gallery, University of Alberta, Edmonton	Nov. 15, 2017	Jan. 14, 2018

21. Portraits on Metal: Tintypes from Library and Archives Canada	National Gallery of Canada (Canadian and Indigenous Art), Ottawa	Dec. 12, 2017	July 6, 2018
22. Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada	Saskatoon Public Library	Feb. 3, 2018	May 13, 2018
23. The Artist's Mirror: Self Portraits	Glenbow Museum, Calgary	March 10, 2018	Jan. 6, 2019
24. A Little History	Canadian Museum of History (Treasures from Library and Archives Canada), Gatineau	March 30, 2018	Jan. 27, 2019

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 and at the Glenbow Museum in Calgary.

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



In April 2017, the initial three-year target of 70,000 subscribers was raised to 100,000. By March 31, 2018, that three-year target had been surpassed by 15%. 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 27 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 & 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 Mystic Seaport, The Museum of America and the Sea, United States Alaska Anchorage Museum, United States	July 14, 2017, to Jan. 7, 2018 March 2 to Sept. 30, 2018 Nov. 2018 to April 2019 June to Sept. 2019	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
	21. <i>Uncovering Artists' Books</i>	School of Art Gallery, University of Manitoba, Winnipeg	Oct. 10 to Dec. 1, 2017	11 items
	22. <i>Trailblazing – Women in Canada since 1867</i>	Waterloo Region Museum	Sept. 21, 2017, to Jan. 7, 2018	6 items
	23. <i>Dreams and Schemes: Building the Welland Canals</i>	RiverBrink Art Museum, Queenston, Ontario	Sept. 28, 2017, to Jan. 27, 2018	2 items
	24. <i>Exhibition on the works of Jacques Poulin</i>	Maison de la littérature, Québec	Sept. 28 to Nov. 8, 2017	11 items
	25. <i>Gold and Silver: Images and Illusions of the Gold Rush</i>	National Gallery of Canada, Ottawa	Nov. 3, 2017, to April 2, 2018	33 items
	26. <i>Betwixt and Between: An Untold Tom Thomson Story</i>	Robert McLaughlin Gallery, Oshawa	Jan. 27 to March 18, 2018	3 items
	27. <i>Canada's Legal System</i>	Canadian Museum for Human Rights, Winnipeg	Feb. to Aug. 2018	6 items
28. <i>Notes in the Night: Toronto Jazz Clubs, 1946–2010</i>	Market Gallery, Toronto	March 3 to June 23, 2018	8 items	
29. <i>Refuge Canada</i>	Canadian Museum of Immigration at Pier 21, Halifax	March 10 to Nov. 11, 2018	4 items	

30. Canadian and Indigenous Art (rotation of items)	National Gallery of Canada, Ottawa	March to Aug. 2018	17 items
31. Scotiabank Photography Award	Ryerson Image Centre, Toronto	May 2 to Aug. 5, 2018	5 items
32. Laurent Amiot: Canadian Master Silversmith	National Gallery of Canada, Ottawa	May 11 to Sept. 16, 2018	2 items
33. Obsession: Sir William Van Horne's Japanese Ceramics	Gardiner Museum, Toronto Montreal Museum of Fine Arts	Oct. 16, 2018, to Jan. 20, 2019 March to May 2019	4 items
34. Rights of Passage: Canada at 150	Canadian Museum for Human Rights, Winnipeg	Nov. 1, 2017, to Nov. 30, 2018	19 items
35. Carol Sawyer: The Natalie Brettschneider Archive	Vancouver Art Gallery	Oct. 28, 2017, to Feb. 4, 2018	7 items
36. Canadian and Indigenous Art (rotation of items)	National Gallery of Canada, Ottawa	Dec. 12, 2017, to June 15, 2018	33 items
37. Passion: Hockey	Canadian Museum of History, Gatineau Pointe-à-Callières, Montréal Manitoba Museum, Winnipeg	March 3, 2017, to Oct. 9, 2017 Nov. 25, 2017, to March 11, 2018 July 2018 to Jan. 2019	31 items
38. Protecting Rights in Canada (rotation of items)	Canadian Museum for Human Rights, Winnipeg	Feb. to Aug. 2018	6 items
39. A Little History	Canadian Museum of History (Treasures from Library and Archives Canada), Gatineau	March 29, 2018, to Jan. 27, 2019	32 items

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

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.