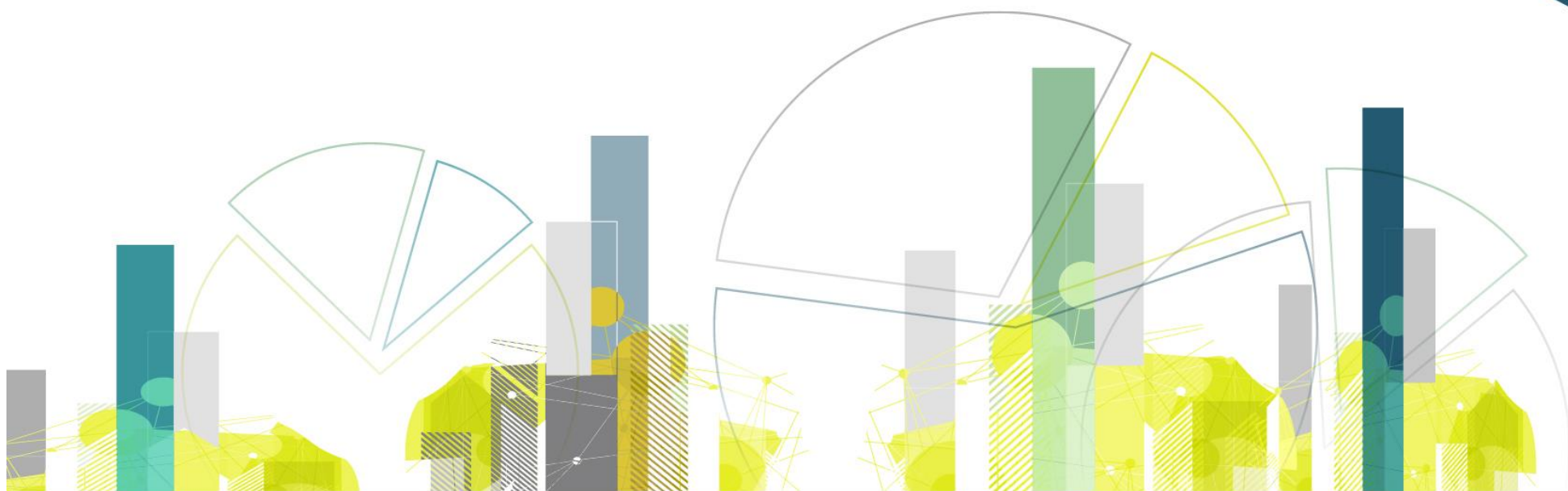


2016–2019 Three-Year Plan Library and Archives Canada

Progress Report Q4 2016–2017



Library and Archives
Canada

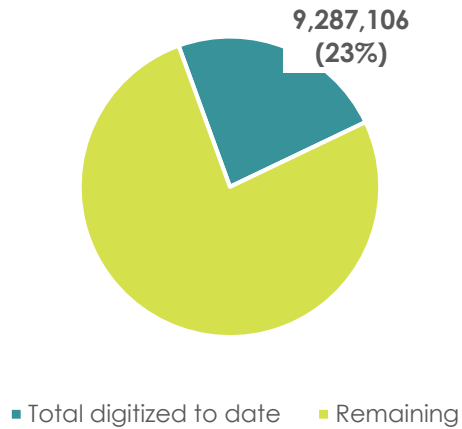
Bibliothèque et Archives
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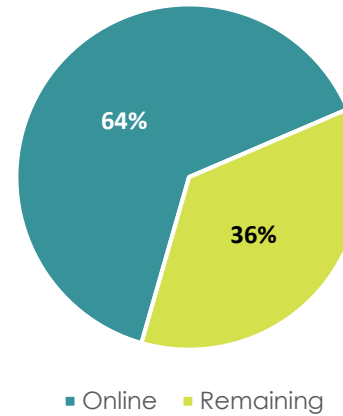
Commitment 1: Fully dedicated to serving all its clients

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 of the digitization target from the Three-Year Plan attained

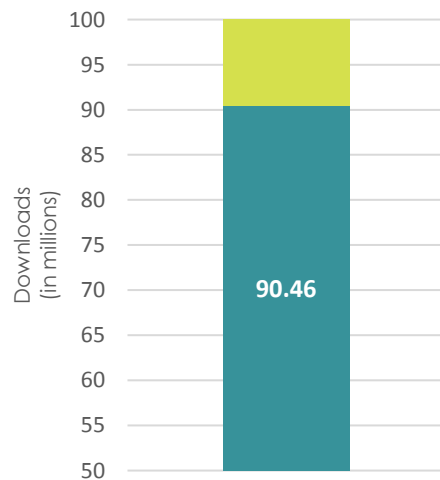


Proportion of CEF files available online

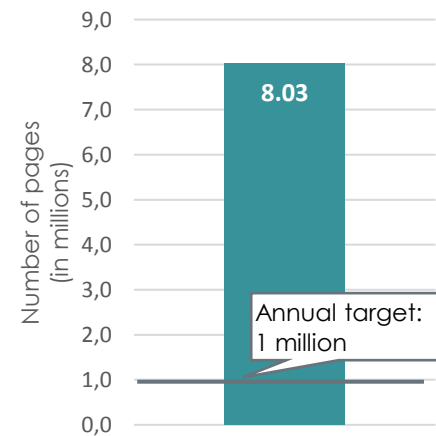


2. Reach 100 million downloads annually from the Library and Archives Canada (LAC) website
3. Make 1 million pages of government records available each year through the block review process

Proportion attained to date



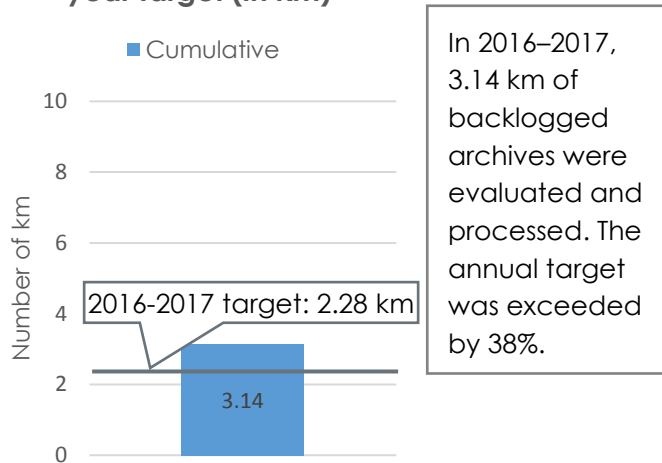
Proportion attained to date



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

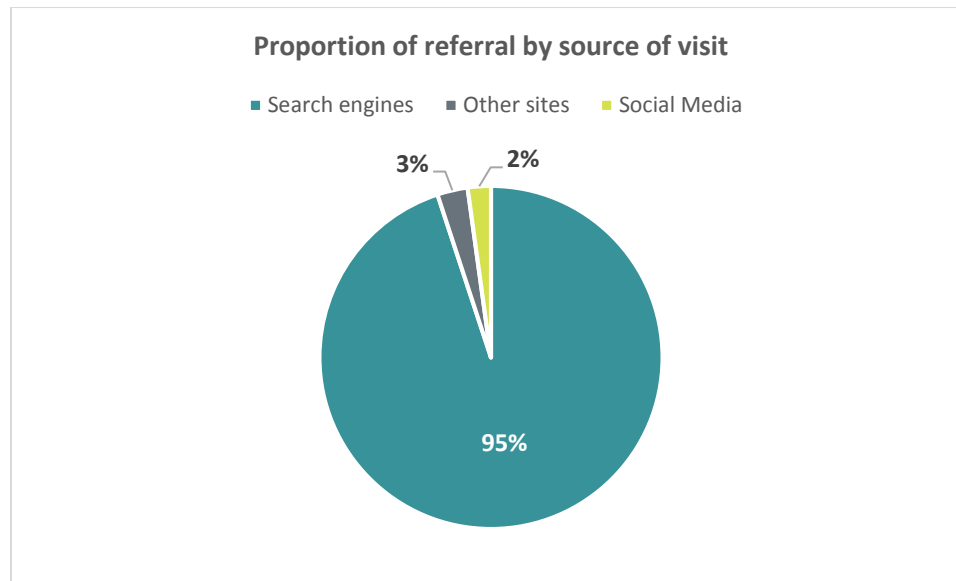
Attainment of the three-year target (in km)



9th position

With the exception of the 3rd quarter (11th position), LAC has been one of the top 10 most-visited government sites.

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]



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 <i>[Completed]</i>	<ul style="list-style-type: none"> Public Services and Procurement Canada and the Online Computer Library Center (OCLC) have signed an agreement to replace AMICUS and manage the descriptive records of fonds at Canadian libraries. This agreement, which was posted online on Buyandsell.gc.ca, came into force on March 23, 2017. On March 24, 2017, LAC and OCLC representatives held a meeting to launch their collaboration.
2. Preparations for the implementation of a new integrated management system for published documents	Q4 2016 <i>[Under way]</i>	<ul style="list-style-type: none"> LAC is preparing the implementation schedule for the new services. A teleconference took place on March 31, 2017, to inform National Union Catalogue members about developments in the OCLC project and to ask for their advice on consulting the Canadian library community during the project. LAC is currently preparing data migration, which should be complete within 9 to 12 months.

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

8. Implement the Destination 2020 action plan

Activity	Update
<p>LAC commits to fostering a transparent and open internal dialogue</p>	<ul style="list-style-type: none"> • 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 <i>In Touch</i> news feed is the main communication tool for keeping employees informed, sharing information on government activities and promoting training opportunities.
<p>LAC commits to continuing efforts with regard to recognition and engagement</p>	<ul style="list-style-type: none"> • The “Take Me with You” initiative, launched in March 2017, encourages all employees to accompany their managers and peers to meetings related to their fields of interest, their professional development goals or their files. • The “Speed Leadership Conversations” session in winter 2017 was a chance for management to share knowledge and reflections on leadership.
<p>LAC commits to fostering employees’ development and to providing them with innovative, reliable and efficient tools</p>	<ul style="list-style-type: none"> • The results of the “Taking the Pulse of LAC” survey, launched in December 2016, were communicated to the Management Board. LAC will draw on these results to create recommendations on improving the workplace and establishing an action plan for the future. • The “Dragon’s Den” initiative was launched in March 2017 to encourage LAC employees to suggest innovative ideas and thereby participate in transforming their workplace. Six suggestions were received. Projects will be presented and approved in mid-June, during National Public Service Week.

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 <i>In Touch</i> news feed updates	Enable LAC employees to upload their messages directly to the <i>In Touch</i> 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

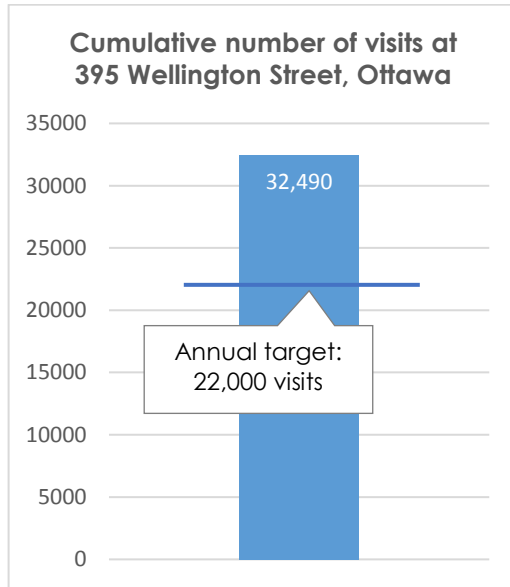
Title	Conference date	Number of participants
1. Lowy Council event: Brad Hill	April 3, 2016	70
2. Thematic seminar: Resource Description and Access (RDA)	April 28, 2016	120
3. Wallot-Sylvestre Seminars: Caroline Brazier	May 2, 2016	205
4. Wallot-Sylvestre Seminars: Hervé Lemoine	October 18, 2016	193
5. Lowy Council event: <i>Yiddish in the new millennium</i>	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
7. Wallot-Sylvestre Seminars: Alberto Manguel	January 11, 2017	175
8. Smart cities: Imagining the future National Capital Region	March 13, 2017	144
9. Transparency for the 21st century	March 21–23, 2017	300

11. Start to build the new preservation facility by 2019

Deliverable	Deadline	Update
Guiding principles for the Gatineau 2 project	April 2016 [Completed]	The guiding principles have been defined, approved and shared.
Gatineau 2 project Web presence	June 2016 [Completed]	LAC has launched a website dedicated to the project.
Letter of interest for Gatineau 2	June 2016 [Completed]	Public Services and Procurement Canada (PSPC) has posted a letter of interest on LAC's behalf for the project to build the preservation facility (Gatineau 2).
Functional program	Sept. 2016 [Completed]	The functional program was completed and approved by senior management.
Hiring of cost estimators	July 2016 [Completed]	A contract was awarded to the firm Turner & Townsend following a competitive and transparent process.
Hiring of consultant architects	August 2016 [Completed]	A contract was awarded to GRC Architects and Dialog Ontario, in joint venture, following a competitive and transparent process.
Developing an analysis of procurement options for the Gatineau 2 project	March 2017 [Completed]	The analysis was completed.

The Gatineau 2 project is progressing according to the established schedule and the resources allocated for the planning phase.

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



The number of visits to 395 Wellington Street includes visitors who sign in on the second 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 the 4th quarter, the private archive inventory was completed; the government archive inventory is in progress. More research was conducted to develop a methodology for collecting at-risk government documents. In fact, following the published heritage and private archive inventory, LAC has continued to develop a method to evaluate the risks of losing digital heritage owing to obsolete formats and media, and outdated storage conditions.
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. LAC has tested the GCDocs content server to determine its capacity to export government documents in a format that LAC can use. LAC is preparing a three-year work plan to automate the collection of government archives.
Digital asset management system Goal: to manage tasks and streamline work flow involved in the accrual, annotation, cataloguing, storage, retrieval and distribution of digital content	Q2 (2017–2018) [Under way]	LAC has finished preparing the documentation for the Request for Proposal (RFP) and is working with PSPC to finalize the process. Next steps: once PSPC has approved the RFP, LAC will put it on Buyandsell.gc.ca.

Commitment 3: Proactively engaged in national and international networks

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

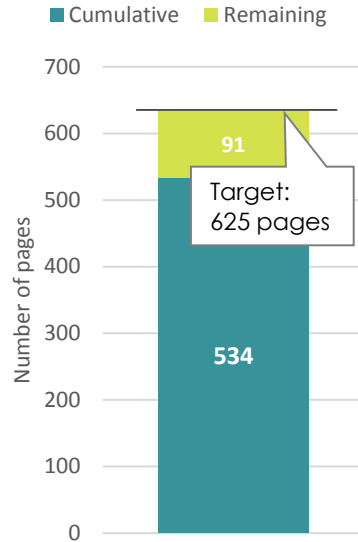
Strategy implementation stage	Deadline	Update
Establishment of secretariat	Q3 [Completed]	The secretariat was established in Q3.
Creation of a steering committee	Q3 [Completed]	A steering committee was created in Q3.
Development of work plan	Q4 [Completed]	In the 4th quarter, the work plan was posted on the strategy website and presented at the Ontario Library Association's Super Conference, where the steering committee invited the public to make comments.
Identification of key players and initiatives	Q1 (2017–2018) [Under way]	Members of the steering committee developed follow-up measures and sought ways of ensuring participation by members of the documentary heritage community at large. This work will take place in 2017–2018.

15. Reach 10 agreements with new partners by 2019

No.	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 at Pier 21 to provide a new service offering in the Atlantic region, in downtown Halifax.
2.	University of Victoria	April 21, 2016	5 years	Collaborative agreement as part of the "Landscapes of Injustice" initiative.
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.	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.
5.	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.
6.	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.
7.	Calgary Glenbow Museum	October 6, 2016	5 years	Agreement to have an exhibition room reserved for LAC at the Glenbow Museum.
8.	Social Sciences and Humanities Research Council of Canada	October 10, 2016	Ends on December 31, 2017	Agreement for producing a podcast entitled "What is it to be Canadian?"

No.	Name of partner	Date of signature	Duration of partnership	Description of partnership
9.	Service interministériel des Archives de France	October 18, 2016	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.
10.	Ottawa 2017	October 18, 2016	Ends on December 31, 2017	Collaborative agreement on two projects to mark Canada 150 in 2017.
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.	Collaborative agreement on various projects and programs, including the documentary entitled 4EVER EXPO 67 to be aired in 2017.
12.	Université de Montréal, School of Library and Information Sciences	November 11, 2016	5 years, from date of signature	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.	National Palace Museum of Korea	November 16, 2016	3 years	Collaborative agreement on projects, programs, and expertise and knowledge exchanges.
14.	Adam Matthew Digital Limited (United Kingdom)	November 25, 2016	February 28, 2017	Agreement on cost-recovery for digitization of contents in LAC's collection, to support the "Migration to New Worlds II" project.
15.	National Library of China	November 28, 2016	3 years, from date of signature	Collaborative agreement on projects, programs, and expertise and knowledge exchanges.
16.	National Library of Argentina	January 11, 2017	5 years, from date of signature	Collaborative agreement on projects, programs, and expertise and knowledge exchanges.
17.	Western University	February 7, 2017	5 years, from date of signature	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.

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



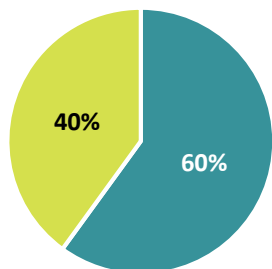
To date, the public has been able to help build one of two collections.

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 91-page diary of Lady Susan Agnes Macdonald, wife of Sir John A. Macdonald) will be made available to the public in June 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



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

All of the funds were allocated in 2016–2017.
LAC will follow up on project progress.



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.

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

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]*

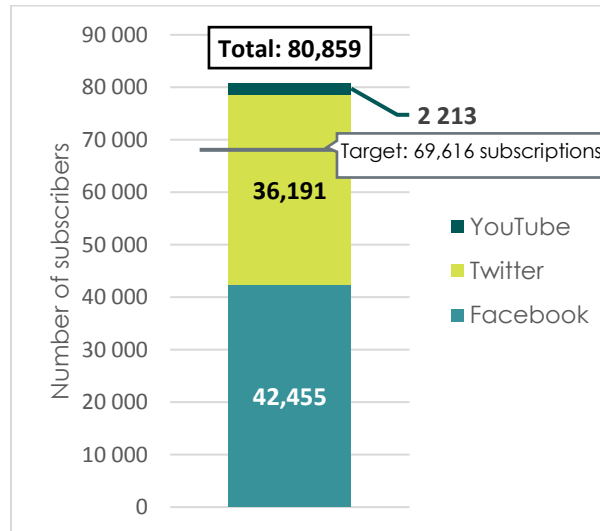
Exhibition title	Location	Start	End
1. <i>Sir John A. Macdonald: Rare and Intriguing Treasures from the Vaults of Library and Archives Canada</i>	Dalnavert Museum and Visitors' Centre, Winnipeg, Manitoba	June 4, 2016	September 2016
2. <i>Alter Ego: Comics and Canadian Identity</i>	395 Wellington Street, Ottawa	May 12, 2016	September 14, 2016
3. <i>A Sunny Legacy: Celebrating Sir Wilfrid Laurier</i>	Laurier House, Ottawa	June 1, 2016	November 20, 2016
4. <i>A Greater Sisterhood: The Women's Rights Struggle in Canada</i>	Plaza Bridge, Ottawa	July 1, 2016	October 28, 2016
5. <i>Icons of Knowledge: Architecture and Symbolism in National Libraries</i>	395 Wellington Street, Ottawa	September 22, 2016	February 20, 2017
6. <i>Open Books: International Artists Explore the Chinese Folding Book</i>	395 Wellington Street, Ottawa	September 28, 2016	November 30, 2016
7. <i>Hiding in Plain Sight: The Métis Nation</i>	UNESCO headquarters, Paris	February 1, 2017	February 9, 2017
8. <i>Foundations: The Words that Shaped Canada</i>	Library of Parliament, Ottawa	March 9, 2017	December 31, 2017

21. Create a 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 [Completed]	A memorandum of understanding with the CMH for a room designated to LAC was signed in December 2016.
Planning of exhibitions	Q3-Q4 [Under way]	The LAC and CMH teams are planning the first exhibition, to open 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 with the Glenbow Museum for a room designated to LAC was signed in October 2016.
Planning of exhibitions	Q3-Q4 [Under way]	The LAC and Glenbow Museum teams are planning the first exhibition, to open in 2018.

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



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

Exhibition title	Location	Time frame	Size of loan
1. Long-term loan – painting of Sir Wilfrid Laurier	Office of the Prime Minister	April 6, 2016, to fall 2019	1 article
2. <i>A.Y. Jackson & Tom Thomson: Wounds of War</i>	McMichael Canadian Art Collection	June 4, 2016, to January 4, 2017	2 articles
3. Long-term loan – painting of John Andrew 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. <i>Canada's Legal System</i>	Canadian Museum for Human Rights	October 1, 2016, to February 28, 2018	5 articles
6. <i>80th anniversary of the Governor General's Literary Awards and the 30th anniversary of the Public Lending Right Program</i>	Canada Council for the Arts	October 23, 2016, to February 28, 2017	8 articles
7. <i>Reading the GGs: A Library of People, Places and Things</i>	Canada Council for the Arts	October 24, 2016, to February 28, 2017	9 articles
8. <i>Notman: A Visionary Photographer</i>	McCord Museum, Montréal	November 4, 2016, to April 17, 2017	1 article
9. <i>It's All Happening So Fast: A Counter-History of the Modern Canadian Environment</i>	Canadian Centre for Architecture	November 16, 2016, to April 9, 2017	11 articles
10. <i>Le retour des ténèbres, l'imaginaire gothique depuis Frankenstein</i>	Musées d'art et d'histoire de Genève, Switzerland	December 2, 2016, to March 19, 2017	1 article
11. <i>1867 – Rebellion and Confederation</i>	Canadian Museum for Human Rights	December 9, 2016, to mid-May 2017	50 articles
12. <i>Foundations: The Words that Shaped Canada</i>	Library of Parliament, Ottawa	March 9 to 31, 2017	6 articles

In 2016–2017, LAC signed 12 out of 20 expected loan agreements. Loan requests involved prestigious or large-volume loans, such as 6 articles loaned to the Library of Parliament or 50 articles loaned to the Canadian Museum for Human Rights.

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 <i>[Completed]</i>	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 <i>[Under way]</i>	LAC is currently planning its move to the Pier 21 premises by the end of the 1st quarter of 2017–2018. Event programming is under development.

Steps in the creation of a renewed service offering in Vancouver, British Columbia	Deadline	Progress
Signing of an agreement	Q3 <i>[Completed]</i>	In October 2016, LAC signed a memorandum of understanding with the Vancouver Public Library in British Columbia.
Transition activities	Q3–Q4 <i>[Under way]</i>	LAC is currently planning its move to the Vancouver Library premises by the end of the 1st quarter of 2017–2018, and its relocation of employees to Library Square. A temporary storage solution has been found. Event programming is under development.