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2019–20

Departmental Results Report

The Honourable Steven Guilbeault, P.C., M.P.
Minister of Canadian Heritage

Canada 

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Minister's message

In 2019–20, the organizations in the Canadian Heritage Portfolio—including Library and Archives Canada (LAC)—realized a number of important accomplishments in the fields of arts, culture and heritage and they will continue their efforts. By promoting innovation, talent, diversity and inclusion of everyone in our society, they enrich our lives considerably. They also highlight our linguistic duality and Indigenous languages and cultures, which are an invaluable treasure.



Within the Portfolio, LAC is a collective knowledge institution that brings together expertise and technology to acquire, preserve, promote and give access to the documentary heritage of Canada's past, present and future. Documentary heritage is the cornerstone of any democratic society; this is why it is essential to keep innovating and focusing on new initiatives and partnerships, while also considering the rapid evolution of practices to make LAC's rich collection available online.

In 2019–20, construction began on a new preservation facility, an innovative location that meets the requirements of the Greening Government Strategyⁱ and will allow LAC to keep its collection under optimal conditions.

The institution has created and fostered links with Canadians in search of culture and knowledge by engaging them in the architectural design process for the future facility shared with the Ottawa Public Library, which will offer state-of-the-art services. LAC is ensuring it stays close to people, both virtually and in person. It digitized 3.5 million images in its collection and made them available online. It completed 84,000 service transactions and welcomed more than 185,000 participants to its exhibitions, cultural events and introductory research workshops.

As Minister of Canadian Heritage, I invite you to have a look at the *2019–20 Departmental Results Report* for Library and Archives Canada. You will see that this organization has spared no effort throughout the year to stay true to its mission. I would like to thank the entire team at LAC for pursuing their efforts despite the COVID-19 pandemic, and for facing unprecedented challenges in order to serve Canadians.

The Honourable Steven Guilbeault

ⁱ Government Greening Strategy, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>

Librarian and Archivist of Canada’s message

I stepped into the role of Librarian and Archivist of Canada in late August of 2019, taking over the helm of a remarkable institution. When I first arrived at Library and Archives Canada (LAC), I was struck by the extent to which the relentless pace of technological change in today’s digital age is impacting Canadian society and raising expectations of institutions such as ours. Although these changes present challenges, they also open the door to a wide spectrum of possibilities.



While we have accomplished a great deal so far, continuous adjustment and ongoing efforts in developing capacities to acquire, process, preserve and make accessible digital documentary heritage are necessary.

I feel privileged to have arrived at a time when innovative projects are taking shape: the joint facility with Ottawa Public Library scheduled to open in late 2024, and the new preservation facility in Gatineau, the first net-zero carbon archival centre in the Americas.

We have offered diverse public programming events, such as the *Prime Ministers and the Arts: Creators, Collectors and Muses* exhibition, Signature Series with Beverley McLachlin and Don Newman, expert panel discussions and presentations including a Wallot-Sylvestre Seminar with Jim Neal, University Librarian Emeritus at Columbia University, book launches with brilliant authors like Desmond Cole, Charlotte Gray and Margaret Atwood, and LAC Out Loud/BAC à voix haute, an initiative to celebrate bilingualism and linguistic duality, just to name a few. We also participated in Doors Open Ottawa, showcasing the work being done at 395 Wellington Street, and we welcomed close to 1,000 visitors at our Preservation Centre in Gatineau.

We have engaged with our partners and stakeholders, including our Youth Advisory Council, the Indigenous Advisory Circle, our Public Programming, Services and Acquisitions advisory committees, the Stakeholders’ Forum, not to mention the countless times that our expert staff participated in conferences, contributed to committees and engaged with colleagues around the globe.

As things took an unexpected turn with the COVID-19 pandemic, we recognize more than ever that human connection is vital. I would like to acknowledge the incredible way that the LAC team stepped up to archive the documenting of the pandemic, and embraced the drastic changes that COVID-19 brought to their professional and personal lives.

In the end, to keep pace with the fundamental and unavoidable changes now reshaping society, Canada’s memory institutions must exercise their capacity to be leaders. And by continuing to work together, we will most definitely get there.

Leslie Weir

Librarian and Archivist of Canada

Results at a glance

Funds used
\$134,354,195
Actual expenditures

Personnel
1,041
Actual full-time equivalents

Results highlights

- A new Librarian and Archivist of Canada joined Library and Archives Canada (LAC) in 2019–20. She invited all LAC employees to participate in a discussion on a long-term vision for the institution. The optimization of LAC's digital capacity and the transformation of its services for users of all generations, particularly millennials, are central to this vision for the next 10 years. The COVID-19 pandemic forced LAC to innovate even further, to adapt its services and ensure the continuity of its mission to Canadians.
- Progress was also made on two major infrastructure projects at LAC. First, following the conclusion of design work on the joint future facility that will house services provided by LAC and Ottawa Public Library, a process in which many Canadians took part, the architectural rendering was unveiled in January 2020. Second, on August 12, 2019, LAC began construction on its new ultra-modern, green and sustainable preservation facility in Gatineau, Quebec.
- LAC supported Indigenous communities, to which it is firmly committed, in developing research and preservation projects related to their languages and cultures. The Listen, Hear Our Voices initiative contributed to the implementation of projects from 31 Indigenous organizations across the country. The We Are Here: Sharing Stories initiative, meanwhile, led to the digitization of close to 300,000 images and the creation of 288 user-friendly finding aids to make online access to Indigenous heritage easier.

For more information on LAC's plans, priorities and results achieved, see the [Results: what we achieved](#) section of this report.

Results: what we achieved

Core Responsibilities

1. Acquiring and preserving documentary heritage

Description

Library and Archives Canada (LAC) acquires documentary heritage of historical value and preserves it for current and future generations, as mandated in the *Library and Archives of Canada Act*.ⁱ The collection is made up of documentary heritage preserved in a variety of media and formats. LAC advises the Government of Canada and its institutions on the management of information and ensures that records of historical value are transferred to its collection. Through legal deposit, all materials submitted by Canadian publishers, and samples of Internet content, become part of the collection. Other records of national significance are acquired to document Canadian society. The institution uses state-of-the-art techniques and infrastructure to restore the collection and provide optimal conditions for long-term preservation. LAC also builds its capacity and expertise to ensure the accessibility of its collection.

Results

LAC is working to optimize its processes and its digital capacity by harnessing its expertise and the potential of technology to acquire, process and preserve national knowledge in an optimal manner and to meet the needs of current and future generations.

Digital optimization

In 2019–20, LAC continued to implement the Digital Asset Management System (DAMS), which will be used to acquire, manage and preserve a large volume of digital content. Testing of the acquisition and preservation of electronic university theses, in co-operation with TeraMach and Preservica, began successfully. The institution will continue this work by expanding its scope of digital publication acquisitions to include e-books and federal e-publications. This work is innovative in that all newly acquired digital publications are automatically verified, scanned for viruses and structured so that they can be found in *Aurora*.ⁱⁱ LAC's library catalogue.

The institution worked with four departments on a pilot project to create a mechanism for the automated transfer of digital documents from GCdocs to LAC's DAMS. This innovation will increase the capacity to process, preserve and provide access to digital federal archives. Among other things, LAC will be able to reuse the descriptive information already produced by institutions, to make these archives quicker to find.

Another major digital optimization project, on the renewal of the archival information system, made headway in 2019–20. LAC completed the *request for information*ⁱⁱⁱ process, an official exercise that led to the conclusion that an archival information system could be available on the market. LAC then began to prepare requirements for a statement of work, for future publication of a request for proposals, in accordance with Public Services and Procurement Canada policies and guidelines.

Digital preservation



Digital holdings preserved at the Preservation Centre in Gatineau, Quebec.

To ensure the sustainability of the national digital treasures that it holds, LAC preserved 1,234 terabytes (TB) of digital content in 2019–20, or approximately 99 million files. The size of the digital collection preserved is now 7,220 TB, which includes 5,420 TB of video files, 373 TB of microfilms and 119 TB of audio files.

Regarding the implementation of its digital preservation strategy, LAC analyzed existing policies and tested the digital preservation module of the Preservica software application. Testing of the various features will continue in the next fiscal year. LAC also updated its procedures for efficient digital preservation.

Web archiving

LAC archived 13.03 TB of web pages that illustrate the evolution of Canadian society. This web content mainly consists of:

- 4.4 TB of journalistic sites
- 3.2 TB of federal government sites
- 2.7 TB related to the 2019 federal election
- 0.9 TB of provincial and territorial sites
- 0.6 TB related to the murder and disappearance of Indigenous women in Canada

Construction of the new preservation facility

The leading-edge infrastructure project for the preservation of Canada’s historical and cultural treasures for future generations saw the completion of two milestones in 2019–20. In June, LAC and its partner, Plenary Properties Gatineau, unveiled the design of the new preservation facility; in August, construction started on the facility. This project won the Silver Award at the [National Awards for Innovation and Excellence in Public-Private Partnership^{iv}](#) from the Canadian Council for Public-Private Partnerships in November.



Architectural rendering of the new preservation facility being constructed behind LAC’s existing Preservation Centre in Gatineau, Quebec.

Preparations to move analog archival holdings

Preparations for the biggest move in LAC’s history have begun. In total, an estimated 829,000 boxes will change buildings. In 2019–20, LAC manually inventoried and evaluated all boxes stored at the Archives Centre in Renfrew and in the 48 vaults of the Preservation Centre in Gatineau. It also identified issues affecting the move or the discoverability of the collection and partially resolved them. These issues were either physical in nature or IT-related and required intervention, such as replacing illegible barcodes or boxes in poor condition, updating lists of missing or duplicate barcodes in the collection management system, and so on.

Acquisition and processing of a collection representative of Canada



In 2019–20, there were approximately 83,000 new published heritage acquisitions, including books, sheet music and sound recordings, documentaries, films, various audiovisual recordings, serial publications and theses. The 25,523 [books acquired](#)^v include the following:

- *Heroes of the Home Front: Bell Features Artists of WWII*, by Ivan Kocmarek
- *Creating the National Mosaic: Multiculturalism in Canadian Children's Literature from 1950 to 1994*, by Miriam Verena Richter
- *Usages autochtones des plantes médicinales du Québec : Les fleurs* (vol. 4), by Isabelle Kun-Nipiu Falardeau

Moreover, LAC harnessed the potential of its new integrated library management system to identify, describe and provide access to published heritage. LAC thus produced over 18,000 standardized descriptions of books that other libraries can use. It also created 10,000 [Cataloguing in Publication data blocks](#),^{vi} a visual marker on the back of title pages of Canadian publications. LAC retrospectively processed 80,000 sound recordings and added 2,200 bibliographic records associated with documents offered in alternative format (Braille, audiobooks, descriptive videos, etc.).

As for [archives](#),^{vii} LAC enriched its collection with 164 new private holdings, including the Arlette Cousture fonds, which mainly contains her manuscripts of the novel *Les filles de Caleb*; the fonds of Canadian journalist Rosemary Speirs; the fonds of Robert W. Jackson, a pioneer of Paralympic sport in Canada and internationally; and the Leslie Hossack fonds, which includes her photographic work on buildings where events related to the internment of Japanese Canadians during the Second World War took place. New documents were also added to fonds already held by LAC, such as the fonds of famous Canadian dancer Veronica Tennant and the fonds of Oscar Peterson, the great Canadian jazz pianist.

During the fiscal year, LAC also acquired substantial documentary heritage from the federal government. For example, it now has custody of 86,000 vessel blueprints from the Royal Canadian Navy and documents that Ridley Terminals Inc. (a coal and petroleum coke export terminal in British Columbia) produced from its founding in 1983 until its privatization in December 2019. It also has 154.8 metres (516 boxes) of historical documents from Crown-Indigenous Relations and Northern Affairs Canada, and 107.6 metres (538 boxes) of archives from the Royal Canadian Mounted Police.

Acquisition and processing: collaboration, awareness and support

Through awareness activities relative to its [legal deposit program](#),^{viii} LAC worked closely with Canadian publishers, directors and producers, particularly from Indigenous communities, to have them provide the institution with two copies of their creations. LAC also gathered comments from 50 publishers to improve its new electronic services.

In collaboration with the U.S. Library of Congress, LAC created 5,500 authority records, enriching the reference resources of the international library community. LAC also provided financial assistance to [small public libraries and small libraries at post-secondary institutions](#)^{ix} (CEGEPs,

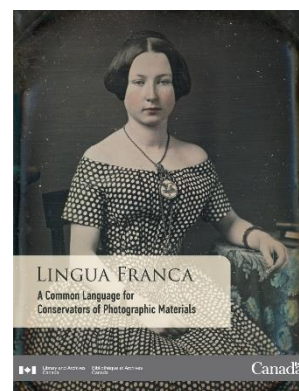
community colleges and universities) that want to contribute to the [Voilà^x](#) national union catalogue or receive interlibrary loan or copy cataloguing services.

LAC worked closely with the Treasury Board of Canada Secretariat and with Public Services and Procurement Canada to update the Information Management Common Core, a reference tool for efficient government-wide record keeping. In addition, it developed digitization guidelines to help federal departments and agencies create digital versions that are authoritative, legally admissible on the same basis as originals, and accessible in the long term.

Through regular communication and information sessions, the institution supported the Government of Canada’s information management (IM) community and promoted best practices. A session entitled “IM Backstage Pass,” organized jointly with Public Services and Procurement Canada, drew 711 participants online and in person.

Preservation and collaboration

LAC is continually developing its expertise by exchanging know-how and knowledge and by helping its partners to hone their skills. As part of its agreement with the Canadian Conservation Institute and the National Palace Museum of Korea, LAC hosted and trained two Korean conservators in the restoration of western paper in works of art, maps and manuscripts. In return, two LAC conservators are expected to travel to South Korea to receive training in metal conservation and the restoration of mixed media. Furthermore, partners from the Department of Hispanic Studies of the Comillas Foundation in Spain will translate LAC’s digital book entitled *Lingua Franca: A Common Language for Conservators of Photographic Materials*^{xi} into Spanish. This free book was written in collaboration with the Atelier de restauration et de conservation des photographies in Paris, France.



Experimentation

LAC invested \$25,000 to implement an innovative idea raised by its employees: it is using a mobile containment enclosure to process oversized archival documents contaminated with mould. LAC first applied this forward-thinking method, typically used in the medical field, by processing very large maps from The Dominion Bridge Company fonds.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results*	2018–19 Actual results	2019–20 Actual results
LAC acquires a collection that is representative of Canada	Percentage of federal institutions transferring records annually	15%	March 31, 2020	18%	18%	15%
	Percentage of active publishers transferring publications annually	82%	March 31, 2020	Not available	79%	70% ¹
	Percentage of acquisition priorities that lead to an acquisition agreement	75%	March 31, 2020	Not available	73%	88%
Documentary heritage acquired by LAC is processed in a timely manner to make it searchable	Percentage of government records processed in keeping with service standards	60%	March 31, 2020	30%	43%	62%
	Percentage of published heritage processed in keeping with service standards	80%	March 31, 2020	Not available	83%	Not available ²
	Percentage of private archives processed in keeping with service standards	90%	March 31, 2020	Not available	93%	87% ³
LAC's collection is preserved within standards for current and future generations	Percentage of analog holdings maintained within Library and Archives Canada preservation standards	75%	March 31, 2020	49%	Not available	Not available ⁴

*Under the terms of the [Policy on Results](#),^{xiii} in 2018–19 LAC adopted a Departmental Results Framework that included new indicators for which some performance data was not available prior to that year.

¹ The implementation of the new library management system slowed the acquisition process at the beginning of the fiscal year.

² This indicator could not be measured in 2019–20.

³ LAC processed a high volume of digital and audiovisual recordings, complex formats that require longer processing times.

⁴ The methodology is being reviewed.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
94,061,984	94,061,984	95,999,787	61,038,313	(33,023,671)

The difference between the \$96 million in total authorities available for use and the \$61 million in actual spending is due in part to the carry-forward of funds to contribute to payment for the substantial completion of construction on the new analog document preservation building in Gatineau, Quebec. In addition, an alignment of future resource needs will be carried out to correspond to the new expenditure profile for the implementation of the strategy on the long-term management of LAC real property.

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
420	424	4

Financial, human resources and performance information for LAC's Program Inventory is available in [GC InfoBase](#).^{xiii}

2. Providing access to documentary heritage

Description

Library and Archives Canada (LAC) provides access to its collection, while respecting legal, policy and contractual obligations. It enables Canadians to access and consult its collection and thereby enrich their knowledge of Canada’s documentary heritage. Through its website and social media, LAC improves access to its digital content and the whole collection. The institution provides online and in-person services at its four national service points. It uses innovative strategies such as crowdsourcing (Co-Lab) and the Digi-Lab to increase the digital content of its collection. LAC also promotes Canadian heritage by creating exhibitions that enable the public to discover its collection in cultural sites across Canada. Through the Documentary Heritage Communities Program, LAC supports memory organizations in Canada by increasing their capacity to preserve and make their collections accessible.

Results

To remain relevant and forward-looking, LAC is working on transforming its services and improving its digital presence. It includes its users in various phases of its innovation projects and draws on the close ties it has with them.

Service transformation

At the beginning of 2020, inspired by suggestions from the public, the design of the future [joint facility](#),^{xiv} which will house LAC and Ottawa Public Library services, was unveiled. More than 4,000 people took part in the consultations that guided the [architectural design](#).^{xv} The keystone of this unique project, this successful mobilization points toward unprecedented interest in, and traffic to, this new site of culture and history at the cutting edge of technology, which will open in late 2024 at 555 Albert Street, the traditional unceded territory of the Algonquin Anishnaabeg people.



The Town Hall, view toward the east.
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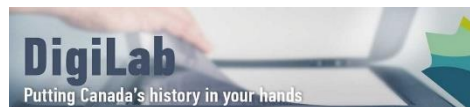
The prospect of welcoming its users and a broader audience to its future space, which will offer new infrastructure and technology, is stimulating reflection and innovation within LAC. The results of the consultation and discussion sessions held in 2019–20 with its experts and its Youth Advisory Council will underpin the development of a strategy to renew its services and design an enriched user experience.

Digitization

LAC [digitized](#)^{xvi} 3.5 million documentary heritage images, a crucial step in making documentary heritage more accessible and in facilitating genealogical research or research in connection with litigation, land claims, agreements, inquiries and commissions. In particular, LAC digitized 368,000 images from finding aid repositories and city directories stored in its reference room. As part of the [We Are Here: Sharing Stories](#)^{xvii} initiative, it digitized close to 300,000 images, for a total of 573,855 since the beginning of the initiative in April 2018. Of this total, 385,776 images are now available online and are easy to find using the [Collection Search](#)^{xviii} tool.

Among other things, this work shed light on the treasures of the Charles Angus Cooke Thawennensere fonds, which includes a list of Mohawk names along with dates of birth and death and kinship ties, as well as a petition to Governor Metcalfe in 1845 signed by 32 Ojibwe chiefs. LAC also digitized the archives of the Indian Specific Claims Commission and the photographic collection of the Royal Commission on Aboriginal Peoples. Also worthy of note, LAC created and published online 288 user-friendly finding aids for easier access to this new online content.

Digitization activities also improved virtual access to government documents, which fits into the [Open Government](#)^{xxix} objectives. LAC digitized 724 finding aids and is making headway with a number of digitization projects. For example, it digitized more than 320,000 images to facilitate access to war diaries from the Second World War, a project carried out in collaboration with the [Canadian Research and Mapping Association](#).^{xx}



In its [DigiLab](#),^{xxi} LAC assisted its users in launching 26 projects to digitize valuable documentary resources. For example, during the fiscal year, one researcher digitized and described the 103 remaining Army numerical albums containing photos of the Second World War. The complete series of 110 albums (8,441 photographs) is now available to the public online. LAC also responded to the enthusiastic demand of its regional users by setting up DigiLabs in its [service centres in Vancouver and Winnipeg](#).^{xxii} These eagerly anticipated facilities will encourage the digitization projects of individuals, local and Indigenous communities, and university groups.

Online presence

LAC continued its virtual presence, to assist users with their research, inform them and encourage them to explore the extensive heritage collection. The [LAC Blog](#)^{xxiii} hit a major milestone in 2019–20 with the publication of its 1,000th post. For eight years, the blog has been showcasing documentary heritage and answering frequently asked questions. During the fiscal year, LAC published around a hundred articles, the most popular of which aimed to guide genealogy researchers in properly interpreting information collected in 1926 during the [Census of Manitoba, Saskatchewan and Alberta](#).^{xxiv} With the We Are Here: Sharing Stories initiative, LAC experts conducted research and enriched the blog's content with 11 articles, including one on [Judith-Pauline White, Nunatsiavut photographer](#),^{xxv} one on recently acquired [works of Indigenous literature for children](#)^{xxvi} and one on [Plains Cree Chief Poundmaker](#),^{xxvii} whom the Canadian government posthumously exonerated on May 23, 2019.

Users can also learn more about the country's history and culture through 28 new thematic albums available on [Flickr](#)^{xxviii} and 16 additional [podcasts](#)^{xxix} available on the LAC website, such as the popular episode on [Bill Miner: Last of the Old Time Bandits](#)^{xxx} and on [Cogwagee, a great Indigenous athlete also known as Tom Longboat](#).^{xxxi} LAC also created a podcast playlist on its [YouTube](#)^{xxxii} channel, one of the world's largest podcast distribution channels.

LAC makes optimal use of digital technology not only to provide access to its collection, but also to disseminate it among all generations, anytime, anywhere. To make online content appealing to hyper-connected millennials, LAC continued to explore opportunities offering a number of digital tools, such as the Google Cultural Institute platform, and to build on its social media platforms [Twitter](#),^{xxxiii} [Facebook](#)^{xxxiv} and [Instagram](#).^{xxxv} These platforms are invaluable for promoting events, presenting unexpected treasures from the collection, showcasing the work of LAC experts or even announcing the institution's infrastructure projects.

On Twitter’s Periscope app on June 18, 2019, Canadians could view the live unveiling of the architectural design of the second preservation facility. On October 2, 2019, they could watch a live Facebook stream of a conversation with author Margaret Atwood marking the release of her book *The Testaments*, the sequel to her acclaimed *The Handmaid’s Tale*. LAC also created a series called [#12DaysOfVintageCooking^{xxxvi}](#) and streamed it on Instagram TV, a new way of sharing the collection in video format.



Users had their own opportunity to enrich the digital content offered to everyone through four new challenges posted by LAC on its [Co-Lab^{xxxvii}](#) site. One of the challenges highlights the work of Canada’s lighthouse keepers, while another, similar to the ongoing [Project Naming^{xxxviii}](#) invites users to identify the people and places in, and the dates of, 300 photos taken by George Mully that feature Indigenous peoples going about their everyday lives. In 2019–20, the public helped to transcribe, tag, translate and describe 1,098 digitized files.

To improve the online search experience for its users, LAC finished testing the beta version of its integrated search interface and officially launched the [Collection Search^{xxxix}](#) tool. It continued to add features and databases to it; Collection Search can now locate over 19 million documents in 23 databases.

This tool will ultimately contain more than 100 independent databases and will become the largest integrated database ever created by LAC.

LAC also made progress in reconfiguring its [website^{xl}](#) to offer its users a simplified, user-friendly digital experience. It has continued to gradually deactivate the Collections Canada archived site, transferring hundreds of pages and sub-sites to its current website or the Government of Canada’s web archives. In 2019–20, LAC also invited users of its website to fill out a short survey to understand where they expected to find what they were looking for. The data collected and the [Canada.ca design system^{xli}](#) will help LAC to improve the tree structure of its website and its users’ research experience.

Events, exhibitions and partnerships

Although screens are omnipresent in Canadians’ lives, in-person gatherings and the physical presence of artifacts are still essential because they offer a whole other experience. Virtual and physical activities feed off each other. From one end of the country to the other, on site and online, LAC responded to close to 85,000 consultation, reprography and research assistance requests. It also organized various activities in the National Capital Region and its [regional service points](#),^{xlii} in collaboration with the Vancouver, Winnipeg and Halifax public libraries, with close to 600 users taking part.

For example, the educational workshop entitled “In the Trenches: Digitized First World War Records” is still a major success.

Through its partnerships and ongoing efforts, LAC continued to support Indigenous communities in British Columbia in their genealogy research

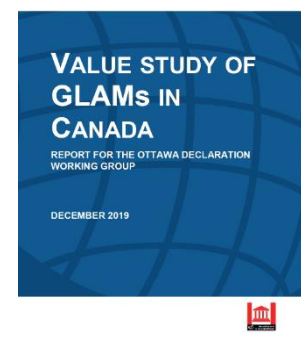


and research on their relationship with the land. The highly popular weekly workshop “Connection to Kith and Kin,” organized following a request from communities and headed by them, is a real opportunity to forge intergenerational ties and facilitate access to documentary heritage. Furthermore, university students were able to discover the wealth of LAC collections and increased their research skills through a series of experiential learning workshops developed jointly with professors from the University of Ottawa and Carleton University. Other groups learned more about LAC’s services and professionals through customized tours.

As centres to disseminate cultural heritage and sources of inspiration for artists in all disciplines, LAC’s physical spaces and those of its partners continued to draw visitors until their closure due to the COVID-19 pandemic in mid-March 2020. In 2019–20, 178,508 people visited the nine [exhibitions](#)^{xliii} set up by LAC and its partners in Canada and abroad. LAC also loaned 94 items from its collection (drawings, atlases, photographs, letters, etc.) to increase the cultural value and historical interest of several exhibitions.

In their public rooms in Ottawa or other parts of the country, LAC and its partners organized cultural [events](#)^{xliv} open to the public, in which 5,794 people took part. New for 2019–20 was the series entitled “Croisée des mots” [Where Words Meet], which consisted of monthly meetings with Canadian Francophone authors, in partnership with Ottawa Public Library, the Association des auteures et auteurs de l’Ontario français and La Nouvelle Scène. As part of celebrations marking the 50th anniversary of the *Official Languages Act*, LAC invited the public and the Commissioner of Official Languages to a reading that featured unusual aspects of its collection.

Also worthy of note is the [third Summit on the Value of Galleries, Libraries, Archives and Museums](#),^{xlv} to which LAC and its partners from the Ottawa Declaration Working Group invited experts and the public. The summit was held in Montréal on May 13, 2019. Building on the momentum of the two previous summits, the 2019 edition was an opportunity to wrap up the first phase of a collaboration aimed at engaging on the future of memory institutions and to convey, both to authorities and the general public, the importance of the role that memory institutions play in the digital age. The 2019–20 year saw the first joint



project: the publication of a [study on the value of galleries, libraries, archives and museums](#),^{xlvi} the first of its scale conducted in Canada.

On the international stage, LAC continued to work jointly with its partners to develop international standards for information management, improved access to documentary heritage and the implementation of projects for the virtual reunification of bodies of documents scattered around the world. For example, LAC took part in developing the Guidelines on Public Internet Access in Libraries and the Guidelines for Setting Up a Digital Unification Project, both published by IFLA^{xlvii} in the summer of 2019.

Truth and reconciliation



LAC maintained its partnerships with Indigenous communities to advance the Indigenous Heritage Action Plan together. Discussions

with community representatives and members of LAC's [Indigenous Advisory Circle](#)^{xlviii} provided food for thought and guided the improvement of practices in all aspects of the institution's mission. For example, in relation to descriptions in Indigenous archives, LAC drafted and distributed a [guide to writing](#)^{xlix} titles, to help establish accuracy and contribute toward reconciliation between Indigenous and non-Indigenous peoples.

LAC continued to work closely with the [National Centre for Truth and Reconciliation](#)^l so that the legacy of the Truth and Reconciliation Commission and the history of residential schools are preserved. Discussions with the Centre focused on digital document transfers and information sharing.

Community support

LAC supported local communities to foster access to documentary heritage through its contribution programs. The [Listen, Hear Our Voices](#)^{li} initiative contributed financially (\$2.3 million) to projects carried out by 31 Indigenous organizations across the country. LAC's seven Indigenous archivists, who work in the communities to help them digitize and preserve recordings specific to their cultures and languages, also conducted research on recordings stored in provincial and territorial archives. They are currently working on publishing an online research guide about Indigenous-language recordings.

Since 2015, through its [Documentary Heritage Communities Program](#),^{lii} LAC has provided financial assistance to 145 organizations, supporting 217 projects that seek to increase knowledge about Canada's rich history and provide access to it. In 2019–20, LAC supported 47 projects (including 19 new ones) from coast to coast to coast, including a project to process and digitize a collection on the history of shipbuilding, local families and historical research in Mahone Bay, Nova Scotia. LAC also updated the [guidelines](#)^{liii} for the Documentary Heritage Communities Program and reorganized its website to facilitate user experience. Organizations can now submit requests directly through the [LAC Funding Portal](#).^{liv}

Openness and transparency

The institution continued to support the federal commitment to the principle of openness and transparency. In 2019–20, through a block review of government archival holdings, LAC reviewed over 19 million pages under the *Access to Information Act*^{lv} and the *Privacy Act*^{lvi} and made 6.6 million pages available to the public. This proactive effort to release information led to the review of 75.5 million pages and the availability of 51.9 million pages. LAC also processed 12,715 formal and informal access to information and privacy requests. To do this, it examined 1.4 million pages (309,780 were made available, 792,607 were partially shared and 46,408 were not made available). In the last quarter, LAC saw a 9.5 percent increase in the number of new requests, compared to the same quarter in 2018–19.



LAC also supported the government’s reconciliation efforts with the lesbian, gay, bisexual and transgender (LGBT) community. Under the *LGBT Purge Class Action Final Settlement Agreement*,^{lvii} LAC was involved in 82.5 percent (593 out of 718) of claims submitted as part of the class action. More specifically, it digitized and examined 265,160 pages related to 593 veterans’ personnel records subject to the *Access to Information Act* and the *Privacy Act*. It also provided the records of 62 former public servants to the Treasury Board Secretariat, and 18 to the Royal Canadian Mounted Police, so these organizations could handle the related claims.

The institution is also playing a key role in the federal government’s restorative engagement with victims of sexual misconduct in the Canadian Armed Forces (CAF) and the Department of National Defence (DND). During the fiscal year, LAC worked with DND to prepare for the claim period associated with the *CAF-DND Sexual Misconduct Class Action Settlement*^{lviii} (“Heyder and Beattie Class Actions”), which will run from May 25, 2020, to November 24, 2021. LAC estimates that it will be involved in the analysis of approximately 9,500 records of veterans and federal public servants.



As the custodian of a large collection of military archives, LAC worked with DND, Shared Services Canada and Veterans Affairs Canada to launch the new *Veteran’s Service Card online application portal*,^{lix} a symbol of recognition for service to our country.

Experimentation

LAC invested \$25,000 to develop an innovative project proposed by its staff: a pilot project for an augmented reality mobile app that would enhance its users’ experience by offering content in an innovative, appealing and relevant way. Although funding proved insufficient to meet the requirements of the statement of work, research and consultations with experts enabled LAC to hone its knowledge of augmented reality and consider partnership options for the potential revival of this pioneering initiative.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results*	2018–19 Actual results	2019–20 Actual results
Canadians increasingly access Canada's documentary heritage	Amount of LAC holdings digitized for access	3.5 million images	March 31, 2020	10.2 million images	4.8 million images	3.5 million images
	Number of downloads from LAC's website	10 million files	March 31, 2020	10.1 million files	10 million files	Not available ¹
	Number of service transactions at LAC's national service points in Ottawa, Halifax, Winnipeg and Vancouver, through all service channels	80,000 transactions	March 31, 2020	84,741 transactions	81,399 transactions	84,418 transactions
	Number of participants who attended exhibitions and events delivered by LAC or in collaboration with others	100,000 participants	March 31, 2020	Not available	231,711 participants	184,899 participants
LAC builds capacity of local organizations in order to increase awareness of and access to Canada's documentary heritage	Percentage of Documentary Heritage Communities Program recipients that have achieved their expected results	85%	March 31, 2020	96%	95%	94%

*Under the terms of the [Policy on Results](#),^{ix} in 2018–19 LAC adopted a Departmental Results Framework that included new indicators for which some performance data was not available prior to that year.

¹ The indicator was not measured in 2019–20 because LAC is using a new web-based measurement tool that does not count downloads the same way as the previous one. As of 2020–21, LAC will measure the number of unique visitors to its website and online applications.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
30,896,280	30,896,280	37,254,563	33,359,682	2,463,402

The difference between the \$37.3 million in total authorities available for use and the \$33.4 million in actual spending is mainly due to carry-forwards to fund obligations linked to two components: the partnership between LAC, Ottawa Public Library and the City of Ottawa for the joint facility project, and Indigenous documentary heritage as part of the Listen, Hear Our Voices initiative.

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
287	314	27

The difference between the planned full-time equivalents (287) and the actual full-time equivalents (314) is mainly due to the hiring of staff in connection with the LGBT Purge Class Action Final Settlement Agreement and other class actions.

Financial, human resources and performance information for LAC's Program Inventory is available in the [GC InfoBase](#).^{lxi}

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services comprise 10 service categories: Acquisition Management, Communications, Financial Management, Human Resources Management and Security, Information Management, Information Technology services, Legal Services, Materiel Management, Management and Oversight, and Real Property Management.

Results

In keeping with its efforts and successes associated with the whole-of-government [Blueprint 2020^{lxiii}](#) initiative, Library and Archives Canada (LAC) looked at ways that it could contribute to the ongoing public service renewal process over the coming decade. Drawing on the [Beyond 2020^{lxiii}](#) framework proposed by the government, LAC developed an action plan to be more agile, inclusive and equipped to better meet the expectations of Canadians.

In this context, LAC cultivated the spirit of innovation and creativity in 2019–2020 by calling on everyone to contribute. Through two innovation hubs, it created opportunities for informal discussions and brainstorming in which all employees could participate to identify challenges and possible solutions relating to project management and user experience.

Inclusion and collegiality are core principles widely promoted within the organization. All employees and the [Youth Advisory Council^{lxiv}](#) were consulted during discussion sessions on ways in which LAC could work together to achieve its strategic priorities relative to service transformation and digital optimization over the next decade. The Council is now officially part of LAC's operations. Just like the Acquisitions Advisory Committee and the Services Consultation Committee, it provides recommendations to help LAC fulfill its mission.

LAC began to implement its 2019–22 Strategic Plan for People Management, which supports the achievement of its strategic and operational objectives. Several action plans arise from it, including the 2019–22 Diversity and Employment Equity Action Plan.

For example, LAC made a private multi-purpose room available to its staff as well as two universal bathrooms, one at its Gatineau location and the other at its Winnipeg location. These two pilot projects help to create a welcoming environment that respects the diversity of cultures and genders. LAC also took stock of and reviewed its practices relating to correspondence, its administrative forms and its customer satisfaction surveys, in line with the government's commitment to provide everyone with more gender-inclusive services. LAC also worked on developing an implementation plan for the [Accessible Canada Act^{lxv}](#) and the [Accessibility Strategy for the Public Service of Canada^{lxvi}](#). Moreover, the institution continued to carry out celebration, awareness and training activities so that diversity, accessibility and inclusion are incorporated into its everyday decisions and practices.

LAC also celebrated the 50th anniversary of the [Official Languages Act^{lxvii}](#) and started to implement its 2019–22 Official Languages Action Plan by establishing networks with archives and libraries located in official language minority communities. Strengthening ties with these networks will support inclusivity and the vitality of bilingualism throughout Canada.

While ensuring that appointments are based on merit and impartiality, LAC adopted more flexible tools and processes in 2019–20 to modernize and improve the effectiveness of its staffing practices. This increased agility means that the institution’s specific needs can be met more effectively.

LAC continued to equip its staff by focusing on the development and promotion of expertise. It defined its organizational learning priorities for 2019–22, to provide training and professional development activities in connection with organizational needs. Various committees created opportunities for employees to share their knowledge and experience.

For example, LAC organized learning activities for its private archives specialists to build their skills in specialized media, such as audiovisual media, art and philately. Under its [Indigenous Heritage Action Plan](#)^{lxviii} and its training and awareness program on Indigenous matters, LAC offered six presentations to its employees. One pertained to Indigenous title in the Ottawa Valley and the use of archival material by First Nations, while another focused on the United Nations Declaration on the Rights of Indigenous Peoples. Equipped with greater awareness and more information, LAC experts can be more engaged in reconciliation efforts and the preservation of Indigenous languages and cultures.

In light of the pressing needs arising from the COVID-19 pandemic, the implementation of the pilot project to reorganize and optimize the space according to the design principles set out in the GCworkplace initiative will be reviewed in co-operation with the federal government. New measures to ensure the health, safety and well-being of LAC employees will be taken into consideration.

Maintaining a healthy and respectful work environment that is free of harassment and discrimination is a prime concern for LAC and features regularly in its promotion and awareness activities. The institution worked closely with all of its employees to ensure that its next wellness action plan meets the needs of everyone. According to the [2019 Public Service Employee Survey](#),^{lxix} 79 percent of LAC’s employees would recommend it as an excellent place to work. This percentage has held steady since 2017, compared with around 50 percent previously. The survey results show that employees generally feel valued, respected, safe and informed.

Lastly, to better equip its employees, LAC examined the architecture of its digital infrastructure, its data and the programs it offers to the public and its partners. To that end, and in response to the [Data Strategy for the Federal Public Service](#),^{lxx} it finalized and began to implement its data strategy. LAC also continued to explore the concept of artificial intelligence to optimize its digital services and improve access to its collection.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
34,374,368	34,374,368	40,275,232	39,956,200	5,581,832

Human resources (full-time equivalents)

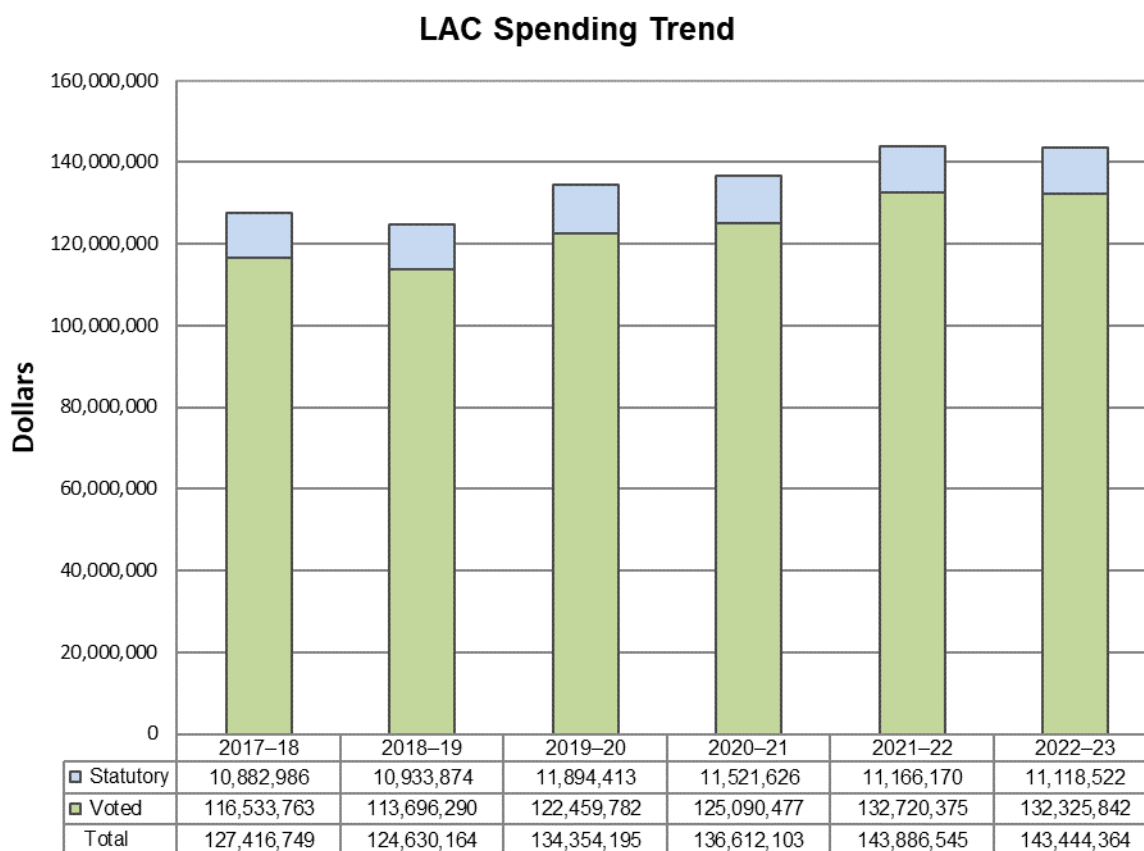
2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
294	303	9

Analysis of trends in spending and human resources

Actual expenditures

Organizational spending trend graph (in dollars)

The following graph presents planned (voted and statutory spending) over time.



Library and Archives Canada's (LAC) expenditure profile changed mainly because of funding that it received for the following initiatives:

- the construction of a new building for the preservation of analog documents in Gatineau, Quebec
- the partnership between LAC, Ottawa Public Library and the City of Ottawa for a joint facility project (2018–19 and subsequent fiscal years)
- the preservation of Indigenous languages and cultures, announced in Budget 2017 (2017–18 to 2020–21)
- the acquisition, processing, preservation and accessibility of the private records of the Right Honourable Stephen Harper (2017–18 to 2021–22)

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2017–18 Actual spending (authorities used)*	2018–19 Actual spending (authorities used)*	2019–20 Actual spending (authorities used)
Acquiring and preserving documentary heritage	94,061,984	94,061,984	69,940,548	67,372,523	95,999,787	N/A	57,035,197	61,038,313
Providing access to documentary heritage	30,896,280	30,896,280	30,609,722	40,114,501	37,254,563	N/A	28,925,616	33,359,682
Subtotal	124,958,264	124,958,264	100,550,270	107,487,024	133,254,350	N/A	85,960,813	94,397,995
Internal Services	34,374,368	34,374,368	34,270,125	34,190,152	40,275,232	N/A	38,669,351	39,956,200
Total	159,332,632	159,332,632	134,820,395	141,677,176	173,529,582	N/A	124,630,164	134,354,195

*In 2018–19, because of the new [Policy on Results](#),^{lxxi} LAC adopted its Departmental Results Framework.

In 2019–20, the \$14.2 million difference between the \$159.3 million in planned spending published in the 2019–2020 Departmental Plan and the \$173.5 million in total authorities is mainly due to additional funding received during the fiscal year, namely:

- an increase of \$7.3 million related to the operating and capital budget carry-forward
- an increase of \$3.4 million related to the carry-forward of funding for LGBT Purge Class Action Final Settlement Agreement activities
- an increase of \$1.8 million related to salary adjustments following the ratification of collective agreements
- an increase of \$1.2 million to preserve Indigenous cultural and linguistic documents from the Department of Canadian Heritage
- an increase of \$0.4 million to support the acquisition, cataloguing and preservation of Canadian sound recordings from the Department of Canadian Heritage
- an increase of \$0.1 million to disseminate a national study on the economic and social value of cultural institutions from the Department of Canadian Heritage

Actual human resources

Human resources summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2017–18 Actual full-time equivalents	2018–19 Actual full-time equivalents*	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Acquiring and preserving documentary heritage	N/A	393	420	424	417	403
Providing access to documentary heritage	N/A	275	287	314	273	254
Subtotal	N/A	668	707	738	690	657
Internal Services	N/A	287	294	303	291	292
Total	N/A	955	1,001	1,041	981	949

*In 2018–2019, because of the new [Policy on Results](#),^{lxii} LAC adopted its Departmental Results Framework.

Expenditures by vote

For information on LAC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–20](#).^{lxxiii}

Government of Canada spending and activities

Information on the alignment of LAC's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).^{lxxiv}

Financial statements and financial statements highlights

Financial statements

LAC's financial statements^{lxxv} (unaudited) for the year ended March 31, 2020, are available on LAC's website.

Financial statements highlights

The highlights presented in this section are taken from LAC's financial statements and are prepared on a full accrual basis. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

The variance between the figures provided in other sections of this report, which were prepared on an expenditure basis, and the figures that follow, which were prepared on an accrual basis, relates to accrual entries such as the recognition of services without charge received from other government departments and the acquisition of capital assets and related amortization expenses, as well as to accrued liability adjustments.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–2020 Planned results	2019–2020 Actual results	2018–2019 Actual results	Difference (2019–2020 Actual results minus 2019–2020 Planned results)	Difference (2019–2020 Actual results minus 2018–2019 Actual results)
Total expenses	136,462,494	151,537,185	141,500,043	15,074,691	10,037,142
Total revenues	550,000	1,299,539	1,603,621	749,539	(304,082)
Net cost of operations before government funding and transfers	135,912,494	150,237,646	139,896,422	14,325,152	10,341,224

The \$10 million increase in actual charges is mainly attributable to expenditures related to personnel, due to hiring staff to support initiatives already underway (such as the preservation of Indigenous languages and cultures, the administration of the Government of Canada's response to the LGBT Purge Class Action Settlement, the processing of the private archives of the Right Honourable Stephen Harper, collection preparations for the construction of a new building for the

preservation of analog archival holdings in Gatineau, and the new partnership between Library and Archives Canada and Ottawa Public Library). This increase is also due to the retroactive payments, paid in 2019–20, following the ratification of collective agreements.

The reduction of \$304,000 of total revenues is mainly attributable to a reduction in donations received by LAC from external entities for specific projects in 2019-20.

Condensed Statement of Financial Position (unaudited) as of March 31, 2020 (dollars)

Financial information	2019–2020	2018–2019	Difference (2019–2020 minus 2018–2019)
Total net liabilities	63,532,155	23,446,754	40,085,401
Total net financial assets	13,617,714	16,768,057	(3,150,343)
Departmental net debt	49,914,441	6,678,697	43,235,744
Total non-financial assets	144,757,748	96,419,333	48,338,415
Departmental net financial position	94,843,307	89,740,636	5,102,671

The increase in net liabilities is explained by the new liability representing the costs incurred by the Public Private Partner for the construction of the new state-of-the-art preservation facility, to meet LAC’s requirements for additional archival storage capacity.

The decrease in net financial assets is mainly due to a decrease in the amount due from the Consolidated Revenue Fund due to the timing of incurred expenses and funds received.

The increase in net non-financial assets stems mainly from the construction project of the new preservation facility in Gatineau and the betterments to LAC’s special storage facilities. Once the betterments and the construction are completed, these investments will be expensed over the useful life of the assets.

Additional information

Organizational profile

Appropriate minister: The Honourable Steven Guilbeault, Minister of Canadian Heritage

Institutional head: Leslie Weir, Librarian and Archivist of Canada

Ministerial portfolio: Department of Canadian Heritage

Enabling instrument: *Library and Archives of Canada Act*,^{lxxvi} S.C. 2004, c. 11

Year of incorporation: 2004

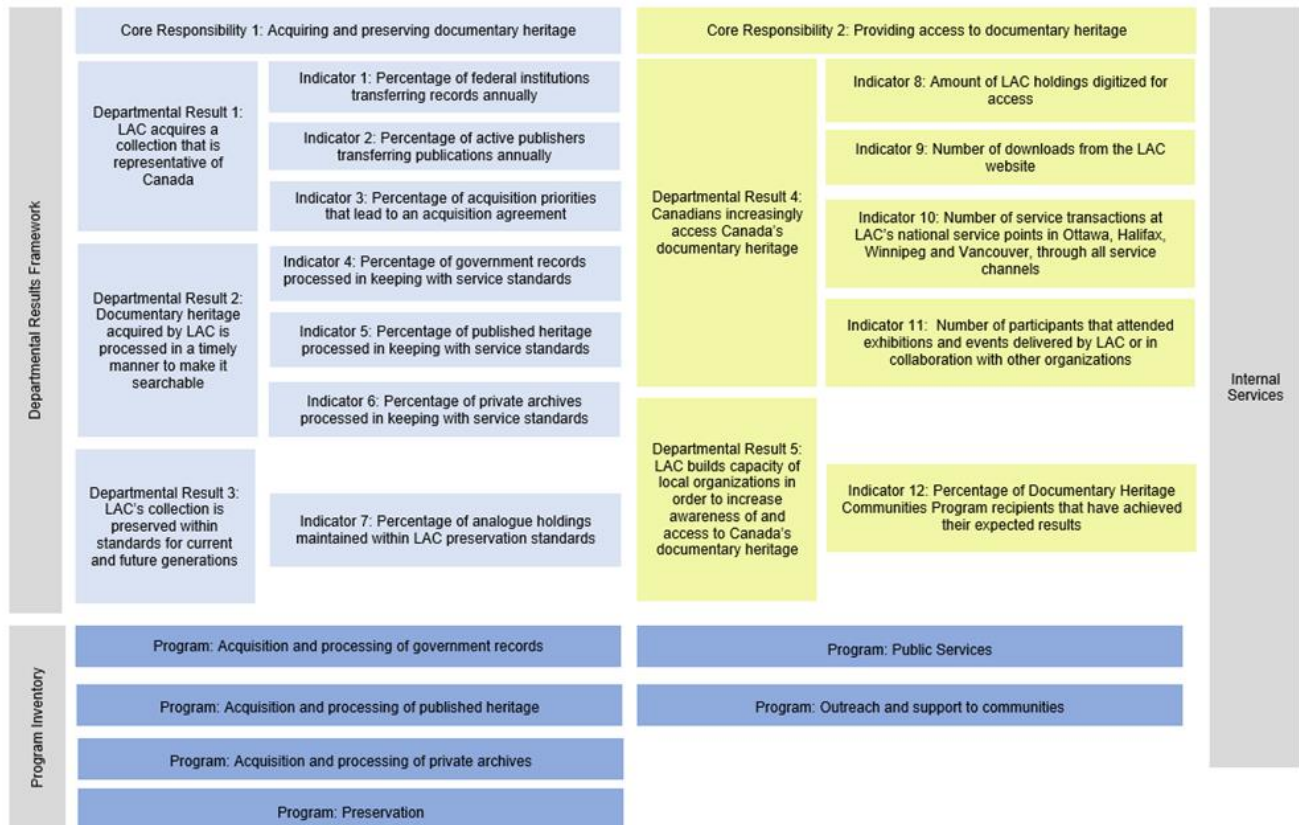
Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do”^{lxxvii} is available on LAC’s website.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{lxxviii}.

Reporting framework

LAC’s Departmental Results Framework and Program Inventory of record for 2019–2020 are shown below.



Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources and results related to LAC's Program Inventory is available in the [GC InfoBase](#).^{lxxix}

Supplementary information tables

The following supplementary information tables are available on LAC's website:

- ▶ [Departmental Sustainable Development Strategy](#)^{lxxx}
- ▶ [Gender-based analysis plus](#)^{lxxxi}
- ▶ [Response to parliamentary committees and external audits](#)^{lxxxii}
- ▶ [Status report on transformational and major Crown projects](#)^{lxxxiii}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{lxxxiv} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Library and Archives Canada

550 de la Cité Boulevard
Gatineau, Quebec K1A 0N4
Telephone: 613-996-5115
Telephone (toll-free): 1-866-578-7777
TTY: 613-992-6969 or 1-866-299-1699
Facsimile: 613-995-6274
www.bac-lac.gc.ca

395 Wellington Street
Ottawa, Ontario K1A 0N4
Telephone: 613-996-5115
Facsimile: 613-995-6274
www.bac-lac.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–2019 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, Program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

result (résultat)

An external consequence attributed, in part, to an organization, policy, Program or initiative. Results are not within the control of a single organization, policy, Program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- ⁱ *Library and Archives of Canada Act*, <http://laws-lois.justice.gc.ca/eng/acts/L-7.7/page-1.html>
- ⁱⁱ Aurora, <https://bac-lac.on.worldcat.org/discovery?lang=en>
- ⁱⁱⁱ Request for information, <https://buyandsell.gc.ca/procurement-data/tender-notice/PW-EEM-003-34830>
- ^{iv} National Awards for Innovation and Excellence in Public-Private Partnership, https://www.pppcouncil.ca/web/Awards/Winners/Latest_Winners/web/Awards/National_Award_Winners.aspx?hkey=28eef21c-7331-4aa8-b83e-c5ed38c230c8
- ^v Books acquired, <https://www.bac-lac.gc.ca/eng/about-us/about-collection/what-is-new/Pages/new-acquisitions-publications.aspx>
- ^{vi} Cataloguing in Publication data blocks, <https://www.bac-lac.gc.ca/eng/services/cip/Pages/cip.aspx>
- ^{vii} Archives, <https://www.bac-lac.gc.ca/eng/about-us/about-collection/what-is-new/Pages/new-acquisitions-archives.aspx>
- ^{viii} Legal deposit program, <https://www.bac-lac.gc.ca/eng/services/legal-deposit/Pages/legal-deposit.aspx>
- ^{ix} Small public libraries and small libraries at post-secondary institutions, <https://www.bac-lac.gc.ca/eng/services/library-system-renewal/Pages/oclc-funding-application-form.aspx>
- ^x Voilà, <https://www.bac-lac.gc.ca/eng/services/national-union-catalogue/Pages/national-union-catalogue.aspx>
- ^{xi} *Lingua Franca: A Common Language for Conservators of Photographic Materials*, <https://www.bac-lac.gc.ca/eng/about-us/publications/electronic-books/Pages/title-page-lingua-franca.aspx>
- ^{xii} Policy on Results, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300>
- ^{xiii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xiv} Joint facility, <https://inspire555.ca/>
- ^{xv} Architectural design, <https://www.dropbox.com/sh/fmbue5cambp8hny/AAAoLuNQiV6XZkVLYVTXWN1ta?dl=0>
- ^{xvi} Digitized, <https://www.bac-lac.gc.ca/eng/about-us/about-collection/Pages/digitization-lac.aspx>
- ^{xvii} We Are Here: Sharing Stories, <https://www.bac-lac.gc.ca/eng/discover/aboriginal-heritage/initiatives/Pages/stories.aspx>
- ^{xviii} Collection Search, <https://www.bac-lac.gc.ca/eng/collectionsearch/Pages/collectionsearch.aspx>
- ^{xix} Open Government, <https://www.canada.ca/en/transparency/open.html>,
- ^{xx} Canadian Research and Mapping Association, <https://www.crma-acrc.ca/>
- ^{xxi} DigiLab, <https://www.bac-lac.gc.ca/eng/services-public/Pages/digilab.aspx>
- ^{xxii} Service centres in Vancouver and Winnipeg, <https://www.bac-lac.gc.ca/eng/services-public/Pages/service-outside-ottawa.aspx>
- ^{xxiii} LAC Blog, <https://thediscoverblog.com/>
- ^{xxiv} Census of Manitoba, Saskatchewan and Alberta, <https://thediscoverblog.com/2019/05/02/why-is-that-written-there-insights-into-the-census-of-manitoba-saskatchewan-and-alberta-1926-instructions-to-commissioners-and-enumerators/>
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