



Library and Archives
Canada

Bibliothèque et Archives
Canada

Library and Archives Canada 2022–23 Departmental Results Report

The Honourable Pascale St-Onge, P.C., M.P.
Minister of Canadian Heritage

Canada 

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From the Minister

In Canada, people from all regions make their talent, excellence and spirit of innovation known in countless ways. In their respective mandates, the organizations of the Canadian Heritage Portfolio, including Library and Archives Canada (LAC), reflect these rich values. They carry out their activities in areas as diverse and lively as the arts, culture, heritage and communications. They also help contribute to the Government of Canada’s efforts in promoting an inclusive and respectful society, with eyes set on the path to reconciliation.



Once again this year, LAC supported the government’s efforts to advance reconciliation with Indigenous Peoples. The organization has described and digitized numerous documents related to federal Indigenous day schools. It has also offered support to many Indigenous communities in helping them protect and promote their cultural heritage.

Diversity and inclusion were at the heart of LAC’s accomplishments, including through its funding programs that benefit diverse communities across the country. The organization also continued its efforts to make its collections accessible to even more Canadians.

LAC also opened its new Preservation Storage Facility. This state-of-the-art building combines two of the government’s priorities: protecting our heritage and protecting the environment.

As Minister of Canadian Heritage, I invite you to have a look at the 2022–23 Departmental Results Report for LA to get a better idea of its accomplishments over the past year.

The Honourable Pascale St-Onge

From the Librarian and Archivist of Canada

The year 2022–23 was a very successful one for Library and Archives Canada (LAC). Powered by our Vision 2030 strategic plan, our dedicated staff has been able to advance our primary goal of putting our users first.

We are already reaping the benefits of our work. In August 2022, we unveiled our new website, designed with user needs as a guiding principle. This renewal, the result of close collaboration within our organization, as well as with our users, allows us to offer a more user-friendly experience to the millions of virtual visitors whom we welcome each year.

In addition, LAC has responded to the recommendations of the Office of the Information Commissioner of Canada regarding the processing of access to information and privacy requests. We are aware of the importance of these services to Canadians and have greatly increased the resources allocated to them, in order to respond to the recommendations and thus improve access to the documents in our collections.

We continue to position LAC as a leader in the global library and archival community. The Preservation Storage Facility and Ādisōke, the facility under construction that we will share with Ottawa Public Library (OPL), demonstrate our leadership in energy-efficient and sustainable construction.

We also remain firmly committed to reconciliation with First Nations, Inuit and the Métis Nation, and we are stepping up our efforts to ensure that our collections and services are more inclusive and better reflect the diversity of the Canadian public. This includes the December 2022 release of LAC's first Accessibility Plan, which aims to remove barriers for users and staff by 2040.

Proud of our successes, we will use them to expand our reach to growing audiences, including under-represented communities. I invite you to explore all of our achievements in the following pages. You will find evidence of our commitment to delivering services that meet the expectations of our users.



Leslie Weir, Librarian and Archivist of Canada

Results at a glance

Funds used \$200,500,915 Actual expenditures
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Personnel 920 Actual full-time equivalents (FTEs)

Three years ago, LAC began a major shift, to acquire the necessary structure and tools to better fulfill its mandate in the years ahead.

LAC took a big step in this direction by publishing its [Vision 2030](#)ⁱ strategic plan in 2022, which puts users at the centre of all of its actions and decisions, with the objective of facilitating access to its collections and optimizing its digital capacity.

Here are some examples of what LAC accomplished in 2022–23 to ensure the success of its new vision:

- the unveiling of LAC’s new website in August 2022, which is simpler and more user-friendly, with an attractive and dynamic design, and a structure that easily directs users to tasks;
- the laying of the foundation and the completion of underground work at Ādisōke, the future joint facility shared by LAC and OPL;
- the official opening of the Preservation Storage Facility in November 2022 and the relocation of some of the collections to its vaults;
- the implementation of the Access to Information and Privacy Action Plan in response to the Office of the Information Commissioner’s investigation report;
- \$1.5 million in funding for 23 projects to identify, digitize and preserve Indigenous language and culture recordings through the [Listen, Hear Our Voices](#)ⁱⁱ contribution initiative;
- the digitization of 284,101 Indigenous-related images in LAC collections, as part of the We Are Here: Sharing Stories initiative;
- the release of the first accessibility plan to make LAC more accessible to all.

LAC has also launched several initiatives that will bear fruit in the coming years, including the creation of a new team to coordinate and design future service and public programming strategies at Ādisōke, as well as the establishment of a Centre of Excellence on Equity, Diversity and Inclusion that will enable LAC to better address these issues both internally and with its users.

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

- 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*](#)ⁱⁱⁱ.
- Its collections are made up of documentary heritage preserved in a variety of media and formats.
- LAC advises the Government of Canada (GC) and its institutions on the management of information and ensures that records of historical value are transferred to its collections.
- Through legal deposit, all materials submitted by Canadian publishers become part of its collections.
- Other records of national significance are acquired to document Canadian society, including sampling of Internet content.
- LAC uses state-of-the-art techniques and infrastructure to restore the collections and provide optimal conditions for long-term preservation. LAC also builds its capacity and expertise to ensure the availability of digital records.

Results

In 2022–23, LAC accelerated the optimization of its digital capacity so that it can acquire, preserve and make accessible Canada’s documentary heritage in an efficient and secure manner for present and future generations.

Optimizing our capacity to acquire, process and preserve digital documents

Following the deployment of its new Digital Asset Management System (DAMS) last year, LAC made many improvements this year to its processes and capacity to accept and process even higher volumes of transfers of digital government documents, particularly from GCdocs through DAMS, including Protected B documents.

Another example of an improvement to DAMS is the fact that it now securely accepts transfers of large digital audiovisual files. Since the addition of this new feature, LAC has acquired 18 feature films using DAMS.

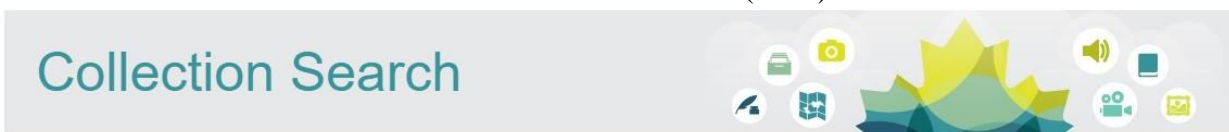
In addition, LAC completed its planned comprehensive review of digital document metadata standards in 2022–23, in consultation with the Government of Canada and Treasury Board Secretariat information management community. These new standards describe the basic metadata that must be respected in any digital document to be transferred to LAC.

Also, as part of the renewal of the [Federal Data Strategy](#)^{iv} that took place between June 2022 and May 2023, LAC released a revised version of its [Data Strategy](#)^v in December 2022 that aligns with LAC’s current needs and priorities to enable it, over the next few years, to achieve the objectives set out in its [Vision 2030](#)^{vi}.

Acquiring and processing collections that are representative of Canada

In 2022–23, LAC saw a 24.7 percent increase in the number of Canadian publications transferred to it through DAMS. This impressive increase is the result of LAC’s extensive outreach to Canadian publishers following the launch of the system last year. This awareness, coupled with improved work processes, also resulted in the registration of 1,467 new digital publishers in the legal deposit program.

LAC completed the migration of its audiovisual database and processed nearly 13 terabytes (TB) of digital feature films, which are now available to Canadians through the [Collection Search tool](#)^{vii} on LAC’s website. Of these feature films, 35 are additions to existing holdings, while 43 are brand-new acquisitions. These include *Brother* and *To Kill a Tiger*, both of which won awards at the 2022 Toronto International Film Festival (TIFF).



Collection Search banner on LAC’s website

In keeping with its commitment to build a collection of private archives representative of cultural communities across the country, LAC acquired the archives of several notable individuals this year, including [Yvette Nolan](#)^{viii}, a Saskatchewan-born actress, playwright, director and educator with Algonquin and Irish ancestry, and [Ka Nin Chan](#)^{ix}, a music teacher and composer of Chinese descent.



The Green Interview logo

LAC also acquired a series of 100 in-depth interviews and six documentaries entitled [The Green Interview](#)^x that address environmental issues from Canadian and Indigenous perspectives. Topics raised include climate change, ecology, water, pollution, fisheries, sustainable development, human health, finance, social justice and more. Interview participants include Edmund Metatawabin, Steven Guilbault, Albert Marshall, Margaret Atwood, Robert Bateman, David Suzuki, Jane Goodall and many more. Although these interviews are now in LAC’s care, they can be viewed on [YouTube](#)^{xi}.

With their processing completed this year, here are some examples of several archival holdings that are now available for consultation: [Stephen J. Harper](#)^{xii}, [Dionne Brand](#)^{xiii}, [Gabor Szilasi](#)^{xiv}, [Mauril Bélanger](#)^{xv}, [Canadian Council of Professional Fish Harvesters](#)^{xvi} (CCPFH) and [Letter Carriers' Union of Canada](#)^{xvii}.



Daguerreotype portrait of Gabor Szilasi / R9382-4

Lastly, Parks Canada transferred [important documents](#)^{xviii} to LAC in 2022–23, highlighting the construction, maintenance and operation of the Beauharnois, Chambly, Carillon, Grenville, Soulanges, St-Ours, Lachine and Culbute canals. These canals were a fundamental part of Canada’s transportation and communications networks, playing an important role in the defence and commercial development of Canada in the 19th and early 20th centuries.

Preserving the collection for current and future generations

In 2022–23, LAC continued its efforts to preserve web content by collecting more than 14 TB of web and social media content that reflects the evolution of Canadian society; the equivalent of nearly 450 million files includes the following:

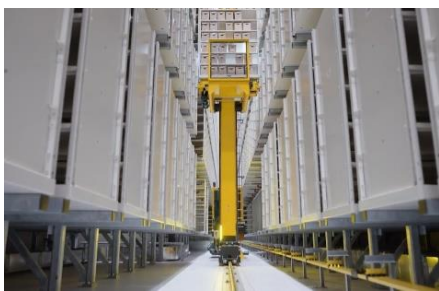
- 2.9 TB of Canadian news media pages (journalistic sites)
- 2.9 TB related to Government of Canada websites and social media
- 2.8 TB of web resources documenting the impact of the COVID-19 pandemic on Canada
- 2.6 TB related to Canadian politics
- 1.2 TB related to the Mass Casualty Commission
- 686 gigabytes (GB) related to the Public Order Emergency Commission
- 544 GB related to Indigenous resources and perspectives
- 90 GB related to the Crown in Canada (Platinum Jubilee and death of Her Majesty Queen Elizabeth II, and accession of His Majesty King Charles III)
- 501 GB related to other collections (for example, the situation in Ukraine)

Preservation Storage Facility

LAC was pleased to officially open its new [Preservation Storage Facility](#)^{xix} on November 24, 2022, with guests including the Honourable Pablo Rodriguez; the Honourable Steven MacKinnon, Chief Government Whip and Member of Parliament (Gatineau); the Honourable Mona Fortier, President of the Treasury Board of Canada; Albert Isawaki of Plenary Gatineau Properties; and a delegation from the Kitigan Zibi Anishinabeg First Nation.



From left to right: Paul Marion, David Stavros, the Honourable Steven MacKinnon, Leslie Weir, Daniel Champagne, the Honourable Pablo Rodriguez, Guy Berthiaume and Albert Iwasaki



The automated storage and retrieval system

Completed on June 28, 2022, on time and on budget despite the COVID-19 pandemic, the building is the world's largest archival facility equipped with an [automated storage and retrieval system](#)^{xx}. In addition to winning several national awards, the building also received LEED® Gold certification for its sustainable design, state-of-the-art mechanical systems and well-planned landscaping.



LEED Gold 2022 logo

At the same time, after months of preparation, LAC began moving the 590,000 containers that the new building will house. Since January 2022, more than 391,536 containers now have a home in the building, including more than 247,999 boxes of textual documents and 143,537 film reels.



LAC employees moving boxes



An interpretive panel

LAC took the opportunity to install interpretive panels along the green pathway that surrounds the new building and its neighbour, the Preservation Centre. Visitors and passersby can now learn more about the architecture, purpose and environment of these two exceptional facilities that now make up LAC's Preservation Campus in Gatineau, Quebec.



Aerial view of LAC's Preservation Campus

In February 2022, LAC also began renovating some 20 vaults at the Preservation Centre. This work, the most extensive since the opening of the building in 1997, will continue until 2024 and will, among other things, optimize shelving and create an additional vault for works of art.

Acquiring and preserving: collaborating, educating and supporting

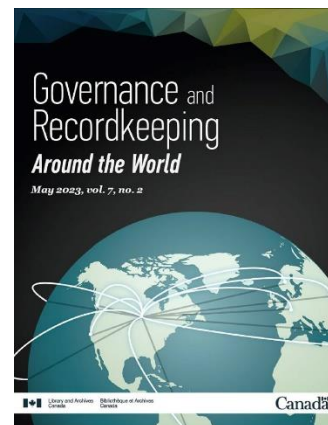
In 2022–23, LAC collaborated with several communities to make its collections, and those of memory institutions across the country, more reflective of Canadian plurality and diversity. This included, as a member of the steering committee for the [Muslims in Canada Archives](#)^{xxi}, assisting them with potential acquisitions associated with the Muslim experience in Canada. LAC also worked with the Black Artists' Networks in Dialogue to help them find ways to increase diversity in their visual archival collections.

LAC continued to develop a national network of print collections, participating in the first two phases of the [North: Shared Print Preservation in Canada](#)^{xxii} project. This project aims to consolidate the print collections of participating libraries while ensuring their long-term preservation and access.

Taking to heart its role as the permanent memory of the Government of Canada, LAC provided support this year through its Liaison Centre to more than 550 government organizations. It answered their questions about access to LAC's online tools and systems, the disposition and transfer of government records, events, training and recordkeeping standards, and more.

As usual, LAC continued to support federal organizations this year by publishing three new issues of the [Governance and Recordkeeping Around the World newsletter](#)^{xxiii}, which reaches more than 1,800 subscribers in the government information management community.

LAC also continued its leadership role in digital preservation, both within the federal government and among Canadian universities, by participating in the [Digital Preservation Working Group](#)^{xxiv}, and internationally, by sharing its preservation practices with the [International Internet Preservation Consortium](#)^{xxv} and the [Digital Preservation Coalition](#)^{xxvi}.



Cover of an issue of *Governance and Recordkeeping Around the World*

Gender-based analysis plus

LAC’s activities and initiatives for the acquisition, description and preservation of documentary heritage are supported by gender-based analysis plus (GBA Plus) approaches that respect distinctions and are culturally appropriate.

LAC has applied GBA Plus to its new initiatives, including the description and digitization of Indian day school materials. GBA Plus has demonstrated that the initiative aligns with the six pillars of the Government of Canada’s [Gender Results Framework](#)^{xxvii}.

For more information on GBA Plus at LAC, please see the [GBA Plus Supplementary Information Table](#)^{xxviii}.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The Preservation Storage Facility in Gatineau is the first net-zero archival centre in the Americas, and the first federal facility built to meet the requirements of the [Greening Government Strategy](#)^{xxix}.

This project helps to achieve two United Nations (UN) sustainable development goals (SDGs): [SDG 9](#)^{xxx}, which involves building a resilient infrastructure, promoting sustainable industrialization and encouraging innovation; and [SDG 12](#)^{xxxi}, which is to establish sustainable means of consumption and production through efficient use of

resources and energy. In addition, drought-tolerant native species have been incorporated into the landscaping to reduce irrigation requirements and outdoor water consumption.

For more information, please see the [Supplementary Information Table for the 2030 Agenda for Sustainable Development and the UN SDGs^{xxxii}](#).

Innovation

By opting for an [automated storage and retrieval system^{xxxiii}](#) in its new Preservation Storage Facility, LAC continues to be a leader not only in archival preservation, but also in environmental preservation.

Since it is the system that retrieves and returns containers to the vaults, LAC staff do not need to enter the vaults; the cold temperatures that are usually conducive to archival storage are therefore maintained constantly. This avoids variations in energy consumption. In addition, because the automated system operates in the dark, the collection is less exposed to potentially damaging light, further reducing energy requirements.

Key risks

According to LAC's Departmental Plan 2022–23 and Corporate Risk Profile 2021–24, if LAC does not renew or improve the current systems and processes underlying its digital operations, its ability to carry out its mandate effectively and efficiently could be affected.

To mitigate this risk, LAC has continued to deploy its Digital Asset Management System this year, and it has created a team that will work to evolve its cloud infrastructure over the next few years. This will allow LAC to improve its virtual presence and digital services.

There is a risk that LAC's real property will deteriorate rapidly and no longer meet the growing and specialized storage and preservation needs of its collections, thereby jeopardizing their integrity. The performance target for the percentage of facilities indicator, which requires facilities to provide a compliant environment to preserve the analog collection, was not met in 2021–22 due to the work required to improve preservation conditions in some facilities.

To mitigate this growing risk, LAC has developed a strategy for its real property portfolio to better understand its needs for space to house its collections, explore densification opportunities at existing facilities, and identify plans for facility rehabilitation that align with the requirements of the Greening Government Strategy.

Results achieved

The following table shows, for acquiring and preserving documentary heritage, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
LAC acquires a collection that is representative of Canada	Percentage of federal institutions transferring records annually ¹	10%	March 31, 2023	5%	9%	10%
	Percentage of active publishers transferring publications annually	82%	March 31, 2023	82%	61%	78% ²
	Percentage of targeted acquisition areas covered by an acquisition agreement	75%	March 31, 2023	76%	76%	92%
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	20%	March 31, 2023	39%	40%	39%
	Percentage of published heritage processed in keeping with service standards	83%	March 31, 2023	98%	91%	83%
	Percentage of private archives processed in keeping with service standards	75%	March 31, 2023	30%	55%	81%

LAC's collection is preserved within standards for current and future generations	Percentage of facilities that provide a compliant environment to preserve the analog collection	75%	March 31, 2023	Not available	Not available	65% ³
	Cumulative number of terabytes (TB) of digital material preserved in LAC's collection (including born-digital, digitized and migrated content)	Target of 9,300 TB increased to 12,500 TB	March 31, 2023	7,848 TB	11,105 TB	13,060 TB ⁴

¹ “Transfer-ready” federal institutions: Departments or agencies subject to the *LAC Act* with valid disposition authorizations and having completed at least one validation exercise.

² Out of 260 active publishers, 204 publishers have transferred their publications. Following the departure of the outreach librarian, 56 publishers were not contacted and did not submitted their publications to LAC.

³ The annual percentage is an average of quarterly results for each facility. The monitored vaults and storage rooms met the standards throughout the year at three facilities. In three others, the temperature or relative humidity exceeded the threshold for more than 48 hours several times during each quarter. Renovation work at one of the facilities may explain these fluctuations, while known renovation needs have impacted the preservation conditions at the other facilities.

⁴ The 2021–22 cumulative total of digital content preserved was increased by 2,104 TB after an adjustment was made to a specific preservation format.

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

Budgetary financial resources (dollars)

The following table shows, for acquiring and preserving documentary heritage, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
112,251,474	112,251,474	118,477,941	107,998,456	(4,253,018)

The variance between actual and planned spending is mainly due to the deferral of some

investments under the Long-Term Real Property Strategy.

Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase^{xxxv}](#).

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
384	338	(46)

The variance is mainly due to higher-than-expected staff turnover and the reallocation of some resources to new initiatives and activities within other core LAC responsibilities.

Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase^{xxxvi}](#).

2. Providing access to documentary heritage

Description

- LAC provides access to its collections, while respecting legal, policy and contractual obligations.
- Using cutting-edge technologies, LAC enables Canadians to access and consult its collections and enrich their knowledge of Canada’s documentary heritage.
- LAC makes digital content available through its website and social media to improve access to its collections.
- LAC provides online services and in-person services at its four service points. It uses innovative strategies such as crowdsourcing (Co-Lab) and the Digi-Lab to complement the digital content of its collections.
- LAC also promotes Canadian heritage by creating exhibitions that enable the public to discover its collections in cultural sites throughout Canada.
- Through the Documentary Heritage Communities Program (DHCP), LAC supports memory organizations by increasing their capacity to preserve and make their collections accessible.

Results

In 2022–23, LAC continued to transform its services extensively, to make its collections even more accessible. Several improvements were made to better meet the needs of users and make their experience even more user-friendly and inclusive.

Bringing Canada’s documentary heritage to the greatest number of people



An archivist and a user in the genealogy room at 395 Wellington Street, Ottawa

When health measures related to COVID-19 were lifted, LAC resumed all operations and reopened public consultation and research rooms at all of its national points of service in July 2022. This year, LAC conducted more than 63,012 face-to-face and remote interactions, providing responses and advice to those interested in its collections, from its points of service in Ottawa, Halifax, Winnipeg and Vancouver.

Close to 40 workshops, information sessions and tours were offered during the year at LAC’s four points of service. Events such as family history and genealogy webinars co-hosted with the

Winnipeg Public Library and the Strathcona County Library, or the popular “In the Trenches” webinar



Promotional graphic for the “In the Trenches” webinar

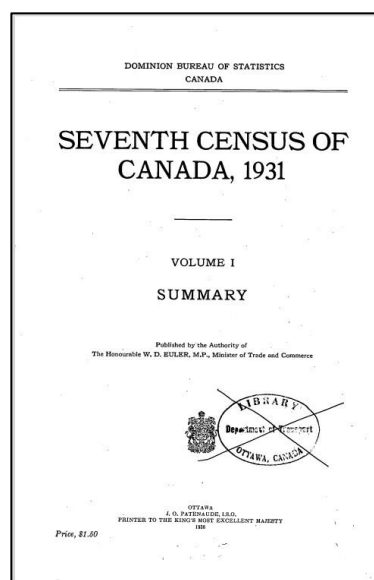
on LAC’s digitized First World War documents, allowed LAC to raise awareness of its collections and services.

Major digitization efforts were also carried out in 2022–23, as LAC digitized a total of 3,480,613 images, including the digitization of the 1931 Census.

The 1931 Census

On January 1, 2023, Statistics Canada entrusted LAC with the care and management of the results of the 1931 Census of Population. Long awaited by genealogists, historians and all Canadians seeking to learn more about their family history, this seventh census in Canadian history is now available to researchers, as stipulated by law, which provides for a 92-year waiting period for the release of personal census data.

Recognizing the importance of this tool, LAC implemented a [multi-step plan](#)^{xxxvii} and signed a Memorandum of Understanding with FamilySearch and Ancestry® to ensure the successful completion of the enormous task of digitizing, transcribing, indexing and posting 234,678 images (187 microfilm reels).



Cover of the official publication for the seventh Census of Canada, 1931 (OCLC 796971519)



Promotional graphic for the *Unexpected! Surprising Treasures From LAC* exhibition

This year, LAC signed 10 loan agreements, resulting in 75 items from its collections to be exhibited across the country. One of these exhibitions is [Unexpected! Surprising Treasures From Library and Archives Canada](#)^{xxxviii}, presented in partnership with the Canadian Museum of History, which has attracted more than 15,000 visitors since its opening in December 2022.

For its part, the travelling exhibition [*Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada*](#)^{xxxix} was presented in Fort Walsh and North Battleford, Saskatchewan, enabling nearly 9,000 visitors to learn more about LAC’s Métis Nation resources. Since its creation in 2017, this significant exhibition has been presented in 14 different locations, viewed by more than 120,000 visitors.



Promotional graphic for the *Hiding in Plain Sight: Discovering the Métis Nation* exhibition

Once again this year, LAC was very active on social media. With more than 1,600 unique messages posted on its [Twitter](#)^{xl}, [Facebook](#)^{xli}, [LinkedIn](#)^{xlii} and [Instagram](#)^{xliii} accounts as well as its [English YouTube](#)^{xliv} and [French YouTube](#)^{xlv} channels, and including its exhibitions, blog posts, podcast episodes and Flickr albums, LAC had nearly 10 million views and over 155,000 reactions (likes, shares or comments) in 2022–23. The video series featuring the curator of the *Unexpected! Surprising Treasures From Library and Archives Canada* exhibition, Forrest Past, has alone been viewed almost 50,000 times, giving subscribers in Canada and around the world access to an exhibition that would otherwise have been limited geographically.

LAC released several new podcasts in 2022–23, including five in its Treasures Revealed series. As popular as ever, [LAC podcasts](#)^{xlvi} were listened to an average of 200 times a day, in Canada and in over 170 other countries.

The [LAC Blog](#)^{xlvii} was viewed more than 145,000 times, and more than 50 new posts were added in 2022–23, including ones on Fergie Jenkins, Stanley Grizzle and Douglass Day, to celebrate Black history, and the *Nations to Nations: Indigenous Voices at Library and Archives Canada* series, launched on September 30, 2022, to mark the second anniversary of the National Day for Truth and Reconciliation. LAC also released 17 thematic [Flickr](#)^{xlviii} albums, providing access to more than 472 images in the collections, including a new photo album linked to the [Kahentinetha Horn: Nothing but the truth](#)^{xlix} podcasts.



Portrait of Mary Ann Shadd Cary, around 1855–60, c02977

LAC users were also able to enrich the content of the collections themselves this year, through three new Co-Lab challenges. Nearly 5,000 of their contributions were used to transcribe, tag and translate the digitized archives of [Mary Ann Shadd Cary](#)^l, the first Black woman to establish and publish a newspaper in Canada.

In 2022–23, LAC worked with Internet Archives to develop the future Government of Canada Web Archive portal, which is expected to be

available to the public in 2023–24. When it is launched, users will be able to access content from three major collections: COVID-19, the Government of Canada, and the Truth and Reconciliation Commission.

Transforming our services: increasingly accessible collections

LAC proudly launched its [new website](#)^{li} on August 30, 2022. The new site, intended to be simpler, more intuitive and more accessible, is an important step in LAC’s efforts to put the needs and expectations of users at the heart of its online presence.

With the stated goal of reaching and attracting more users from across the country, LAC has made several improvements to accessing its collections virtually. The design of the site is visually attractive and dynamic, to attract audiences from all walks of life, while the website’s structure has been redesigned to make it easier to follow and to better orient users.



LAC's website



Census Search button on LAC's website

It is now easier to navigate from mobile devices. Plain language has been adopted for all collections pages, and a new Census Search interface, which consolidates

17 databases into a single access point and contains over 44 million descriptions, has been added. The 1931 Census can be accessed from this interface.

User feedback testing was conducted during the design of the new website, and LAC is continually making adjustments and improvements based on the feedback that it continues to receive.

In keeping with its objective of providing a better online experience, LAC announced in November 2022 that it is now possible to consult the service files of Canadian Armed Forces members who died during the Second World War or shortly thereafter. Canadians can now access the records of their fallen family members through the [Collection Search tool](#)^{liii}.

For its part, the LAC [Youth Advisory Council](#)^{liii} received a special mandate in 2022–23. This year, the 12 members discussed issues related to LAC’s service transformation, specifically the criteria that they use to determine whether an organization is trustworthy when conducting research in its collections. The group of young people aged 16 to 25 also provided innovative perspectives on how LAC should work with both its regular users and potential new users.



2022–23 LAC Youth Advisory Council

Ādisōke



Ādisōke construction site

Construction of the future public facility that LAC will share with OPL is progressing and on schedule. After a year of underground work, the main level of [Ādisōke](#)^{liv} is beginning to emerge in the downtown landscape of Canada’s national capital.

On June 20, 2022, LAC and OPL celebrated the laying of the building’s foundation with the Honourable Mona Fortier, President of the Treasury Board (on behalf of the Honourable Pablo Rodriguez); Jim Watson, Mayor of Ottawa; Matthew Luloff, City Councillor and Chair of the OPL Board of Directors; Savanna McGregor, Grand Chief of the Algonquin Anishinabeg Nation Tribal Council; and Dan Kohoko, Councillor of the Algonquin Pikwakanagan First Nation (on behalf of Chief Wendy Jocko).



Objects placed in one of the concrete slabs for Ādisōke

The project partners placed a symbolic object inside a concrete slab of the Ādisōke foundation. LAC included a reproduction of *L’Abeille* (“The Bee”), the first acquisition by the first federal archivist appointed on June 20, 1872, as well as a photo showing the official opening of 395 Wellington Street, which took place on June 20, 1967.



Image of Ādisōke's future central gathering space

During 2022–23, LAC redesigned some of its future spaces to align them with the service offering, visitor experience and public programming strategies being developed. To this end, LAC has created a brand-new team to lay the groundwork for these strategies. LAC will be ready to welcome its first visitors when the building opens officially in the summer of 2026.

Collaboration with the Algonquin Anishinabeg host nation also continued in 2022–23. Several meetings with members and elders from the communities of Pikwakanagan and Kitigan Zibi took place to discuss future services and programming for the joint facility. Finally, at the centre of the invaluable contributions of Indigenous communities to Ādisōke, there is an Indigenous public art project. This project reached a new milestone in February 2023, with two days of information, training and exchanges for the selected artists. The works they will create will be presented inside and outside the building.



Architectural rendering of Ādisōke

Improving our support for access to information and privacy requests

As agreed, LAC responded to the [recommendations](#)^{lv} of the Office of the Information Commissioner's investigation report to Parliament in April 2022 by implementing its [Access to Information and Privacy Action Plan](#)^{lvi} in the spring of 2022. LAC made significant progress in 2022–23, including the creation of the Access to Information and Privacy (ATIP) Branch and the hiring of several new employees (increasing from 40 to 150 in a few months).

LAC also consolidated some of its operations into a single location, reducing the time required to transport requests and documents between its facilities. The capacity of its secure computing infrastructure was strengthened to handle ATIP requests classified as Top Secret and above, essential to address backlogs of ATIP requests and files that were the subject of complaints to the Office of the Information Commissioner.

LAC also put in place several new ways of working to respond to clients as quickly as possible. LAC created a new team of archivists to conduct preliminary research to support analysis of access to information requests. This will allow LAC to be more effective in reviewing historical documents and streamline its consultation process with other departments and agencies.

In addition, LAC now has a team responsible for ensuring compliance with its obligations under the *Privacy Act*. This team has developed a series of tools and procedures to support LAC employees and facilitate ATIP-related work processes. Significant efforts were also made to process and reduce the backlog of requests and to increase capacity to respond to new requests, with specific work approaches for each.

The addition and training of new analysts, archivists and other specialists in the ATIP Branch has enabled LAC to reduce the backlog of complaints. In fact, 165 complaints were resolved this year, down from a high of 289 active complaints in December 2022. The ability to manage and respond to complaints from the Information Commissioner of Canada has also been greatly improved, with the addition of a new team responsible for administrative tasks related to complaints and the revision of complaint forms. Reducing the burden on the teams that handle complaints, and collaboration between these teams, will now allow complaints to be resolved more quickly.

LAC has also updated the [ATIP request section on its website](#)^{lvii}, making it more user-friendly and easy to navigate, notably by adding an [online wizard](#)^{lviii} that guides requesters to the information they need and directs them to the appropriate form. LAC has also integrated the Government of Canada's [ATIP Online Request Service](#)^{lix}, to provide clients with a common portal for submitting a formal ATIP request to the Government of Canada. These simplified and intuitive tools greatly enhance the user experience on LAC's website.

In addition, LAC created a new digitization team at its Winnipeg location to increase efficiency and response time to ATIP requests, while reducing the movement of files between Winnipeg and the National Capital Region. This minimizes risk and further protects collections.

The new structures and resources put in place enabled LAC to receive 11,487 ATIP requests and respond to 11,509 requests during the 2022–23 fiscal year.

With respect to LAC's support to the government for litigation resolution, LAC continued to implement its action plan to support Crown judicial issues related to LAC's mandate and collections. This includes creating a process to identify potential requests (LAC tracked more than 39 this year), to better plan and coordinate impacts on ATIP requests that may result.

LAC also signed a Memorandum of Understanding with the Department of Defence (DND) to coordinate responses to several DND class actions. LAC has entered into specific service-level

agreements with DND, including one on [CAF-DND class actions for sexual misconduct](#)^{lx}, in which LAC has been responding to requests for information and documentation for several years now, and one regarding the LGBT Purge Final Settlement Agreement. As part of the fourth supplementary agreement to this class action, LAC is one of many federal departments and agencies supporting the search and identification of 15,000 pages of historical records from 1950 to 1996 regarding the LGBT Purge. This project will continue over the next few years.

Lastly, the ATIP team processed just over 3,000 requests from individuals and law firms seeking documents confirming attendance at federal Indian day schools to support their class action settlement claims. This demonstrates how Government of Canada archival records, obtained through ATIP at LAC, help Canadians to obtain justice for past harms. LAC will continue to make significant and substantial efforts in this regard in the years to come.

Working together to facilitate access to Indigenous heritage

Reconciliation with First Nations, Inuit and the Métis Nation, and the implementation of the [Indigenous Languages Act](#)^{lxi}, has been at the heart of LAC’s efforts to transform and improve its services and access to the collections throughout the 2022–23 fiscal year.

In 2022, the [Listen, Hear Our Voices](#)^{lxii} collaboration initiative, which supports efforts to identify, digitize and preserve Indigenous language and culture recordings, received more than 64 applications. Following the recommendations of an external review panel of First Nations, Inuit and Métis Nation members, LAC supported 23 projects totalling \$1.5 million in 2022–23. Among the recipients is the Inuvialuit Cultural Centre Pitquhiit-Pitqusiit, which used the \$40,000 in funding to digitize material from Inuvialuit oral history projects. Since the inception of this initiative in 2017, LAC has contributed \$4.7 million to 75 projects across the country.



[Group shot of Anishinaabe women and their children during Treaty time, Obishikokaang (Lac Seul First Nation), Ontario 1929] Original title: Treaty Time, Lac Seul, 1928, e011504804_s2

Through the [We Are Here: Sharing Stories](#)^{lxiii} initiative, which aims to digitize and describe hundreds of thousands of Indigenous-related documents in the collections in LAC’s care, 284,101 documents were digitized in 2022–23. The initiative is on track to reach its target of 450,000 digitized



[An Anishinaabe baby in a tignaagan (cradleboard), Obishikokaang (Lac Seul First Nation), Ontario 1929] Original title: Lac Seul, Cute Yun, e011504802_s1

documents by 2024. Of these, 56 rare books in Indigenous languages have been digitized and uploaded to [Aurora](#)^{lxiv}, LAC’s catalogue of published documents, as well as 1,700 photographs and

143,000 textual documents from First Nations, Inuit and the Métis Nation.

The [Indigenous history](#)^{lxv} thematic section of LAC’s website was completely revised this year, in collaboration with Indigenous colleagues. It now includes genealogical information, as well as resources such as research guides to help interpret and address documents in the Indigenous-related collections.

LAC received \$25 million in the 2022 federal budget to support the identification, description and digitization of six million pages of records related to the federal Indian day school system. This amount, which will be paid out over three years, will make it easier for survivors, Indigenous communities and all Canadians to search and obtain the documents they need.

In 2022–23, LAC continued to engage with Indigenous community representatives. A dialogue was initiated with the First Nations University of Canada, resulting in closer ties with this post-secondary institution in Regina, Saskatchewan. LAC participated in events such as the National Gathering on Unmarked Burials, providing support and a kiosk, and also organized events to discuss Indigenous genealogy in collaboration with Vancouver Public Library.

In 2022, LAC recruited the 12 members who comprise the new edition of its Indigenous Advisory Circle. This consultative group, made up of First Nations, Inuit and Métis Nation archival, library and cultural professionals, began its work at an orientation session in December 2022, and its first official meeting was held in March 2023.

Finally, LAC published the fifth edition of the Classification for Canadian Literature (PS8000) in March 2023. This system, used by Canadian university libraries, now uses language that is more respectful of Indigenous peoples.

Supporting communities across the country

In 2022–23, [39 projects](#)^{lxvi}, including 33 new ones, received funding through LAC’s [Documentary Heritage Communities Program](#)^{lxvii}. This year’s recipients include the Council of Yukon First Nations’ archival access project and The Arquivos’ archival processing project, Canada’s LGBTQ2+ Archives, which were able to assess, process, organize and describe parts of their collections, facilitating preservation and access. Since the creation of the DHCP in 2015, LAC has contributed more than \$12 million to support 310 projects in communities across the country.



CKUT radio station digitization project, funded by the DHCP in 2022–23

In January 2023, LAC announced the awarding of scholarships worth \$5,000 each to two

students for the 2022–23 school year. Created in 2021, the [Walter Charles Price and Adis Florence Mary McIntosh Bursary](#)^{lxviii} encourages Canadian students living with disabilities or from a visible minority or an Indigenous community to pursue studies in a field related to library or archival science.

In 2022–23, LAC consolidated its relationships and its place in existing networks, including participating in various meetings with librarians and archivists from official language minority communities (OLMCs) to discuss their role in modernizing the *Official Languages Act*. The forum with LAC stakeholders also met virtually twice to discuss the future of libraries, archives and museums in this post-COVID-19 era. LAC also participated in two virtual meetings of the National, Provincial, and Territorial Archivists Conference (NPTAC) to share updates on their reconciliation initiatives with Indigenous peoples.

This year, LAC established 57 partnership agreements with Canadian and international memory institutions and cultural organizations. Of these, 24 are new partnerships or projects, including the project to commemorate the 100th anniversary of the *Chinese Immigration Act* in 2023. Led by the Chinese-Canadian community and the University of British Columbia, it aims to digitize, facilitate transcription and make available LAC’s index of C.I.44 archival records.

LAC is also pleased to see that [TD Summer Reading Club](#)^{lxix} registrations have returned to pre-pandemic levels. In 2022, more than 230,000 children registered and more than 370,000 children participated in activities offered by libraries. Very popular with young readers, this national bilingual program, run by Toronto Public Library in partnership with LAC, aims to strengthen children’s reading skills and promote Canadian authors.

Gender-based analysis plus

LAC’s access to documentary heritage activities and initiatives are supported by GBA Plus approaches, and they are distinctions-based and culturally appropriate.

For example, LAC delivered on its commitment by applying GBA Plus to its access to information and litigation support function. GBA Plus has demonstrated LAC’s alignment with the six pillars of the Government of Canada’s [Gender Results Framework](#)^{lxx}. It is also consistent with the [Accessible Canada Act](#)^{lxxi} (S.C. 2019, c. 10). Since ATIP legislation does not allow for the collection of applicant data, LAC’s GBA Plus focuses on the broader equity-seeking communities served by LAC’s ATIP team.

In particular, the function has a positive direct and indirect impact on these communities, meeting the growing demand for historical documents to support settlements of past

harms and discrimination, and advancing reconciliation between the Government of Canada and Indigenous peoples.

Indigenous communities that live far from urban centres will be positively affected by the initiative, as the digitization of federal day school records has the potential to eliminate geographic barriers that may hinder access to physical documents; these records are kept at LAC's facilities in Winnipeg and Gatineau.

For more information on GBA Plus at LAC, please refer to the [GBA Plus Supplementary Information Table](#)^{lxxii}.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Although just emerging, Ādisōke's infrastructure is already delivering on its promise to be an example of an energy-efficient and sustainable facility. With the additional \$34.5 million investment that the project received as part of the Fall Economic Statement 2020, LAC is ensuring that the facility meets the Greening Government Strategy and will be net-zero emissions by 2030.

The building's foundation includes more environmentally friendly materials, such as concrete that contains a high proportion of recycled materials, and a cement mixture that contains more stone and therefore requires less energy to produce. In addition, the source of these materials, located only 10 kilometres from the construction site, further reduced its carbon footprint.

This project contributes to the achievement of two UN sustainable development goals: [SDG 9](#)^{lxxiii}, which involves building resilient infrastructure, promoting sustainable industrialization and fostering innovation, and [SDG 12](#)^{lxxiv}, which involves ensuring sustainable consumption and production patterns through efficient use of resources and energy.

Ādisōke will thus be a Canadian cultural heritage site, a popular gathering place for residents and visitors alike, and an excellent example of the Government of Canada's commitment to building sustainable infrastructure.

For more information, please see the [Supplementary Information Table for the 2030 Agenda for Sustainable Development and the UN SDGs](#)^{lxxv}.

Innovation

LAC’s Digital Access team won a Government of Canada 2023 Digital Government Community Excellence in Product Management Award. This multidisciplinary team uses an agile and innovative approach to improve access to the collections at LAC. It is responsible for creating a seamless, centralized and personalized search experience, based on user feedback to make ongoing adjustments. This includes the new Census Search interface and the ATIP online wizard.

Key risks

In its 2022–23 Departmental Plan and 2021–24 Corporate Risk Profile, LAC determined that if it ceases to improve its overall services (to researchers, the public, the federal government, donors, libraries, publishers and class action support), it may not fully meet the changing needs of its current and future users, and thus lose its relevance.

As demonstrated in the Results section, under this essential responsibility, LAC has devoted a great deal of effort in 2022–23 to put the user at the centre of its activities, in the redesign of its website, the transformation of its services, including those of ATIP, the digitization of its collections, and through extensive public programming.

Results achieved

The following table shows, for providing access to documentary heritage, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Canadians increasingly access Canada’s documentary heritage	Amount of LAC holdings digitized for access	3.5 million images	March 31, 2023	2.4 million images	2.4 million images	3.5 million images
	Number of unique visitors to LAC’s website and online applications	2 million unique visitors	March 31, 2023	2.7 million unique visitors	2.8 million unique visitors	2.2 million unique visitors
	Number of service transactions	60,000 transactions	March 31, 2023	36,622 transactions	50,517 transactions	63,012 transactions

	performed on site and remotely from service points in Ottawa, Halifax, Winnipeg and Vancouver					
Canadians are more aware of their documentary heritage	Number of participants who attended exhibitions and events delivered by LAC or in collaboration with other organizations	150,000 participants	March 31, 2023	13,705 participants	177,527 participants	165,741 participants
	Number of collection items sent out on loan for exhibitions	75 items	March 31, 2023	20 items	51 items	75 items
	Percentage of Documentary Heritage Communities Program recipients that have achieved their expected results	85%	March 31, 2023	96%	91%	85%
	Percentage of Listen, Hear Our Voices contribution program recipients that have achieved their expected results	85%	March 31, 2023	Not available	Not available	100%

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

Budgetary financial resources (dollars)

The following table shows, for providing access to documentary heritage, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
75,258,138	75,258,138	84,914,592	49,897,974	(25,360,164)

The variance between actual and planned spending is mainly due to delays in the Ādisōke construction project, offset by new funding received in Budget 2022 for the initiative in support of LAC’s access to information and litigation support function, to address recommendations made in the Office of the Information Commissioner’s investigation report.

Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase](#)^{lxxvii}.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
272	310	38

The variance is mainly due to the hiring of staff, as well as a reallocation of some resources from other core LAC responsibilities, to support LAC’s access to information and litigation support initiative and respond to the recommendations in the Office of the Information Commissioner’s investigation report.

Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase](#)^{lxxviii}.

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 refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management and security services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

Results

Internal services supported the delivery of programs and the achievement of LAC's strategic priorities to put the user at the centre of its activities.

Enabling tools to reach even more users

This year, LAC completed its analysis for the future updating of the *Library and Archives of Canada Act*, which is nearly 20 years old. LAC's goal is to ensure that its legislation better meets its equity, diversity and inclusion (EDI) needs, and to strengthen its role in information management within the Government of Canada.

To accelerate the implementation of its EDI priorities, LAC undertook the creation of a Centre of Excellence for Equity, Diversity and Inclusion in 2022–23, which will support LAC in the integration of EDI into its operations, and serve as a resource for staff. This future centre will also have an impact on EDI issues that users may encounter. LAC has revised the structure of its internal inclusion groups and created two new working groups. In addition to existing groups on official languages and accessibility, there are also groups on 2SLGBTQI+ inclusion and other aspects of inclusion, cultural diversity and equity.

With respect to accessibility, on December 31, 2022, LAC released its first-ever [Accessibility Plan](#)^{lxxix}, which aims to eliminate barriers and make LAC accessible to all. A mechanism for LAC employees and users to provide feedback has been put in place, to listen to their accessibility needs and work toward continuous improvement of the plan.

Lastly, LAC was delighted to resume tours of the Preservation Centre and the new Preservation Storage Facility in 2022–23. To ensure a unique experience, LAC has set up a new team that, with the help of various experts, develops customized scenarios for visitors. On average, LAC offers two to three tours a week, for groups of up to 50 people from across Canada and abroad.

Technological agility

To fully participate in the transformation of its services and to help it overcome the challenges that this may bring, LAC continued in 2022–23 to deploy the latest versions of the Microsoft 365 tools needed for its staff to do their work both in the office and remotely. In addition, the initiative to replace LAC’s aging financial system with a new version made significant progress in 2022–23. The launch is scheduled for 2023–24.

Managing our real property portfolio strategically and sustainably

In 2022–23, LAC implemented the third and final phase of its Real Property Master Plan, creating a strategic action plan that will guide the implementation of the recommendations in the previous two phases of the master plan.

Among other things, this strategic action plan sets out the questions that LAC will need to answer in order to determine the sustainable infrastructure options best suited to meet its medium- and long-term needs for the storage and preservation of its analog collections, based on a growth rate estimated by LAC of approximately three percent per year.

In addition, based on the information in, and recommendations of, the Real Property Master Plan, LAC has developed its first Real Estate Portfolio Strategy, which provides the guiding principles and strategic direction for decisions affecting its buildings. LAC used this strategy to identify and analyze options for the documents that will be moved from 395 Wellington Street in Ottawa, and to develop a financial plan ensuring the sustainability of the real property portfolio and LAC’s ability to fulfill its mandate over the long term.

A welcoming, respectful and diverse environment

In December 2022, when Treasury Board released the [Common hybrid work model for the Federal Public Service](#)^{lxxx}, LAC established a working group to develop the LAC Hybrid Work Model Directive. Effective March 7, 2023, this directive incorporates the requirements of the whole-of-government model, while enabling a consistent and transparent approach to supporting

employee well-being by facilitating work-life balance. Implementation of the directive was completed by March 31, 2023, as planned.

In 2022–23, LAC continued its efforts to ensure a healthy, safe and respectful work environment, notably sharing a tool on micro-aggression so that its staff can understand its definition, as well as suggestions for actions to address it. LAC also promoted the Canadian Innovation Centre for Mental Health in the Workplace and the LifeSpeak mental health and wellness web platform. Several training sessions on workplace mental health, psychological safety and conflict management were also offered throughout the year.

During the year, LAC reviewed several of its human resources and staffing tools, including its Human Resources Delegation Instrument, to reflect changes to the *Public Service Employment Act*. The objectives of these changes are to strengthen diversity and inclusion, and to eliminate or reduce biases and barriers that disadvantage people in equity-seeking groups.

This year, LAC introduced a student recruitment strategy to hire a diverse workforce. Student ambassadors were appointed, and development and learning activities were put in place to support LAC's student community.

Finally, with the help of Indigenous employees, LAC undertook a review of its First Nations, Inuit and Métis Nation Recruitment and Retention Strategy, to strengthen certain measures and their monitoring mechanisms.

Contracts awarded to Indigenous businesses

LAC is a Phase 2 organization and is aiming to achieve the minimum five percent target by the end of 2023–24.

To achieve this target, LAC has integrated Indigenous considerations into its corporate planning function and its procurement strategies and processes. LAC also ensures that its procurement officers receive proper training related to Indigenous considerations in procurement. LAC works closely with Shared Services Canada and with Public Services and Procurement Canada to leverage every opportunity to increase contracts awarded to Indigenous businesses.

In 2022–23, 100 percent of LAC's procurement officers completed the mandatory course Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service (CSPS), and 25 percent of its procurement staff completed the CSPS course Procurement in the Nunavut Settlement Area (COR410).

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
34,813,412	34,813,412	44,126,889	42,604,485	7,791,073

The variance between actual and planned spending is mainly due to new funding received in Budget 2022 for the initiative in support of LAC’s access to information and litigation support function, to address recommendations made in the Office of the Information Commissioner’s investigation report.

Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase](#)^{lxxxii}.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
267	272	5

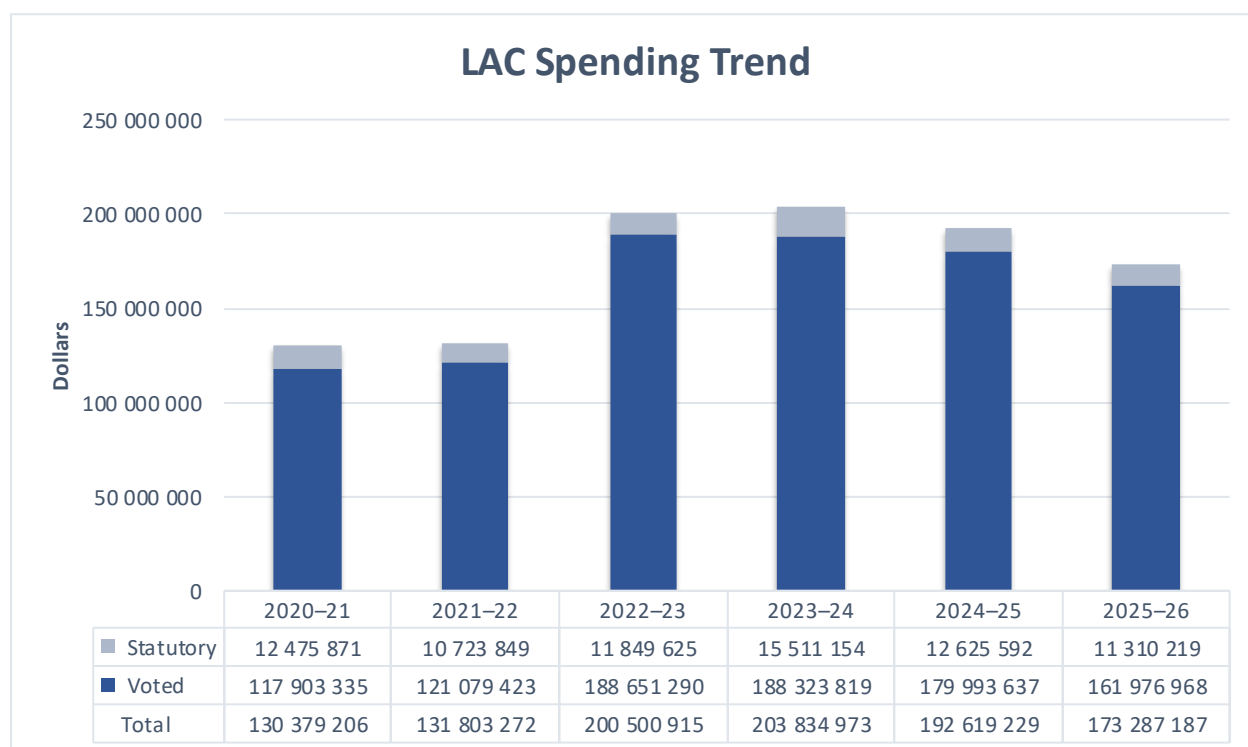
Financial, human resources and performance information for LAC’s program inventory is available in [GC InfoBase](#)^{lxxxii}.

Spending and human resources

Spending

Spending 2020–21 to 2025–26

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



This chart shows LAC’s spending trend, in dollars, from 2020–21 to 2025–26, a period of six fiscal years (three actual and three planned, adjusted for the most recent Departmental Plan, 2023–24).

The change in LAC’s spending profile from year to year is primarily due to temporary funding received for the following initiatives:

- the initiative for the preservation of Indigenous languages and cultures, announced in Budget 2017 (2017–18 to 2020–21);
- the initiative for the acquisition, processing, preservation and accessibility of the private records of former prime minister the Right Honourable Stephen Harper (2017–18 to 2021–22);
- the initiative to implement the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQA+ People, announced in Budget 2021 (2021–22 to 2024–25);

- the initiative to implement the Federal framework to address the legacy of residential schools, announced in Budget 2022 (2022–23 to 2024–25);
- the initiative in support of LAC’s access to information and litigation support function, to address recommendations made in the Office of the Information Commissioner’s investigation report (2022–23 to 2027–28);
- the real property portfolio, including an amount of \$36.1 million in 2022–23 attributable to the initial payment made following completion of construction of the Preservation Storage Facility in Gatineau;
- the partnership between LAC, OPL and the City of Ottawa for the Ādisōke project, with a financial profile that includes \$48.3 million in additional reserve funding for construction costs for this project (2023–24 to 2026–27).

Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for LAC’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Acquiring and preserving documentary heritage	112,251,474	112,251,474	80,403,544	72,902,122	118,477,941	58,177,125	66,553,586	107,998,456
Providing access to documentary heritage	75,258,138	75,258,138	76,829,661	78,015,702	84,914,592	32,504,503	30,336,866	49,897,974
Subtotal	187,509,612	187,509,612	157,233,205	150,917,824	203,392,533	90,681,628	96,890,452	157,896,430
Internal services	34,813,412	34,813,412	46,601,768	41,701,405	44,126,889	39,697,578	34,912,820	42,604,485
Total	222,323,024	222,323,024	203,834,973	192,619,229	247,519,422	130,379,206	131,803,272	200,500,915

In 2022–23, the \$25.2 million difference between the \$222.3 million in planned spending published in the 2022–23 Departmental Plan and total authorities of \$247.5 million is mainly due to additional funding received during the year, as follows:

- an increase of \$15.6 million related to the initiative in support of LAC’s access to information and litigation support function;
- an increase of \$8.9 million related to unused operating and capital budget carry-forwards from the previous year;
- an increase of \$2.2 million for the implementation of the Federal framework to address the legacy of residential schools, announced in Budget 2022;
- a net decrease of \$1.5 million related to adjustments in various departmental budget items.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of LAC’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Acquiring and preserving documentary heritage	397	360	384	338	380	350
Providing access to documentary heritage	278	242	272	310	259	253
Subtotal	675	602	656	648	639	603
Internal services	284	251	267	272	266	265
Total	959	853	923	920	905	868

Expenditures by vote

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

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 [GC InfoBase](#)^{lxxxiv}.

Financial statements and financial statements highlights

Financial statements

LAC's [financial statements](#)^{lxxxv} (unaudited) for the year ended March 31, 2023, are available on LAC's website.

Financial statement 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, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	196,091,519	169,273,013	144,475,106	(26,818,506)	24,797,907

Total revenues	2,501,779	3,914,060	3,601,048	1,412,281	313,012
Net cost of operations before government funding and transfers	193,589,740	165,358,953	140,874,058	(28,230,787)	24,484,895

Expenses

Total expenses for fiscal year 2022–23 amounted to \$169.3 million, an increase of \$24.8 million over the previous year’s total expenses. This increase in expenditures is mainly attributable to:

- an increase in salaries and benefits expenses of \$8.3 million as a result of new initiatives:
 - the initiative to support the access to information and litigation support function of LAC, to respond to the recommendations of the Information Commissioner;
 - the initiative to implement the Federal framework to address the legacy of residential schools, announced in Budget 2022;
- an increase of \$5.1 million attributable to interest paid as part of the public-private partnership for the construction of the Preservation Storage Facility;
- an increase in payments in lieu of taxes of \$4.5 million mainly due to the Preservation Storage Facility;
- an increase in acquisition of machinery and equipment of \$2.3 million mainly attributable to the real property portfolio and the initiative to support the access to information and litigation support function of LAC;
- an increase in amortization expenses of \$1.4 million related to the amortization of the Preservation Storage Facility;
- an increase in accommodation expenses of \$1.0 million;
- a net increase of \$2.2 million in other expense categories.

Revenues

Total revenues for fiscal year 2022–23 amounted to \$3.9 million, an increase of \$0.3 million over the previous year’s total revenues.

The 2022–23 planned results information is provided in [LAC’s Future-Oriented Statement of Operations and Notes 2022–23](#)^{lxxxvi}.

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	160,872,755	169,234,628	(8,361,873)
Total net financial assets	21,561,391	19,617,326	1,944,065
Departmental net debt	139,311,364	149,617,302	(10,305,938)
Total non-financial assets	306,794,059	260,226,295	46,567,764
Departmental net financial position	167,482,695	110,608,993	56,873,702

Liabilities

Total liabilities amounted to \$160.9 million as at March 31, 2023, a decrease of \$8.3 million over the previous year's total liabilities. This decrease is mainly due to payments to the private partner that started at the completion of the Preservation Storage Facility in June 2022.

Assets

Total assets (including financial and non-financial assets) amounted to \$328.4 million as at March 31, 2023, an increase of \$48.5 million over the previous year's total assets. This increase is mainly attributable to:

- an increase of tangible capital assets, net of accumulated amortization, of \$46.5 million mainly due to the construction project of the Preservation Storage Facility as well as capital investments made by LAC in the Ādisōke construction project and improvements to existing buildings;
- an increase of \$2.0 million in the amount due from the Consolidated Revenue Fund directly correlated with the increase in payables at year-end.

The 2022–23 planned results information is provided in [LAC's Future-Oriented Statement of Operations and Notes 2022–23](#)^{lxxxvii}.

Corporate information

Organizational profile

Appropriate minister: The Honourable Pascale St-Onge, 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, S.C. 2004, c. 11](#)^{lxxxviii}

Year of incorporation/commencement: 2004

Acronym: LAC

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](#)^{lxxxix}” is available on LAC’s website.

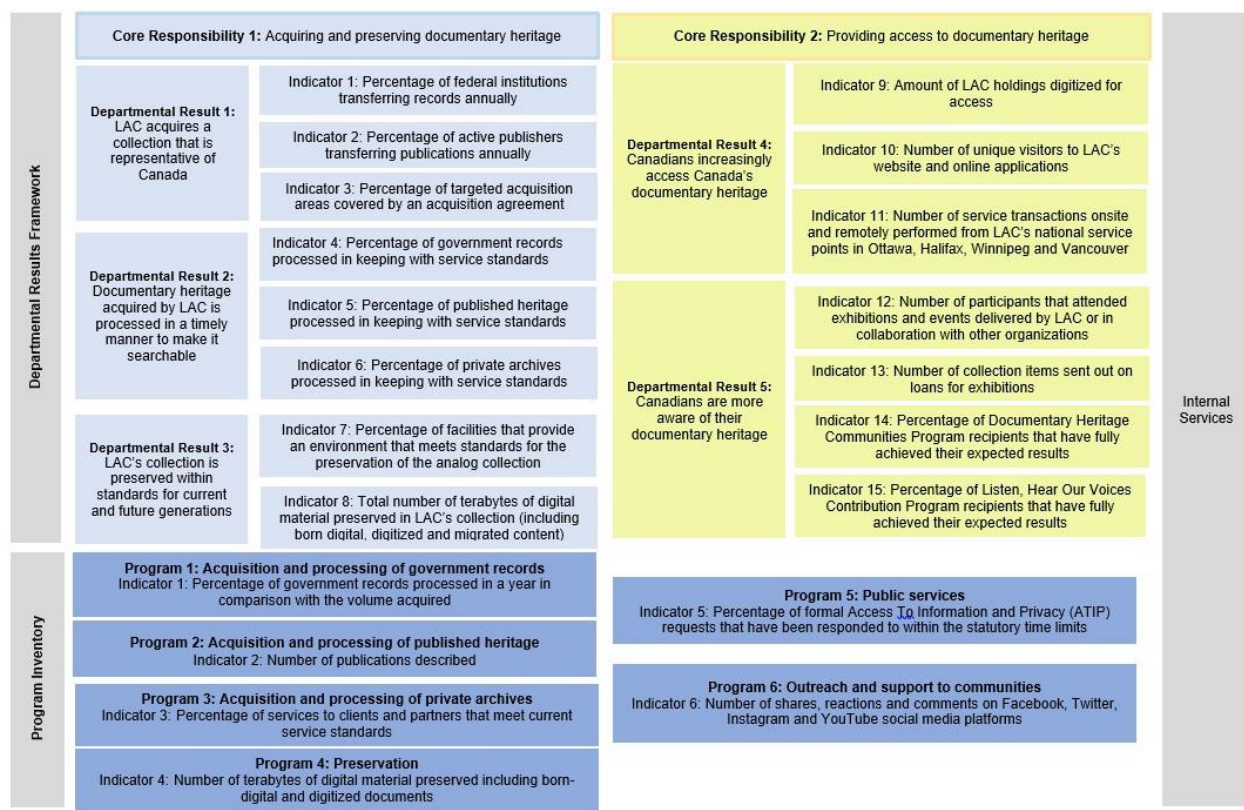
For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{xc}.

Operating context

Information on the [operating context](#)^{xcii} is available on LAC’s website.

Reporting framework

LAC's departmental results framework and program inventory of record for 2022–23 are shown below.



Supporting information on the program inventory

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

Supplementary information tables

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

- ▶ [Reporting on Green Procurement](#)^{xciii}
- ▶ [Details on transfer payment programs](#)^{xciv}
- ▶ [Gender-based analysis plus](#)^{xcv}
- ▶ [United Nations 2030 Agenda and the Sustainable Development Goals](#)^{xcvi}
- ▶ [Response to parliamentary committees and external audits](#)^{xcvii}

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](#)^{xcviii}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Mailing address:

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Canada

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TTY: 613-992-6969 or 1-866-299-1699 (toll-free in Canada)

Fax: 613-995-6274

Email: reference@bac-lac.gc.ca

Website(s): library-archives.canada.ca^{xcix}

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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department 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.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

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

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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (*initiative horizontale*)

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

Indigenous business (*entreprise autochtone*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#)^{ci}.

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 to the expected result.

planned spending (*dépenses prévues*)

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

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.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

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

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