



Library and Archives
Canada

Bibliothèque et Archives
Canada

Library and Archives Canada

2025-26 Departmental Plan

The Honourable Steven Guilbeault, P.C., M.P.
Minister of Canadian Identity and Culture and
Minister responsible for Official Languages

Canada The wordmark for Canada, with a small red maple leaf icon integrated into the letter 'a'.

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2025–26 Departmental Plan (Library and Archives Canada)

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Library and Archives Canada's 2025-26 Departmental Plan: At a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)

Key priorities

Since its inception, Library and Archives Canada (LAC) has demonstrated a commitment to acquiring, preserving and making publicly available the vast range of materials in its collections that provide avenues through which Canadians can access their multifaceted history. In 2025–26, LAC will continue its essential operations of acquisition, preservation and access while focusing on user needs and experience, as outlined in its Vision 2030 strategic plan and its strategic direction. Building on progress made, LAC will further diversify its holdings and create opportunities for Canadians to discover the stories and experiences the national collections have to offer. LAC will focus its efforts in 2025–26 on

- preparing for the opening and commissioning of [Ādisōke](#) while implementing new service models to meet the needs of all users;
- increasing client autonomy in accessing the collections by advancing its digitization efforts, optimizing metadata, and improving its systems;
- increasing access to government records and implementing a sustainable approach to manage access to information and privacy (ATIP).

Highlights

In 2025–26, total planned spending (including internal services) for LAC is \$208,150,119 and total planned full-time equivalent staff (including internal services) is 1,061. For complete information on LAC's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025–26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress towards these results.

Core responsibility 1: Acquiring and preserving documentary heritage

Planned spending: \$72,927,691

Planned human resources: 351

Departmental results:

- **LAC acquires a collection that is representative of Canada**
LAC will remain committed to serving as our collective memory, accessible to all Canadians and dedicated to demonstrating the complexity and diversity of the country through the records, publications, documents, photographs and other materials that comprise its rich heritage. In 2025–26, LAC will direct its acquisition efforts towards further developing underrepresented areas of its collections. Continuing to build relationships and trust with Indigenous and diversified communities through engagement and outreach activities will also help LAC work

towards reconciliation and its goal of increasing representativeness within its collections. Reviewing acquisition strategies, in addition to its standardized guidance to support the transfer of records from Government of Canada (GC) institutions, will also support LAC's work towards developing collections that reflect the vast range of Canadian experiences.

- **Documentary heritage acquired by LAC is processed in a timely manner to make it searchable**
LAC will continue to process its collections in a timely manner so that they are discoverable to users. In 2025–26, LAC will continue to process government records, published heritage and private archives within its service standards. It will also work collaboratively with relevant external groups, where possible, to describe its collections accurately and respectfully, including material related to Chinese immigration and Indigenous archival records. This will increase their discoverability for users within LAC's systems. In addition, LAC will streamline its efforts to proactively review and make available historic GC records, including improving metadata to ensure the public can find and access these records.

Looking to the future, LAC will commit to advancing the Archival Information Revitalization Initiative (AIRI) to update its aging archival information system so that it can maintain and improve how it processes its acquisitions and makes the material in its collections more easily searchable for users and staff.

- **LAC's collection is preserved within standards for current and future generations**
In preparation for the opening of Ādisōke, its joint facility with the Ottawa Public Library (OPL), LAC is planning to move some of its collections from 395 Wellington Street in Ottawa to the new facility. During this move, LAC intends to use Radio Frequency Identification (RFID) technology that will ensure the collections' security and support better collections management.

LAC will also continue work to maintain the facilities that house its collections. Planned maintenance and renovation projects at its Renfrew Collections Storage Facility in Ontario will help stabilize this building so that it can safely store LAC's collections. A new Collection Storage Framework will provide guidance to help preserve and enable access to LAC's collections over the long term. In addition, LAC will try to preserve 1,500 terabytes (TB) of digital material in 2025–26, increasing its overall holdings to 17,000 TB. An updated Digital Preservation Policy and continued implementation of its Digitization Strategy and Digitization Action Plan will help ensure efficiency and that LAC's digitization efforts are aligned with its priorities.

More information about [Core responsibility 1: Acquiring and preserving documentary heritage](#) can be found in the full plan.

Core responsibility 2: Providing access to documentary heritage

Planned spending: \$90,963,184

Planned human resources: 438

Departmental results:

- **Canadians increasingly access Canada's documentary heritage**
LAC will move full steam ahead in 2025–26 with preparations for Ādisōke, which will open in the summer of 2026. LAC will spend the year finalizing plans for the new facility's exhibitions, services, programs and spaces, all conceived in light of LAC's vision to meet the needs of its users, support reconciliation and showcase diverse experiences. This transformation of how LAC is delivering its services will also extend beyond Ādisōke. User-friendly integrated online spaces and services will help reach users across the country, and LAC anticipates three million unique

visitors will access its website and online applications in 2025–26. LAC will continue to encourage and incorporate user feedback to improve its service delivery and programs.

Furthermore, LAC remains committed to facilitating access to its collections through its digitization efforts, aiming to digitize 5.8 million images in 2025–26. To broaden its reach, LAC will continue to foster partnerships, most notably with [Internet Archive Canada](#), to help provide wide-ranging and free access to its collections. In addition, to further increase access to its collections, this fiscal year LAC will harness the powers of artificial intelligence (AI) by continuing to use [Transkribus](#), an AI technology that more quickly processes digitized handwritten documents, transforming analog material into usable data more discoverable to users.

- **LAC contributes to the advancement of Canada as a free and democratic society by providing access to records**

Through continued progress in the implementation of the ATIP Action Plan, LAC is aiming to process 70% of all ATIP requests in 2025–26. To achieve its target and reduce its backlog of ATIP requests, LAC plans to review internal operations, update standards and procedures, and engage and collaborate with external stakeholders. The renovations planned for LAC’s Winnipeg facility, intended to enhance workspace capacity for staff and digitization activities related to ATIP requests, will also contribute to LAC’s ability to achieve its goals this fiscal year and help ensure that LAC can continue to meet its obligations with regards to ATIP in the future. LAC will also continue to provide responsive support and access to records for GC class action litigation and other legal obligations.

- **Canadians are more aware of their documentary heritage**

To advance its strategic vision of increasing awareness of and access to its collections, LAC will implement its Master Interpretative Plan, which provides an overall user-centric strategy and introduces updated service offerings. LAC will continue to engage actively in national awareness campaigns, such as Freedom to Read Week, and celebrate key commemorative anniversaries, like Remembrance Day. It will also continue to reach people in a variety of cultural spaces through exhibitions and loans, as well as through a robust online presence designed to draw visitors across all regions. In anticipation of Ādisōke’s opening, LAC will expand its in-person public programming and develop new educational content for schools and families. Furthermore, as a leader within the field, LAC will continue its initiatives to increase capacity within the library and archival communities by providing contributions through its Documentary Heritage Communities Program.

Embedding the principles of reconciliation into its services, decisions and actions, LAC will continue to consult with the Indigenous Advisory Circle to obtain advice and recommendations on LAC services and programs. LAC will also continue to advance the whole-of-government approach to the management and sharing of Indigenous data and to facilitate Indigenous data sovereignty, which recognizes the ability of Indigenous Peoples and communities to control data that is created with or about themselves. In addition, LAC will renew its Indigenous Heritage Action Plan to help recognize the rights and needs of Indigenous Peoples with respect to its activities and operations.

In line with its Vision 2030 strategic plan to engage with both the local and international communities, LAC will continue stakeholder engagement and participate in a number of national

and international committees, organizations and forums. LAC will be particularly front and centre on the international stage with Librarian and Archivist of Canada Leslie Weir taking on the position of President of the [International Federation of Library Associations and Institutions](#) beginning in August 2025.

More information about [Core responsibility 2: Providing access to documentary heritage](#) can be found in the full plan.

Library and Archives Canada's 2025-26 Departmental Plan

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From the Minister

The arts, culture, heritage and broadcasting sectors occupy an important place in our lives. They offer us a wide array of experiences, promote conversations, strengthen our social fabric and shape our collective identity. The organizations in the Canadian Heritage portfolio, including Library and Archives Canada (LAC), work tirelessly to support the development of these sectors. Over the coming year, they will fulfill their respective mandates in an ever-evolving world where technology continues to increase both challenges and possibilities.



Top among LAC's objectives for 2025–26 will be putting the finishing touches on its plans for Ādisōke, LAC's new state-of-the-art shared facility with the Ottawa Public Library. A model of sustainable construction, designed to advance the government's vision for a greener Canada, Ādisōke is anticipated to welcome 1.7 million visitors annually once its doors open in summer 2026. In line with the Government of Canada's efforts to move towards user-centric services that harness the benefits of technology, as well as its commitment to reconciliation, LAC will be finalizing Ādisōke's programs, services and spaces to provide visitors with opportunities for meaningful engagement with Canada's rich and diverse collections. LAC's user-centric focus for its services and programs will also extend to its other points of service, as well as to its online content. This will enable Canadians across the country to access and explore the national collections.

In 2025–26, LAC will continue its collaboration, outreach and engagement with groups, communities and organizations throughout Canada to support preservation of and access to documentary heritage, as well as to help LAC build collections in which all Canadians can see themselves. Involvement with international partners and organizations will see LAC sharing and developing best practices that will help it navigate in an increasingly digital landscape so that it can continue to effectively serve as the memory of Canada.

As Minister of Canadian Identity and Culture and Minister responsible for Official Languages, I invite you to read the 2025–26 Departmental Plan prepared by LAC to get an overview of its activities during the year to come.

A handwritten signature in blue ink, appearing to read 'Steven Guilbeault', written in a cursive style.

The Honourable Steven Guilbeault, P.C., M.P.

Minister of Canadian Identity and Culture and Minister responsible for Official Languages

From the Institutional Head

Important milestones are on the horizon for LAC, heralding an unprecedented transformation of our services!

At the heart of these changes is a project with a remarkable name: *Ādisōke*—meaning storytelling in the Anishinābemowin Algonquin language. This new facility, built in partnership with the Ottawa Public Library, is set to open in the summer of 2026.

As we prepare for this significant moment, we are diligently designing new exhibitions, services and programs tailored to meet the diverse needs of our users. In 2025, we will begin planning the transfer of part of our collections to this state-of-the-art facility, designed with advanced technology and environmental sustainability in mind.

However, transforming our services is only part of the equation in meeting everyone’s needs. We are pressing ahead with our digitization efforts, the implementation of the Access to Information and Privacy Action Plan and leveraging artificial intelligence to support our transcription endeavours—all critical steps towards increasing access to the collections we preserve.

We remain committed to integrating the principles of reconciliation, equity, diversity, inclusion and accessibility within our services and operations. We must continue to expand the collections in our care to ensure they reflect the diverse realities of all users, particularly those from underrepresented groups. We will pursue our acquisition efforts, guided by input from a wide range of communities, including First Nations, Inuit and the Métis Nation.

Similarly, we will continue to modernize the description of documents related to their communities, as well as those in our archives on Chinese immigration, to maximize their discoverability. In addition, we will be working to increase the control that Indigenous Peoples have over documents concerning their histories.

To learn more about our upcoming priorities, I invite you to explore our 2025–26 Departmental Plan.

Happy reading!



Leslie Weir
Librarian and Archivist of Canada



Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Core responsibility 1: Acquiring and preserving documentary heritage](#)
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Core responsibility 1: Acquiring and preserving documentary heritage

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Description

Library and Archives of 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](#). Its collections are 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 collections. Through legal deposit, all materials submitted by Canadian publishers become part of its collections, as well as sampling of Internet content. Other records of national significance are acquired to document Canadian society. LAC uses state-of-the-art techniques and infrastructure to restore the collections and provides optimal conditions for long-term preservation. LAC also builds its capacity and expertise to ensure the availability of digital records.

Quality of life impacts

LAC's core responsibility of acquiring and preserving documentary heritage contributes to the Society domain of the [Quality of Life Framework](#)—particularly the “sense of pride/belonging to Canada” and “positive perceptions of diversity” indicators—through its Departmental Result, “LAC acquires a collection that is representative of Canada.” In 2025–26, LAC will continue to acquire documentary heritage that represents the breadth and complexity of the history and people of Canada. Building a collection in which all Canadians can see themselves will foster a sense of pride and belonging to Canada and promote positive perceptions of diversity. In addition, LAC's established service standards relating to the processing of government records, published heritage and private archives contribute to the “satisfaction with time use” indicator under the Society domain.

As the memory for the Government of Canada, LAC receives transfers of archival records from federal departments each year. In processing and providing access to these records, LAC contributes to the goals of trust and transparency required to maintain confidence in Canada's institutions, thereby contributing to the Good Governance domain of the Quality of Life Framework.

Indicators, results, and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025–26 for Core responsibility 1: Acquiring and preserving documentary heritage. Details are presented by departmental result.

Table 1: LAC acquires a collection that is representative of Canada

Table 1 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, LAC acquires a collection that is representative of Canada.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of federal institutions transferring records annually	2021-22: 15.17% 2022-23: 16.39% 2023-24: 24.07%	10%	March 31, 2026
Percentage increase of published titles deposited to LAC in a digital format	2021-22: N/A 2022-23: 24.7 2023-24: 17.8%	25%	March 31, 2026
Percentage of targeted acquisition areas covered by an acquisition agreement	2021-22: 76% 2022-23: 92% 2023-24: 100%	75%	March 31, 2026

Table 2: Documentary heritage acquired by LAC is processed in a timely manner to make it searchable

Table 2 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, Documentary heritage acquired by LAC is processed in a timely manner to make it searchable

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of government records processed in keeping with service standards	2021-22: 40% 2022-23: 39% 2023-24: 58.5%	60%	March 31, 2026
Percentage of published heritage processed in keeping with service standards	2021-22: 91% 2022-23: 83% 2023-24: 94%	83%	March 31, 2026
Percentage of private archives processed in keeping with service standards	2021-22: 55% 2022-23: 81% 2023-24: 95%	75%	March 31, 2026

Table 3: LAC’s collection is preserved within standards for current and future generations

Table 3 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, LAC’s collection is preserved within standards for current and future generations

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of facilities that provide an environment that meets	2021-22: N/A 2022-23: 65%	75%	March 31, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
standards for the preservation of the analog collection	2023-24: 65%		
Total number of terabytes (TB) of digital material preserved in LAC's collection (including born digital, digitized, and migrated content)	2021-22: 11,105 TB 2022-23: 13,060 TB 2023-24: 15,334 TB	17,000 TB	March 31, 2026

Additional information on the [detailed results and performance information](#) for LAC's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Core responsibility 1: Acquiring and preserving documentary heritage in 2025–26.

LAC acquires a collection that is representative of Canada

LAC will continue towards the implementation of its strategic vision through focused acquisitions, training opportunities, updates to acquisition strategies, and improved processes that will aim to develop and diversify its collections. Integrating the principles of equity, diversity, inclusion, and accessibility (EDIA) and reconciliation in acquisition practices and outreach strategies will help to ensure that all facets of the Canadian experience are represented in the national collections.

Results we plan to achieve

- LAC will work to acquire material that reflects the depth and complexity of Canadian history**
 Intending to facilitate a 25% increase of published titles deposited to LAC in a digital format and aiming to cover the majority of its private archives acquisition areas, LAC will work using the resources available to continue building collections that reflect the vast range of Canadian experiences. Analysis to identify areas of the collections that should be targeted will be followed by outreach to underrepresented and Indigenous communities, developing relationships that will help LAC enhance representativeness within its holdings. Through continued training opportunities, LAC staff will increase their awareness and understanding of issues related to reconciliation and EDIA, which will help inform acquisition decisions.

To develop and diversify its collections, LAC will review both the published heritage and private archives acquisition strategies. The review will be conducted with a goal of focusing LAC's resources on maximizing the acquisition of material of national importance that is underrepresented in the collections. The updated Published Heritage Acquisition Strategy will refine processes, such as reducing the number of physical copies of published material required by the legal deposit acquisition process. It will also establish guidelines that better support publishers to foster acquisitions from a wide range of publishers, which will contribute to diversifying LAC's collections. Using its current Private Archives Acquisition Orientation as its foundation, LAC will strengthen its direction with regards to acquiring private archives that will further the objectives of reconciliation and support the acquisition of material from diversified communities. Through outreach and support initiatives, the new strategies will be communicated to publishers, potential donors, stakeholders and partners, as well as LAC staff,

to facilitate acquisitions that align with the new guidelines and demonstrate the diverse composition of Canadian history and life.

- **Reviewing guidance, tools and strategies will further facilitate the transfer of GC records**

In 2025–26, LAC anticipates that 10% of federal institutions will transfer their records to LAC, in accordance with the [Library and Archives Canada Act](#). LAC will continue to review the standardized processes and tools that assist GC organizations with a Disposition Authority in determining which records should be transferred to LAC and which records no longer have operational value and should therefore be discarded. In addition, LAC will review general guidance and tools on the transfer process, metadata standards and information management to help facilitate a smooth transfer of records from federal departments to LAC.

Documentary heritage acquired by LAC is processed in a timely manner to make it searchable

While maintaining its targets to process documentary heritage in a timely manner, LAC will continue to process and make searchable its growing collections. Key to making the collections discoverable will be LAC's work with respect to reparative descriptions, focusing on a collaborative approach with relevant communities and groups to ensure collections are described with accuracy and respect.

Results we plan to achieve

- **LAC remains committed to processing and making documentary heritage discoverable in a timely manner**

LAC will maintain its targets to process government records, published heritage and private archives within its service standards in 2025–26. Ensuring that most of its records are processed in a timely manner enables their discoverability, meaning they can be readily found by users in LAC's public-facing systems or within internal databases by LAC staff in the service of its users.

Working to update the aging databases through which LAC organizes its collections will be key for LAC staff and users to continue to effectively discover Canada's diverse documentary history and find the information they need. To replace its current aging archival information system, LAC will advance the Archival Information Revitalization Initiative (AIRI). This project aims to provide LAC with a modern system that will improve the organization's ability to process and describe records, in addition to improving overall records discoverability through better metadata quality and management. AIRI will involve various teams within LAC, who will help to define the requirements for the new archival system to ensure that there is alignment and integration across data management systems at LAC and that user needs will be met.

- **Reparative description will help to improve discoverability of LAC's collections**

Integral to discoverability is ensuring that LAC's collections are described in its systems with appropriate language and terms. LAC will aim to identify areas within its collections where material has been described inaccurately and inappropriately, including material related to Chinese immigration, Indigenous archival records and 2SLGBTQI+ publications. In its efforts to work towards descriptions that are appropriate and respectful and that meet the needs of the people and groups represented in its collections, LAC will collaborate with relevant donors and communities, including the National Indigenous Knowledge Language Alliance and 2SLGBTQI+ groups. In addition, LAC will continue to work with partners to develop and support tools and standards that are used by other libraries to make their collections more discoverable and accessible.

- **Proactive review will improve discoverability of GC records**

LAC will streamline its efforts to proactively review historical government records to increase their availability to the public and improve their metadata so that they are more discoverable to users within LAC's systems. To maximize the public benefit of its proactive review activities, LAC will pilot new approaches to identify and prioritize historical GC records, including a consideration of the subjects and documents that will be of interest to its users. At the end of the year, LAC will review the progress of the new approaches to proactive review and plan for continued improvements.

LAC's collection is preserved within standards for current and future generations

2025–26 will be a busy year maintaining LAC's current facilities to help ensure preservation of its collections, as well as planning the move of some collections to Ādisōke, its state-of-the-art facility currently under construction, in advance of its opening in the summer of 2026. In addition, LAC will continue to process digital material for long-term preservation.

Results we plan to achieve

- **Moving the collection to Ādisōke**

Over an 18-month period beginning in April 2025, LAC will be planning and facilitating the move of selected published collections, including the genealogy collection and the Jacob M. Lowy Collection of rare Hebraica and Judaica, from 395 Wellington Street to Ādisōke, its new shared facility with the Ottawa Public Library. During the project, LAC is planning to procure and test a new Radio Frequency Identification (RFID) system, a technology that emits radio waves between tags and readers to identify and track object location. Selected material will be equipped with RFID tags to help ensure the security of LAC's featured collections and support collections management.

- **Improvements to LAC's real property portfolio will help maintain the facilities that house its collections**

The preservation of Canada's national collections relies on real property management to ensure facilities are properly equipped to house and protect LAC's growing collections. For 2025–26, LAC has kept its goal that 75% of its facilities will provide an environment that meets preservation standards for analog collections. Major renovation projects to replace the roof and electrical systems and install a new generator at LAC's Renfrew Collections Storage Facility (RCSF) in Ontario will help to stabilize this facility and mitigate risks to the collections it houses. Furthermore, LAC will establish a Collection Storage Framework, which will provide guidance, strategies and objectives to help ensure that LAC's facilities can properly preserve and support access to LAC's collections over the long term. This document will help set some of the requirements for LAC's Real Property Portfolio Strategy, such as those related to space planning and management, optimal storage conditions and moving collections in the future.

- **Preservation of digital material will remain a priority**

With a goal of processing and preserving 1,500 TB of digital archival, library and Web content, LAC will continue its work to make digital material available and discoverable to Canadians. By the end of 2025–26, LAC aims to increase the total amount of preserved digital material in its collections to 17,000 TB. Furthermore, LAC intends to process and migrate 15,000 hours of at-

risk audiovisual materials to digital format, which will enable access and ensure its long-term preservation.

Underpinning LAC's digital preservation activities will be its Digital Preservation Policy, which the organization aims to finalize and make available to the public in 2025–26, as well as its Digitization Strategy and Digitization Action Plan. Through these initiatives, LAC's digitization projects will help to serve LAC's priorities and support service transformation projects. Through its policies, strategies and plans, LAC will also continue to review and implement operational efficiencies and continue to support various partnerships, both within the GC and beyond.

Key risks

In 2025–26, LAC will work to mitigate the following risks related to Core responsibility 1: Acquiring and preserving documentary heritage:

- **Physical infrastructure and collections**

Risk

If LAC cannot find additional storage space solutions and does not have the resources to undertake the work necessary to maintain its aging facilities, LAC's ability to continue collecting would be at risk, and its current collections could be subject to deterioration or loss due to inadequate preservation conditions.

Mitigation measures

Investing in LAC's real property portfolio, particularly with the RCSF roof replacement and electrical systems update projects, will help LAC's facilities remain operational. In addition, establishing best practices for storage management through the Collection Storage Framework will help LAC to maximize its capacity for collections storage and optimize the conditions within LAC's facilities to ensure the long-term preservation of the collections.

- **Relevance and representativeness of LAC's collections**

Risk

Limitations in resources and capacity may affect LAC's ability to acquire and process both analog and digital documentary heritage that is relevant and representative of Canada's diverse voices.

Mitigation measures

LAC will focus its acquisition efforts on material that is of national importance and that also aims to develop underrepresented areas of the collections. LAC's acquisition activities in 2025–26 will centre on improving processes, updating acquisition strategies to strengthen direction on reconciliation and EDIA, and prioritizing outreach initiatives with diverse individuals and organizations. Furthermore, by advancing AIRI, LAC is actively anticipating its future requirements regarding how it processes and makes discoverable the contents of its collections, working to establish new systems that will allow it to enhance its capacity and continue to meet its obligations with regards to acquiring, processing and preserving documentary heritage.

Planned resources to achieve results

Table 4: Planned resources to achieve results for Core responsibility 1: Acquiring and preserving documentary heritage

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$72,927,691
Full-time equivalents	351

[Complete financial](#) and [human resources information](#) for LAC’s program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus

LAC’s activities and initiatives that support Core responsibility 1: Acquiring and preserving documentary heritage are supported by gender-based analysis plus (GBA Plus) approaches that respect distinctions and are culturally appropriate. This is evident in LAC’s plans to continue to ensure that material in its collections is described with vocabulary that is respectful, culturally appropriate and historically accurate and that processes consider the diverse individuals and groups from whom LAC acquires materials to enhance its collections.

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

The work to replace the roof and electrical systems at the RCSF in a sustainable manner mentioned in LAC’s 2024–25 Departmental Plan will continue in 2025–26. Aligning with UN Sustainable Development Goal (SDG) 9 to build resilient infrastructure, promote sustainable industrialization and encourage innovation, the new roof, which will include green roof elements, will be resilient against climate hazards and has a life expectancy of 35 years. Furthermore, SDG 12, which involves establishing sustainable means of consumption and production through efficient use of resources and energy, will be supported by the RCSF’s new electrical system. This system includes a new transformer, low-voltage switchgear and backup diesel generator. It is also cost-effective to operate and has a life expectancy of 40 years.

More information on LAC’s contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

Core responsibility 1: Acquiring and preserving documentary heritage is supported by the following programs:

- Acquisition and processing of government records
- Acquisition and processing of published heritage
- Acquisition and processing of private archives
- Preservation

Additional information related to the program inventory for Core responsibility 1: Acquiring and preserving documentary heritage is available on the [Results page on GC InfoBase](#).

Core responsibility 2: Providing access to documentary heritage

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Description

LAC provides access to its collections, while respecting legal, policy and contractual obligations. Using technologies, LAC enables Canadians to access and consult its collection 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 collection. LAC provides online services and in-person services at its four service points in Ottawa, Halifax, Vancouver and Winnipeg. LAC uses innovative strategies such as crowdsourcing, Co-Lab and the DigiLab, to complement the digital content of its collections. LAC also promotes Canadian heritage by creating exhibitions for the public to discover its collections in cultural sites throughout Canada. Through the Documentary Heritage Communities Program, LAC supports memory organizations by increasing their capacity to preserve and make their collections accessible.

Quality of life impacts

LAC's core responsibility of providing access to documentary heritage contributes to the Good Governance domain of the [Quality Life Framework](#), particularly to the "confidence in institutions" indicator. By providing access to government historical records through online and in-person services, LAC promotes transparency and trust in federal institutions. Furthermore, through its continued collaboration with Indigenous communities through the Indigenous Advisory Circle and its work towards Indigenous data sovereignty, LAC contributes to this domain's indicator of Indigenous self-determination by involving Indigenous individuals and groups in how their stories are told.

The activities and initiatives under this core responsibility also contribute to the "sense of pride/belonging to Canada," "positive perceptions of diversity" and "participation in cultural or religious practices, recreation or sport" indicators under the Society domain. In 2025–26, LAC will continue to engage audiences through online and in-person services, exhibitions and events to expose Canadians to the breadth and diversity of their documentary history.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, and the targets and target dates approved in 2025-26 for Core responsibility 2: Providing access to documentary heritage. Details are presented by departmental result.

Table 5: Canadians increasingly access Canada’s documentary heritage

Table 5 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, Canadians increasingly access Canada’s documentary heritage

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of images from LAC collection digitized for access	2021-22: 2.4 M 2022-23: 3.5 M 2023-24: 5.7 M	5.8 M	March 31, 2026
Number of unique visitors to LAC’s website and online applications	2021-22: 2.8 M 2022-23: 2.2 M 2023-24: 1.8 M	3 M	March 31, 2026
Number of service transactions onsite and remotely performed from LAC’s national service points in Ottawa, Halifax, Winnipeg and Vancouver	2021-22: 50,517 2022-23: 63,012 2023-24: 56,868	60,000	March 31, 2026

Table 6: LAC contributes to the advancement of Canada as a free and democratic society

Table 6 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, LAC contributes to the advancement of Canada as a free and democratic society

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of ATIP requests processed in comparison with the total requests	2021-22: N/A 2022-23: 38% 2023-24: 55%	70%	March 31, 2026

Table 7: Canadians are more aware of their documentary heritage

Table 7 provides a summary of the target and actual results for each indicator associated with the results under the departmental result, Canadians are more aware of their documentary heritage

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of participants that attended exhibitions and events delivered by LAC or in collaboration with other organizations	2021-22: 177,527 2022-23: 165,741 2023-24: 222,836	150,000 participants	March 31, 2026
Number of collection items sent out on loans for exhibitions	2021-22: 51 2022-23: 75 2023-24: 66	75 loaned items	March 31, 2026
Percentage of Documentary Heritage Communities Program recipients that have fully achieved their expected results	2021-22: 91% 2022-23: 85% 2023-24: 97%	90%	March 31, 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of Listen, Hear Our Voices contribution program recipients that have fully achieved their expected results	2021-22: N/A 2022-23: 100% 2023-24: 100%	N/A ¹	March 31, 2026
¹ The funding for the Listen, Hear Our Voices contribution program sunsets in March 2025; therefore, no target will be set for this indicator for 2025–26.			

Additional information on the [detailed results and performance information](#) for LAC’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Core responsibility 2: Providing access to documentary heritage in 2025-26.

Canadians increasingly access Canada’s documentary heritage

Preparations for Ādisōke will be top of mind in 2025–26, finalizing the plans for the exhibitions, services, programs and spaces that will welcome visitors beginning in summer 2026. In addition, models for online and in-person services and programming will continue to be developed as LAC transforms to a more user-centric approach. Lastly, fostering partnerships and utilizing new technologies will allow LAC to further increase public access to Canada’s documentary heritage.

Results we plan to achieve

On the horizon: Preparing for Ādisōke

With the opening of Ādisōke rapidly approaching, the 2025–26 fiscal year will see all areas of LAC’s operations contributing to the final preparations of this new, inclusive and welcoming space in which visitors will be able to come together and engage with their multi-faceted documentary history. A joint venture with the Ottawa Public Library (OPL), it is anticipated that Ādisōke will welcome 1.7 million visitors per year. Reflecting current and future audiences, Indigenous engagement and its partnership with OPL, LAC will finalize new service models for its unique and shared spaces and coordinate several new public programming initiatives, all of which will centre on keeping visitors at their heart. LAC will also spend the year identifying the “flagship” collections for the new space and developing its inaugural exhibitions so that Ādisōke is ready to showcase the vast range of Canada’s national collections when it opens its doors in the summer of 2026.

In addition to the new physical facility, Ādisōke also has an online presence at [Adisoke.ca](https://adisoke.ca). In 2025–26, LAC will work with its partners at OPL to ensure that Adisoke.ca is transformed and updated to provide the appropriate information and services in time for the building’s opening.

- **Beyond Ādisōke, LAC will continue to implement user-centric service models**

While 2025–26 will see LAC busy preparing for Ādisōke’s opening, it will also continue to gather and incorporate user feedback to improve its integrated service delivery online as well as its service points across the country. This will fulfill the requirement to design and deliver client-centric service in line with the GC [Policy on Service and Digital](#). Aiming to meet the needs of current and future audiences, LAC will review models for client services, programs and fee structures, develop and update service standards, and continue to create research guides to support clients in finding relevant material in the collection. With the help of these service

initiatives, LAC expects to perform 60,000 service transactions onsite and remotely at its national services points across the country.

- **New integrated approaches for online spaces and collection search services**

Through updated reporting mechanisms, LAC has observed a growing number of users accessing its services online, with projections of three million unique visitors to its website and online applications in 2025–26. To expand its reach across Canada and better meet the needs of current and future users, LAC is continuously improving its online services using user experience research and design. Ongoing efforts include increasing the functionality of user accounts, enhancing user interfaces to make them more intuitive, and consolidating databases. An initiative this year will be the development of an Immigration Search tool, which will provide users with a central access point for records related to immigration in Canada. Furthermore, improving record metadata based on user needs will promote self-service and discovery of LAC's collections, as will the digitization of analog reference tools and finding aids.

- **LAC will continue to actively listen to its users to improve services**

To create successful online and in-person services that cater to the needs of its users, LAC will continue to transform the way it works to elicit more user feedback and incorporate client ideas and suggestions into its models and programs. To this end, LAC will continue to track, share and action user feedback from multiple sources to improve service delivery.

- **Digitization and AI initiatives will expand access to LAC's collections**

In a continued effort to provide ready access to its collections, LAC will aim to digitize 5.8 million images in 2025–26. The slight decrease from the 6.5 million images projected for 2024–25 reflects the conclusion of the Indian Day School Project. Aligning with its goals to foster partnerships to better meet the changing needs of its users, LAC's continued collaboration with [Internet Archive Canada](#) will endeavour to digitize up to 100,000 out-of-copyright publications, dating from the 1200s to 1920, for free access on this online platform.

Embracing AI to increase access

As artificial intelligence (AI) technologies continue to advance, LAC will harness their benefits to improve access to its collections. Specifically, LAC will continue to use [Transkribus](#), an AI-powered tool that recognizes characters and words in both handwritten (if digitized) and printed text. This tool will greatly expedite the transcription process, allowing LAC to process digitized handwritten documents more efficiently and make them discoverable to users. In 2025–26, LAC will use Transkribus to transform analog finding aids into usable data to improve online access. LAC will also identify new opportunities to optimize this technology for future initiatives.

LAC contributes to the advancement of Canada as a free and democratic society by providing access to records

As the permanent repository of records for the Government of Canada (GC), LAC holds unique and significant responsibilities with regards to ATIP surpassing those of other federal departments. In 2022, LAC initiated its ATIP Action Plan to reduce backlog and respond to incoming ATIP requests in a timely manner. In 2025–26, LAC will continue to provide responsive support and access to records to fulfill GC class action litigation needs and other legal obligations.

Results we plan to achieve

- **Continued implementation of the ATIP Action Plan will help LAC process ATIP requests more efficiently**

LAC plans to steadily improve its ability to respond to ATIP requests through the continued implementation of the [ATIP Action Plan](#). LAC's goal in 2025–26 is to process 70% of all ATIP requests, including both new requests and the existing backlog. LAC will also strive to respond to 95% of all formal ATIP requests within the statutory time limits. To achieve these goals, LAC will review and streamline its operational procedures to ensure business stability and continuity. It will also focus on developing and delivering targeted training for staff to strengthen ATIP capabilities. Updates to standards and policies on privacy management, privacy breaches and disclosure, as well as investments in information technology will help improve the processing of protected and classified material. LAC will also aim to reduce its overall backlog by 50% and work to address complaints made to the Office of the Information Commissioner of Canada in a timely manner.

External engagement will remain key to implementing LAC's ATIP Action Plan. LAC will continue to communicate with GC partners on matters related to ATIP and meet regularly with the Office of the Information Commissioner. Through public events, it will promote the tools and processes in place to assist Canadians in making ATIP requests. Also, in advance of the 80th anniversary of Victory in Europe Day in May 2025, LAC will work with the Métis National Council and the Royal Canadian Legion National Office to proactively manage the expected high volume of ATIP requests for commemoration purposes.

LAC's implementation of the ATIP Access Plan will be complemented by the renovation project at the Winnipeg Records Centre. Aiming for completion by the end of 2025, this modernization and optimization of the facility will further help LAC in its ATIP obligations by increasing capacity for staff within the facility and by expanding space for digitization activities.

- **LAC will remain committed to supporting GC settlement agreements, class action litigation and other legal matters**

LAC will continue its support to finalize the LGBT Purge 4th Settlement Agreement Historical Records Project by ensuring the timely delivery of the historical records to the LGBT Purge Fund. LAC will also continue to support other GC class action litigation or other legal matters, with activities related to the research, discovery, examination and production of any records or publications within its collections that concern ongoing GC litigation.

- **Transferring records from the Department of National Defence into LAC's systems will improve access**

LAC will continue discussions on ingesting and migrating records, along with their associated metadata, from the Department of National Defence's (DND) Personnel Electronic Records Management Information System (PERMIS). These discussions aim to determine the time required for a test migration of 100 digitized records currently held by DND into LAC's systems. Transferring records from PERMIS to LAC will help streamline the process for veterans requesting access to their records.

Canadians are more aware of their documentary heritage

Prioritizing outreach activities, stakeholder engagement and national and international collaboration will help LAC bring to life the material and knowledge contained within its collections. LAC is dedicated to embedding EDIA and reconciliation principles across these outreach activities, ensuring that everyone can see themselves reflected in the national collections. By increasing access to diverse stories, LAC enables Canadians to connect through shared experiences and insights, strengthening the fabric of our society.

Results we plan to achieve

- **LAC will work to support data sovereignty with Indigenous Peoples**
LAC is the custodian of numerous records collected from or relating to First Nations, Inuit and the Métis Nation. As part of its ongoing commitment to reconciliation, LAC will continue to advance the federal approach to facilitate Indigenous data sovereignty (IDS), which recognizes the ability of Indigenous Peoples and communities to control data that is created with or about themselves as they see fit. In 2025-26, LAC will begin by consulting with the Indigenous Advisory Circle (IAC) on the policy and approach to IDS. It will also begin internal engagement at LAC to integrate IDS guiding principles into its policies, programs and activities, and to continue engaging with other GC organizations, including Indigenous Services Canada and the Treasury Board Secretariat.
- **A new Indigenous Heritage Action Plan will see LAC deepen its commitment to reconciliation**
LAC's Indigenous Heritage Action Plan (IHAP) was initiated in 2019 to outline LAC's commitment to playing a significant role in reconciliation between the Government of Canada and First Nations, Inuit and the Métis Nation, and to recognize Indigenous rights in a meaningful and concrete way throughout LAC's operations and activities. This year, in consultation with the IAC, LAC will continue its review work to update its current IHAP with a goal to strengthen areas regarding Indigenous engagement and relationship building. The action items in the plan will also be re-evaluated to reflect measurable targets.
- **2025–26 will see LAC increasing awareness of Canada's documentary heritage through exhibitions and loans**
Anticipating 150,000 participants to attend its exhibitions and events in 2025–26, LAC will continue to expand access to its collections across the country. In addition to preparing for the inaugural exhibitions that will mark the opening of Ādisōke, LAC will lead and support numerous exhibitions in 2025–26. Chief among these will be the exhibition commemorating the 150th anniversary of the Supreme Court of Canada. Throughout the fiscal year, LAC also expects to loan 75 items to institutions across the country, including to the Remai Modern in Saskatoon, the Maison Jean-Baptiste-Mâsse in Saint-Denis-sur-Richelieu, and Resurgo Place in Moncton. In the spirit of reconciliation, LAC is also preparing for the possible travel of relevant treaties to Métis Nation of Ontario, Enoch Cree Nation, and the Corporation of the County of Lambton.
- **LAC will implement new strategies to increase engagement with national collections**
With a commitment to enhancing user-friendly access to its extensive collections, LAC has developed its first Master Interpretative Plan. This strategic plan outlines a comprehensive approach to enriching visitor experiences across all regions and locations, ensuring they are tailored to meet the diverse needs and interests of its audiences. Scheduled for rollout in 2025–26, the plan aims to revitalize public programming and expand LAC's reach to new audiences.

Other key initiatives include increased participation in national awareness campaigns and significant commemorative events that encourage reflection on Canada's collective history. In anticipation of Ādisōke's grand opening, LAC is preparing to broaden its in-person programming and introduce new educational programs specifically designed for schools and families. These efforts will be supported by strategic partnerships, enabling LAC to create and distribute compelling content that attracts and captivates new users. Through these diverse activities, LAC is poised to transform how Canadians connect with their national collections.

To further foster partnerships at both national and international levels, and in alignment with its Vision 2030 objective of "engaging with the community, partnering with the world," LAC has developed a strategic approach to partnership development for organizational initiatives and programming. This fiscal year, LAC will engage internally to refine this approach in advance of its final approval and eventual implementation.

- **LAC will continue to optimize its use of social media platforms to engage the Canadian public**
Following its Social Media Strategy, updated in 2024, LAC will remain actively engaged on five of the most prominent social media platforms: Facebook, YouTube, Instagram, LinkedIn, and X (Twitter), while closely monitoring X's evolving features, metrics and audience dynamics. In 2025, LAC will reassess its presence on X to determine its continued value. Additionally, LAC will explore opportunities to establish a presence on Bluesky, recognizing the platform's growing popularity among the archival and library communities. Through monitoring, engagement and analytics, LAC will develop original, tailored content for each platform to serve its diverse audiences. In addition, aligning with its Master Interpretative Plan, LAC's online content will touch on several subjects from Canadian music, film and literature to diverse perspectives on Canadian history.
- **LAC will continue initiatives to enhance capacity building within the documentary heritage community**
LAC's role as a national institution places it in a unique position to provide leadership and support within the library and archival communities. Through the [Documentary Heritage Communities Program](#) (DHCP), LAC provides contribution funding to local organizations across the country to enhance their capacity to preserve and provide access to Canada's documentary heritage. Previous years have demonstrated that this program is very successful, and LAC anticipates similar success for the 2025–26 fiscal year, projecting that 90% of the contribution program recipients will have achieved their expected results by the close of their funded projects.

With the launch of the 2026 DHCP call for proposals, LAC will also update the program's guidelines, offer webinars to support potential applicants with the process, and organize training for members of the External Evaluators Committee who are responsible for selecting funding recipients. Furthermore, to help provide the leadership required to build the skills, competency and knowledge necessary in the library and archival communities while also reflecting the principles of EDIA and reconciliation, LAC's [Walter Charles Price and Adis Florence Mary McIntosh Bursary](#) will continue to provide financial support to students who identify as visible minorities, and to Indigenous Peoples and persons with disabilities to assist in their pursuit of a profession in documentary heritage.

- **Continued stakeholder engagement**

LAC's engagement with Canadians from diverse backgrounds across the country is central to its commitment to transforming how it preserves and disseminates Canada's documentary heritage in meaningful ways. The 2025–26 year promises to be particularly dynamic for LAC's [Youth Advisory Council](#). Alongside its regular meeting schedule, the council will launch a recruitment campaign to select 20 new members. These new members will provide unique perspectives, innovative ideas, feedback and advice, helping LAC refine its programs and initiatives to better connect with younger audiences. Furthermore, LAC's [Stakeholders' Forum](#) will continue to involve its members in strategic discussions related to policies and operations at LAC, serve as a testing ground for new ideas, and identify new collaborative opportunities. LAC will also continue its work with the [Official Language Minority Communities](#) (OLMC) through its internal advisory committee and the OLMC Archival and Library networks. LAC will remain an active member in the National, Provincial and Territorial Archivists Conference (NPTAC) to continue fostering collaboration on archival matters across Canada.

- **Participation in national and international committees, organizations and forums will ensure LAC continues to share and develop its expertise**

2025–26 will witness LAC playing a central role on the international stage, providing important opportunities to develop and share its expertise. As mentioned in the 2024–25 Departmental Plan, Librarian and Archivist of Canada Leslie Weir will take on the position of President of the [International Federation of Library Associations and Institutions](#) for a two-year term beginning in August 2025. This role will allow LAC to increase its visibility within this international community where it can continue to convey Canadian perspectives. Complementing this prominent appointment, Leslie Weir will also serve a three-year term as an executive committee member of the [Réseau francophone numérique](#), a consortium dedicated to preserving and digitizing francophone and French-language historical documentary heritage.

Not only will LAC occupy key positions within the international community, but the five-year framework arrangement LAC signed in September 2024 with the seven national libraries and national archives of the United States, Australia and New Zealand will provide unique opportunities for LAC in 2025–26 to actively engage with these institutions, share best practices and collaborate in areas of mutual interest.

At the national level, LAC will actively participate in and provide support to several organizations. LAC will continue to sit on national committees, including [North/Nord: The Canadian Share Print Network](#), the [Canadian Research Knowledge Network](#), the [National Indigenous Knowledge and Language Alliance](#), the [Canadian Committee on Cataloguing](#), and the [National Sixties Scoop Healing Foundation of Canada](#). These efforts will foster partnerships and promote the exchange of knowledge and expertise.

Key risks

- **Access to collections**

Risk

LAC must improve and maintain the services and digital systems through which it provides access to its collections to meet the changing needs of its current and future users. Updating technologies that are aging and obsolete, increasing access to the collections virtually, developing user-friendly tools, and improving efficiency with regard to ATIP requests will be necessary for LAC to continue to fulfill its mandate and obligations.

Mitigation measures

LAC will remain focused on prioritizing access to the collections. Continued improvements to service models, both online and in person, as well as the development of new models, including those for Ādisōke, will help ensure that services and collections remain available and effective for users. Actively eliciting feedback from users will also ensure services are relevant and meeting user needs.

LAC's ambitious ATIP target for 2025–26 is indicative that the implementation of the ATIP Action Plan will continue to see the expected efficiencies with regard to processing ATIP requests.

Planned resources to achieve results

Table 8: Planned resources to achieve results for Core responsibility 2: Providing access to documentary heritage

Table 8 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$90,963,184
Full-time equivalents	438

[Complete financial](#) and [human resources information](#) for the LAC's program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus

GBA Plus approaches support the activities and initiatives related to Core responsibility 2: Providing access to documentary heritage. Working to recognize distinctions and ensuring cultural appropriateness in providing services to the public, LAC aligns with the Government of Canada's approach to GBA Plus. It is also consistent with the [Accessible Canada Act \(S.C. 2019, c. 10\)](#).

As ATIP legislation prohibits the collection of applicant data, LAC's ATIP program uses GBA Plus approaches to focus on impacts to the broader equity-seeking communities that this program serves. In particular, by meeting the growing demand for historical documents to support settlements of past harms and discrimination, and to advance reconciliation between the Government of Canada and Indigenous peoples, the ATIP program will generate positive direct and indirect outcomes for these communities.

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

An example of sustainable infrastructure, LAC's new public-facing joint facility with the Ottawa Public Library, Ādisōke, has been designed to be a net-zero carbon facility and target LEED® certification.

More information on LAC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

Core Responsibility 2: Providing access to documentary heritage is supported by the following programs:

- Public services
- Access to information and privacy
- Outreach and support to communities

Additional information related to the program inventory for Core responsibility 2: Providing access to documentary heritage is available on the [Results page on GC InfoBase](#).

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- Management and oversight services
- Communications services
- Legal services
- Human resources management and security services
- Financial management services
- Information management services
- Information technology services
- Real property management services
- Materiel management services
- Acquisition management services

Plans to achieve results

This section presents details on how the department plans to achieve results and meet targets for internal services.

- **Supporting Ādisōke**
In addition to providing the foundation to support LAC's core responsibilities, internal services will play a vital role in preparing for the summer 2026 opening of its shared facility with OPL, Ādisōke. Collaboration with OPL, the City of Ottawa, Shared Services Canada, the Treasury Board Secretariat, and Public Services and Procurement Canada on policies, information technology (IT), contracting, and human resources strategies will help ensure effective planning and alignment. IT services will update and deploy key systems to support the user experience at the new facility while also contributing to the implementation of the RFID system, which will facilitate the circulation and security of the collection at Ādisōke.
- **Advancing infrastructure resilience**
LAC will remain committed to maintaining the buildings in its real property portfolio to meet the organization's complex needs. Continued execution of LAC's Real Property Strategy, finalized in 2023, will see LAC develop and implement tools and policies, such as the Directive on Risk Management

for Real Property, Standards for Space Management, Procedures and Standards for Performance Management, and the Financial Framework for Real Property. These measures will optimize space planning, strengthen risk and performance management for real property, and help maintain financial viability of the portfolio.

Maintenance to the buildings that house LAC's collections and support its staff will also contribute to advancing infrastructure resilience. In addition to the major construction project of its new public facing facility, Ādisōke, LAC will undertake significant renovations to other buildings within its real property portfolio. The replacement of the roof and electrical systems at the RCSF, scheduled for completion in 2025–26, is essential to ensuring this facility continues to securely store LAC's collections while aligning with the goals of the Federal Sustainable Development Strategy and the Greening Government Strategy. Meanwhile, upgrades to LAC's Winnipeg facility will increase staff capacity and support digitization efforts.

- **Better communication strategies will highlight LAC's mission, services and collections to the public**

In 2025–26, LAC will implement its Overarching Communications Strategy, which outlines key objectives and plans to promote LAC's mission, programs, services and collections. To ensure the effective delivery of strategic communications advice, LAC will develop tools and guidelines to support strategists, guide clients and simplify relationships. These resources will include documents on service offerings and standards, charter and approval processes, content for memorandums of understanding, as well as updated templates and forms for communications support requests. Additionally, following the completion of its pre-brand consultations in 2024, LAC will focus on developing its new branding concept this fiscal year.

- **Frameworks and strategies will be updated and implemented to support LAC's strategic direction**

2025–26 will see the review of policy frameworks that underpin many of LAC's operations and initiatives. To align with its governance structure, LAC will update its Policy Management Framework to establish consistent and effective roles and responsibilities across the organization that will ensure policy instruments are evidence-based, relevant, well informed, clear, concise and support horizontal integration. LAC will also review its Access Policy Framework (APF) to ensure proper support of LAC's strategic priorities, including service transformation, AIRI, and reconciliation. The APF will be reviewed in light of these priorities to ensure that the roles, responsibilities and activities related to access are understood throughout the organization and consistent with LAC's mission.

Furthermore, aligning with the GC approach to results-based management, LAC will finalize the revision of its program logic models, which will be essential to ensuring that the results for its programs are measurable, appropriately indicative, and an effective means of ensuring LAC's programs contribute to achieving its core responsibilities and results for Canadians. Finally, LAC will work towards a horizontal EDIA strategy that will focus on engagement, approach and proactive support to better ensure that the principles of EDIA are well integrated throughout the organization's operations and services.

- **Fostering an inclusive and secure workplace in the hybrid environment**

LAC will remain supportive of its staff in its adaptation to the new hybrid work model. Workplace optimization will continue, as will support for Public Services and Procurement Canada's Long-Term Accommodation Plan. LAC will adapt its wellness strategy to take into account this new context, as well as develop tools to help managers and employees follow LAC's Directive on Hybrid Work. Implementation of the Talent Recruitment and Retention Strategy and the People Management Strategic Direction will continue, with a particular focus on advancing the dialogue on values and ethics and integrating the principles of EDIA and reconciliation.

- **LAC will continue to provide its staff with the tools for success**

LAC believes that the success of its operations relies on ensuring its employees have the tools and support they need to do their jobs efficiently and effectively. The modernization of LAC’s computers, operating systems, software and applications, as well as continuing to migrate internal files and workflows to SharePoint Online, will ensure that LAC’s IT can meet the growing and changing needs of its staff. Additionally, LAC will strengthen its ties to other centres of expertise across the GC, continue to develop its expertise with regard to authorizations, funding applications and project management, as well as share best practices throughout the organization.

Planned resources to achieve results

Table 9: Planned resources to achieve results for internal services this year

Table 9 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$44,259,244
Full-time equivalents	272

[Complete financial](#) and [human resources information](#) for LAC’s program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

LAC is committed to supporting the Government of Canada’s requirement that a minimum mandatory target of 5% of the total value of contracts be awarded annually to Indigenous businesses by meeting the minimum targets outlined below. LAC plans to achieve these minimum targets by combining voluntary set-asides for planned expenditures on office furniture and IT-related equipment as part of LAC’s workplace initiative, along with spending on IT professional services for LAC’s IT projects. As a standard practice, LAC invites a minimum of one Indigenous supplier to bid on all requests for proposals for professional services, thereby continually creating opportunities for Indigenous businesses. This initiative generates more opportunities for Indigenous businesses with the aim of surpassing the forecasted figures by enabling a greater number of contracts.

LAC plans to explore other strategies to maintain or increase the value of contracts awarded to Indigenous businesses as a proportion of the total value of contracts LAC awards each year.

Table 10: Percentage of contracts planned and awarded to Indigenous businesses

Table 10 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023–24 actual %	2024–25 planned %	2025–26 planned %
Total percentage of contracts with Indigenous businesses	16.87%	5%	5%

Planned spending and human resources

This section provides an overview of LAC’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025–26 with actual spending from previous years.

In this section

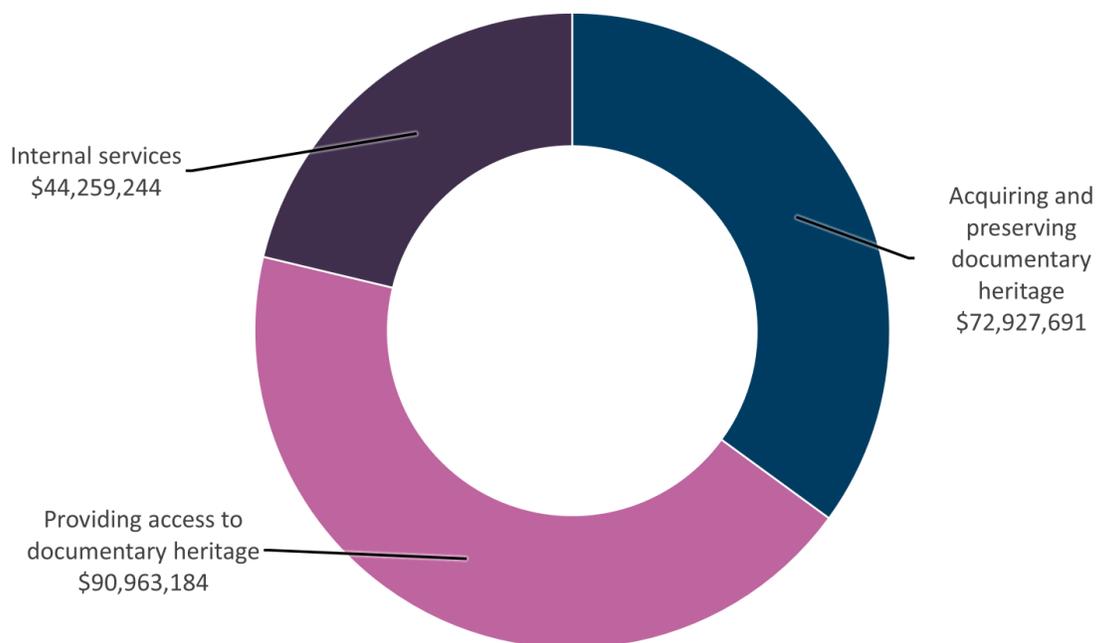
- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department’s planned expenditures from 2022–23 to 2027–28.

Graph 1: Planned spending by core responsibility in 2025–26

Graph 1 presents how much the department plans to spend in 2025–26 to carry out core responsibilities and internal services.



Text description of Graph 1

Core responsibilities and internal services	2025–26 planned spending
Acquiring and preserving documentary heritage	\$72,927,691
Providing access to documentary heritage	\$90,963,184
Internal services	\$44,259,244

Budgetary performance summary

Table 11: Three-year spending summary for core responsibilities and internal services (dollars)

Table 11 presents how much money LAC spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022–23 Actual Expenditures	2023–24 Actual Expenditures	2024–25 Forecast Spending
Acquiring and preserving documentary heritage	\$107,998,456	\$84,992,506	\$90,701,575
Providing access to documentary heritage	\$49,897,974	\$83,411,737	\$100,274,987
Subtotal (s)	\$157,896,430	\$168,404,243	\$190,976,562
Internal services	\$42,604,485	\$48,474,740	\$47,169,179
Total(s)	\$200,500,915	\$216,878,983	\$238,145,741

Analysis of the past three years of spending

Overall, most of the changes in actual and planned spending are due to statutory adjustments and the following initiatives:

- Implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People, announced in Budget 2021 (2021–22 to 2024–25);
- Implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26);
- Support for the Access to Information function announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28);
- Support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27);

- The real property portfolio, including the construction of the Preservation Storage Facility in Gatineau, Quebec, which was completed in 2022 (actual spending in 2022–23 includes a substantial completion payment of \$36.1 million for this construction project);
- The partnership between LAC and OPL for the Ādisōke project; and
- [Refocusing government spending](#) announced in Budget 2023.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 12: Planned three-year spending on core responsibilities and internal services (dollars)

Table 12 presents how much money LAC plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025–26 Planned Spending	2026–27 Planned Spending	2027–28 Planned Spending
Acquiring and preserving documentary heritage	\$72,927,691	\$69,223,296	\$69,400,664
Providing access to documentary heritage	\$90,963,184	\$62,864,166	\$33,079,639
Subtotal	\$163,890,875	\$132,087,462	\$102,480,303
Internal services	\$44,259,244	\$44,157,199	\$40,536,258
Total	\$208,150,119	\$176,244,661	\$143,016,561

Analysis of the next three years of spending

Overall, most of the changes in actual and planned spending are due to statutory adjustments and the following initiatives:

- Implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26);
- Support for the Access to Information function announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28);
- Support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27);

- Support to continue the proactive review and opening of historical documents (2024–25 to 2026–27);
- Variation in the real property portfolio planned spending;
- The partnership between LAC and OPL for the Ādisōke project; and
- Refocusing government spending announced in Budget 2023.

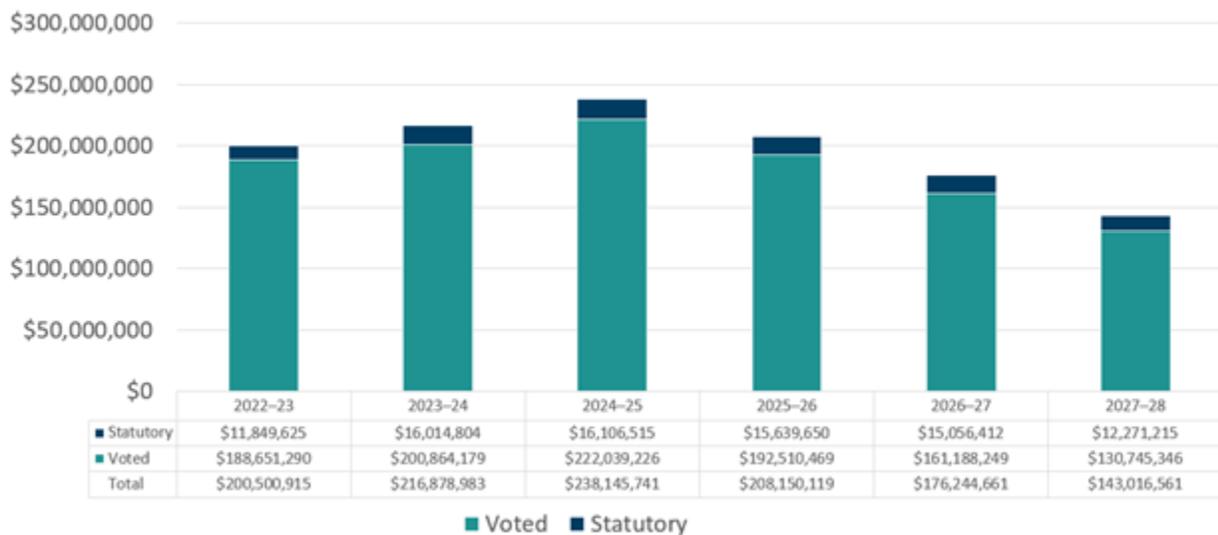
More [detailed financial information on planned spending](#) available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department’s voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 2: Approved funding (statutory and voted) over a six-year period

Graph 2 summarizes the department’s approved voted and statutory funding from 2022–23 to 2027–28.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2022–23	\$200,500,915	\$188,651,290	\$11,849,625
2023–24	\$216,878,983	\$200,864,179	\$16,014,804
2024–25	\$238,145,741	\$222,039,226	\$16,106,515
2025–26	\$208,150,119	\$192,510,469	\$15,639,650
2026–27	\$176,244,661	\$161,188,249	\$15,056,412
2027–28	\$143,016,561	\$130,745,346	\$12,271,215

Analysis of statutory and voted funding over a six-year period

Overall, most of the changes in actual and planned spending are due to statutory adjustments and the following initiatives:

- Implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People, announced in Budget 2021 (2021–22 to 2024–25);
- Implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26);
- Support for the Access to Information function announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28);
- Support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27);
- Support to continue the proactive review and opening of historical documents (2024–25 to 2026–27);
- Variation in the real property portfolio actual and planned spending;
- The partnership between LAC and OPL for the Ādisōke project; and
- Refocusing government spending announced in Budget 2023.

For further information on LAC’s departmental appropriations, consult the [2025–26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of LAC’s operations for 2024–25 to 2025–26.

Table 13: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)

Table 13 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024–25 to 2025–26. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2024–25 Forecast results	2025–26 Planned results	Difference (planned results minus forecasted)
Total expenses	\$209,436,349	\$201,315,348	(\$8,121,001)
Total revenues	\$1,283,196	\$2,700,000	\$1,416,804
Net cost of operations before government funding and transfers	\$208,153,153	\$198,615,348	(\$9,537,805)

Analysis of forecasted and planned results

The \$9.5M decrease in net cost of operations is mainly due to the following elements:

- Decrease of \$8.1 million for the implementation of the federal framework to address the legacy of residential schools;
- Decrease of \$7.5 million due to the operating budget carry forward;
- Decrease of \$3.7 million due to the Federal Pathway to Address Missing and Murdered Indigenous Women and Girls initiative for which funding sunsets in 2024-2025;
- Decrease of \$1.3 million due to the Refocusing Government Spending initiative announced in the Budget 2023;
- Decrease of \$0.6 million mainly related to anticipated changes in non-budgetary expenditures such as the value of services provided without charge by other government departments and amortization of tangible capital assets;
- Decrease of \$0.5 million due to statutory adjustments;
- Increase of \$4.2 million in temporary funding for the initiative to support the access to information function;
- Increase of \$3.4 million in the financial profile of the Real Property portfolio;.
- Increase of \$3.2 million related to the partnership between Library and Archives Canada, the Ottawa Public Library and the City of Ottawa for the Ādisōke project;
- Increase of \$0.7 million in temporary funding for the proactive review and opening of historical records initiative;
- Increase of \$0.7 million related to salary adjustments following ratification of collective agreements.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on LAC's website.

Human resources

This section presents an overview of the department's actual and planned human resources from 2022–23 to 2027–28.

Table 14: Actual human resources for core responsibilities and internal services

Table 14 shows a summary of human resources, in full-time equivalents, for LAC's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022–23 Actual full-time equivalents	2023–24 Actual full-time equivalents	2024–25 Forecasted full-time equivalents
Acquiring and preserving documentary heritage	338	396	438

Core responsibilities and internal services	2022–23 Actual full-time equivalents	2023–24 Actual full-time equivalents	2024–25 Forecasted full-time equivalents
Providing access to documentary heritage	310	444	464
Subtotal	648	840	902
Internal services	272	286	295
Total	920	1,126	1,197

Analysis of human resources over the last three years

The net change in full-time equivalents between fiscal years is mainly due to changes in resources related to the following initiatives:

- Implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People, announced in Budget 2021 (2021–22 to 2024–25);
- Implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26);
- Support for the Access to Information function announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28);
- Support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27);
- The real property portfolio, specifically for moving the collections to the Preservation Storage Facility in Gatineau, Quebec, whose construction was completed in 2022; and
- Refocusing government spending announced in Budget 2023.

Table 15: Human resources planning summary for core responsibilities and internal services

Table 15 shows information on human resources, in full-time equivalents, for each of LAC's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025–26 Planned full-time equivalents	2026–27 Planned full-time equivalents	2027–28 Planned full-time equivalents
Acquiring and preserving documentary heritage	351	332	322
Providing access to documentary heritage	438	415	243
Subtotal	789	747	565
Internal services	272	265	262
Total	1,061	1,012	827

Analysis of human resources for the next three years

The net change in full-time equivalents between fiscal years is mainly due to changes in resources related to the following initiatives:

- Implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26);
- Support for the Access to Information function announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28);
- Support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27);
- Support to continue the proactive review and opening of historical documents (2024–25 to 2026–27);
- The partnership between LAC and OPL for the Ādisōke project, specifically preparing for the move of collections planned for 2025–26;
- Refocusing government spending announced in Budget 2023.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Steven Guilbeault, Minister of Canadian Identity and Culture and Minister responsible for Official Languages

Institutional head: Leslie Weir, Library and Archivist of Canada

Ministerial portfolio: Department of Canadian Heritage

Enabling instrument(s): [Library and Archives of Canada Act, S.C. 2004, c. 11](#)

Year of incorporation / commencement: 2004

Acronym: LAC

Departmental contact information

Mailing address: 550 de la Cité Boulevard, Gatineau, Quebec, J8T 0A7

Telephone: 613-996-5115 or 1-866-578-7777 (toll-free in Canada and the United States)

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

Supplementary information tables

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

- [Details on transfer payment programs](#)

- [Gender-based analysis plus](#)

Information on LAC's departmental sustainable development strategy can be found on [LAC's website](#).

Federal tax expenditures

LAC's Departmental Plan does not include information on 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](#).

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.

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, departments 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 usually tabled in Parliament each spring.

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 the 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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet the diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and sociocultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025–26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

An initiative where two or more federal departments 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, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts

receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 a department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.