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2023–24 Departmental Results Report

Library and Archives Canada

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

Canada 

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Library and Archives Canada’s 2023-24 Departmental results report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

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

[Minister’s mandate letter](#)

Key priorities

Keeping [Vision 2030](#) at the heart of its activities, Library and Archives Canada (LAC) focused on putting users first in its efforts to modernize and improve its programs and services. In line with federal priorities and its unique mandate, LAC’s strategic direction guided its fundamental acquisition, preservation and access-related activities so that individuals and communities can discover, understand and connect with the national collections, rich with their stories, cultures and experiences.

LAC’s top priorities for 2023-24 were as follows:

- **Making the collections even more accessible**
 - Modernize infrastructure and processes to improve LAC’s capacity to acquire and preserve the collections in its care
 - Develop a digitization strategy and coordinated approach to metadata standards to improve the discoverability of the collections
- **Offering programming and services focused on user needs**
 - Transform services to focus on user needs, both online and in person
 - Develop public programming to allow people across the country to experience a new range of exhibitions, workshops and events
 - Renew Access to Information and Privacy (ATIP) services
- **On the path to reconciliation**
 - Continue to play an active role in reconciliation between the Government of Canada and Indigenous peoples
 - Update its [Indigenous Heritage Action Plan](#) and deepen the integration of reconciliation into its activities
 - Support Indigenous communities through the [Listen, Hear Our Voices](#) contribution program and support access of Indigenous documentary heritage in its collection through the [We Are Here: Sharing Stories](#) initiative
 - Work to continue digitizing and describing records related to the federal Indian Day School Systems
- **Diversity, inclusion, equity and accessibility**
 - Review acquisition guidelines to ensure that the collections accurately reflect the diversity of communities in Canada

- Continue initiatives to promote and maintain a healthy, safe, inclusive and respectful work environment
- Develop and implement strategies to create a qualified and diversified workforce
- Launch its first-ever accessibility plan

Highlights

In 2023-24, LAC's total actual spending (including internal services) was \$216,878,983 and total actual human resources was 1 126 full-time equivalents. For complete information on LAC's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the department's achievements in 2023-24 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 toward these results.

Core responsibility 1: Acquiring and preserving documentary heritage

Actual spending: \$84,992,506

Actual human resources: 396 Full Time Equivalents

Departmental results achieved

- **LAC acquires a collection that is representative of Canada**

Acquiring materials that reflect diverse experiences and perspectives supports LAC's efforts to ensure that more Canadians can see themselves in the collections LAC preserves. LAC also seeks to integrate the principles of Equity, Diversity, Inclusion and Accessibility (EDIA) in its acquisition practices. This past year, LAC succeeded in acquiring material from all 25 subject areas indicated in its [2019-24 Private Archives Acquisition Orientation](#). It also acquired books, serial publications and various audiovisual recordings that prioritized Indigenous publishers, 2SLGBTQI+ content and regional publications, while additionally initiating a review of its Published Heritage Acquisition Orientation. Furthermore, the successful implementation of a new digital ingest system and a variety of outreach initiatives allowed LAC to attract 835 new digital publishers and 7,904 new digital titles in the last year.

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

Significant process improvements enabled LAC to make more records discoverable to users in a timely manner. Efficiencies created by the operationalization of the Digital Asset Management System (DAMS) contributed to LAC's ability to process 94% of published heritage acquisitions within the service standards. LAC also successfully processed 95% of private archive acquisitions within the service standards, notably due to improvements in its physical processing space. In addition, 58.5% of new government records transfers were processed within service standards, marking a considerable improvement over the past fiscal years.

LAC also made significant headway in describing the collections in its care with more respectful and accurate terms. Considering its diverse range of users, applying EDIA principles and working towards reconciliation, LAC launched a pilot project to target inappropriate descriptive language of existing private fonds. Updates to library cataloguing resources removed older disrespectful

descriptions of Indigenous content, replacing them with terminology used by various Indigenous communities.

Recognizing the importance of metadata in achieving its goal to make its collections more discoverable, LAC advanced numerous projects in 2023-24, such as the implementation of its Guideline on the Essential Level of Arrangement and Description for Government Archival Records, to improve its metadata practices and standards.

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

2023-24 saw the completion of the monumental task to move 680,294 containers from Renfrew Collections Storage Facility (RCSF) to the [Preservation Storage Facility](#) (PSF) and [Preservation Centre](#) (PC) in Gatineau, which had begun in August 2022. This project also made 26,694 of these containers discoverable in LAC's systems, contributing to making the collections more accessible. This move has helped to ensure that more of LAC's collections are conserved in facilities with environments that meet preservation standards to ensure their long-term preservation. In addition, LAC increased its cumulative number of terabytes of digital material preserved to 15,334, exceeding its target.

More information about [Core responsibility 1](#) can be found in the Results – what we achieved section of the full departmental results report.

Core responsibility 2: Providing access to documentary heritage

Actual spending: \$83,411,737

Actual human resources: 444 Full time Equivalents

Departmental results achieved

- **Canadians increasingly access Canada's documentary heritage**

Honouring its commitment to ensure access to the collections in its care, LAC digitized 5.7 million images, many related to the ATIP request backlog and in support of advancing the [horizontal initiative on the legacy of Residential Schools](#) to digitize and describe records from the federal Indian Day Schools system. Modernization of LAC's digital services and tools guided by a user-centric approach resulted in significant public interest in collections. Through its [Collection Search](#) and [Aurora](#) catalogue, LAC saw 52 million virtual interactions between the public and the collections. Another important success for 2023-24 was the public release of the records and images of the [1931 Canadian census](#). To attract new and more diverse audiences and to improve services, LAC also finalized its service strategy and advanced its development of new user-centric service models. In collaboration with the [Ādisōke](#) host nation and partners, LAC also advanced its preparations for the opening of Ādisōke, in addition to making progress on designing the services the new building will offer to the public, which will include engaging exhibition spaces and immersive experiences.

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

LAC committed to improving its Access to Information and Privacy (ATIP) services in 2023, hiring new staff and adopting approaches and tools that centred on improving user experience, such as the [Government of Canada portal for ATIP requests](#). Continued implementation of its [ATIP Action Plan](#) allowed LAC to notably increase its capacity to process ATIP requests. It was able to

respond to 61% of requests within the statutory time limits and reduced wait times by up to 80% in some cases. LAC was also able to support the Government of Canada's response to litigation involving the retrieval of records in the collection.

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

LAC's commitment to put people at the heart of its activities continued in 2023-24, with a number of successful [exhibitions](#) and [events](#) spreading awareness of LAC's collections to over 225,000 participants. It also reached audiences through online initiatives, increasing its presence on social media by 68% from the previous year and publishing numerous blog posts and podcasts. In both its in-person and online activities, LAC's active engagement with communities, such as its collaboration with Grand Council Treaty 3 on the travelling exhibition that brought Treaty 3 documents to 28 First Nations communities, sought to reach diverse audiences and to promote reconciliation.

In line with its vision to develop its expertise and share it with the world, LAC increased its international presence in 2023-24. It also actively participated in a variety of national engagement activities and conferences with stakeholders and the archival community.

More information about [Core responsibility 2](#) can be found in the Results – what we achieved section of the full departmental results report.

Library and Archives Canada’s 2023-24 Departmental results report

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From the Minister

Through their various activities, the organizations in the Canadian Heritage portfolio—including Library and Archives Canada (LAC)—contribute to the vitality of Canadian society. Together, they not only foster and highlight creativity, but also create a space for dialogue that strengthens our social fabric. They play a fundamental role in today’s rapidly changing world. LAC’s activities have continued to support the government’s priority to encourage a more equitable and inclusive Canada.

LAC’s acquisitions in 2023-24 reflect the diverse spectrum of experiences and cultures in Canada and shine a light on the country’s rich, complex and diverse history. Collaboration and outreach with other cultural institutions and Indigenous, multicultural and regional communities, as well as improved services, have allowed Canadians from coast to coast to coast to engage meaningfully with the collections in LAC’s care.

LAC has remained committed to the government’s efforts to advance reconciliation with First Nations, Inuit and Métis. The current initiative to digitize and create culturally appropriate descriptions of records related to the federal Indian Day Schools system contributes to the process of reconciliation for communities and survivors and supports a better understanding of Indigenous cultures and their past. LAC also continued to hear Indigenous voices, support Indigenous-led preservation projects and enhance access to the Indigenous collections in LAC’s care.

The recently completed Preservation Storage Facility and the new central facility, Ādisōke, currently under construction, demonstrate LAC’s commitment to sustainable development. These buildings have put into action the Government of Canada and LAC’s vision for a greener Canada, using environmentally conscious design to create spaces where the national collections can be preserved and experienced by the Canadian public.

As Minister of Canadian Heritage, I am pleased to present LAC’s 2023-24 Departmental Results Report. I would like to highlight all the work they have accomplished to serve the people of Canada and to help reach our government’s goals over the past year.



A handwritten signature in black ink, appearing to read 'Pascale St-Onge', with a long horizontal flourish extending to the right.

The Honourable Pascale St-Onge

From the Librarian and Archivist of Canada

Everyone in Canada, regardless of their background or needs, should be able to find answers in the collections at Library and Archives Canada. Whether seeking evidence for an investigation, inspiration for a work of art or genealogical data to trace back family origins, everyone deserves services tailored to their reality. That's why we have continued our efforts this year to better align our services with each and every one of our users' unique profiles. The collections in LAC's care reflect the experience of all peoples who have lived and still live in our country, and they are accessible for anyone to find records that reflect their heritage. To promote Canada's many histories, we acquired documents on a host of diverse subjects, including Indigenous peoples, multicultural communities, the Francophonie, women, sexual diversity and gender expression, and the realities specific to each region of Canada.



In support of diversity, we have modernized the terms to use respectful language to describe certain groups of people and subjects, to facilitate research in our collections. For instance, we have removed outdated descriptions pertaining to Indigenous cultures from our catalogues and replaced them with respectful terminology.

Further, our efforts to increase access to the collections in our care are ongoing. In 2023–24, we digitized nearly six million images, which helped respond to Access to Information and Privacy (ATIP) requests and reduce our backlog, while also advancing our digitization initiative for documents pertaining to residential schools.

Our online presence remains a crucial component of our services: our audiences have searched the collections we preserve 52 million times using our online search engines. The online publication of 1931 census data was a great milestone showing the potential of our digital tools. Our presence on social media, blogs and podcasts have also contributed to enhancing the visibility of the collections.

We continue to advance our work toward the unveiling of Ādisōke, our new service centre in partnership with the Ottawa Public Library, scheduled to open in 2026. Construction of the building progresses, as does planning for the cutting-edge services that will be offered there.

Finally, to ensure that the knowledge in our vaults is preserved in the best conditions for centuries to come, we completed the transfer of collections into our new Preservation Storage Facility, with nearly 700,000 containers of text and film moved since 2022!

All this progress shows that the transformation of our services is well underway. These efforts will breathe new life into the many collections we preserve. Since there are many more milestones to highlight, I invite you to read this report that will guide you through our latest accomplishments.

Happy reading!

A handwritten signature in blue ink that reads "Leslie Weir".

Leslie Weir, Librarian and Archivist of Canada

Results – what we achieved

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

In this section

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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.

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Core responsibility 1: Acquiring and preserving documentary heritage. Details are presented by departmental result.

Table 1: Targets and results for Departmental Result 1 - LAC acquires a collection that is representative of Canada

Table 2: Targets and results for Departmental Result 2 - Documentary heritage acquired by LAC is processed in a timely manner to make it searchable

Table 3: Targets and results for Departmental Result 3 - LAC's collection is preserved within standards for current and future generations

The following tables (1-3) provide a summary of the targets and actual results for each indicator associated with departmental results related to Core Responsibility 1: Acquiring and preserving documentary heritage.

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of targeted acquisition areas covered by an acquisition agreement	75%	March 31, 2024	2021–22: 76% 2022–23: 92% 2023–24: 100%
Percentage increase of published titles transferred to LAC in a digital format	25%	March 31, 2024	2021–22: N/A 2022–23: 24.7% 2023–24: 17.8%
Percentage of federal institutions transferring records annually	10%	March 31, 2024	2021–22: 15.17% 2022–23: 16.39% 2023–24: 24.07%

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of published heritage processed in keeping with service standards	83%	March 31, 2024	2021–22: 91% 2022–23: 83% 2023–24: 94%
Percentage of private archives processed in keeping with service standards	75%	March 31, 2024	2021–22: 55% 2022–23: 81% 2023–24: 95%
Percentage of government records processed in keeping with service standards	60%	March 31, 2024	2021–22: 40% 2022–23: 39% 2023–24: 58.5%

Table 3: Departmental Result 3 – LAC's collection is preserved within standards for current and future generations

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of facilities that provide an environment that meets standards for the preservation of the analog collection	75%	March 31, 2024	2021–22: N/A 2022–23: 65% 2023–24: 65%
Number of terabytes of digital material preserved in LAC's collection (including	14,000 TB	March 31, 2024	2021–22: 11,105 TB 2022–23: 13,060 TB 2023–24: 15,334 TB

Departmental Result Indicators	Target	Date to achieve target	Actual Results
born digital, digitized and migrated content)			

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

Details on results

The following section describes the results for Core responsibility 1: Acquiring and preserving documentary heritage in 2023–24 compared with the planned results set out in LAC's Departmental Plan for the year.

LAC acquires a collection that is representative of Canada

LAC was able to meet the majority of its targets in 2023-24, and its accomplishments reflect a commitment to continue acquiring and preserving material representative of the plurality of Canadian experiences and perspectives. Targeted acquisitions, improvements to services and partner collaborations have all contributed to strengthening LAC's collections and role within the federal government and wider community.

Results achieved

- **LAC prioritized acquisitions that reflect Canada's diversity**

Committed to building collections that represent the wide range of experiences and cultures in Canada, LAC focused on acquisitions that would help to strengthen its holdings of groups and subjects underrepresented in its collections. The organization succeeded in collecting born-digital and analogue material from [all 25 of its targeted subject areas](#), with a focus on material created by or documenting First Nations, Inuit and Métis; multicultural communities; Francophone culture; women; sexual diversity and gender expression; and regional diversity. Some of the most significant private archives acquisitions of 2023-24 include:

- The archives of Chinese Canadian composer Alice Ping Yee Ho
- The archives of Jewish composer, conductor and jazz drummer, Milton Barnes
- Photographs by Janice Reid, Diane Liverpool and Al Peabody, purchased through a collaboration with the Black Artists in Networks Dialogue
- Two prints by Inuit artist Padloo Samayualie
- Two artworks by Métis artist Rosalie Favell
- The journal and letters of Kanyen'kehá: ka (Mohawk) Chief John Norton/Teyoninhokarawen

LAC also acquired books, serial publications and various audiovisual recordings that prioritized Indigenous publishers, 2SLGBTQI+ content and regional publications, while additionally initiating a review of its Private Archives Acquisition Orientation to align with LAC's strategic direction, focusing on Equity Diversity, Inclusivity and Accessibility (EDIA), reconciliation and user experience.

- **LAC acquired more records from Government of Canada organizations than anticipated**

Exceeding its target by over 14%, LAC continued to support records transfer from federal institutions to ensure that information of archival value created by the Government of Canada is

available to Canadians. Furthermore, to better facilitate transfers from federal organizations, LAC issued three new disposition authorizations, so that 95% of the federal institutions subject to the *Library and Archives of Canada Act* are now covered by a disposition authorization.

- **Improved services and outreach activities attracted new publishers, creators and donors**

The successful implementation of a new digital ingest system, and a variety of outreach initiatives allowed LAC to attract 835 new digital publishers and 7,904 new digital titles last year. This influx contributed to LAC increasing the percentage of published titles transferred in a digital format by 17.8%, helping to reflect the growing digital publication industry and the ways in which Canadians create and access cultural content. In 2023-24, LAC prioritized the migration of already acquired digital titles held in high-risk legacy systems to the Digital Asset Management System (DAMS) so that these titles are preserved and accessible to the Canadian public. This migration meant that LAC was unable to reach its 25% target for new digital titles this year. LAC expects to meet this target in 2024-25. Other improvements to services included allowing Canadian filmmakers funded by Telefilm Canada to electronically transfer their materials via their preferred method of transfer.

In addition, LAC engaged in outreach activities with communities and institutional donors to share knowledge and encourage donations to LAC or document preservation within the relevant communities. LAC proactively worked with Indigenous, multicultural, 2SLGBTQI+ and regional communities to preserve archives created by these groups. In particular, a partnership with the Muslims in Canada Archive (MiCA) involves LAC sitting on MiCA's policy committee to share knowledge and best practices on acquisitions and processing archival material.

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

LAC not only processed many of its acquisitions within its service standards, but it also made significant progress toward making the existing collections more discoverable by improving descriptive terminology and assessing its metadata practices.

Results achieved

- **LAC made more material in its collections searchable in a timely manner**

Significant process improvements enabled LAC to process, describe and make more material searchable and accessible to users in 2023-24. Ongoing use of DAMS created efficiencies that contributed to LAC's ability to process 94% of published heritage acquisitions within the service standards—well over the 83% target. A total of 25,157 publications were described in 2023-24, a major improvement over the last few years, which had been impacted by the introduction of a new library management system and the physical restrictions of the COVID-19 pandemic.

Due to improvements in the physical processing space at LAC's 395 Wellington Street facility, in Ottawa, and using temporary resourcing strategies to increase assistance, LAC succeeded in processing 95% of private archive acquisitions within the service standards. With 32% of services to clients meeting service standards, LAC experienced a slow-down in processing complex specialized reference requests related to private archives, including cases involving reassessment and correspondence with donors to renew expired access conditions. Frequently, requests initially identified as simple with a short service standard are later determined to be complex, requiring more time to complete and the service standard is not updated in the Query Management System (QMS). LAC also made progress in updating and closing old cases in the

QMS. In 2024-25, LAC will work towards ensuring information in the QMS better reflects the processing work accomplished.

LAC improved its capacity to process government records within service standards significantly in 2023-24, ensuring more records are discoverable to users in a timely manner through its [Collections Search](#) tool and reference services. In the past three fiscal years, LAC processed an average of 39.3% of its government records within service standards. Its result of 58.5% for 2023-24 marks considerable progress towards its target goal of 60%. Furthermore, LAC worked to clear a backlog of unprocessed material acquired before 2023, and the total number of records processed this year exceeded the volume that was acquired. In addition, the removal of over 10,000 containers of legacy Government of Canada non-archival material from the collections significantly participated in enhancing the searchability of LAC's government collections, improving approximately 255 government records and 160 finding aid descriptions.

- **LAC is describing its collections with more accuracy and respect**

Aligning with the principles of EDIA and reconciliation, LAC made significant headway in describing the collection in its care with more respectful and accurate terms, improving the discoverability of its records for its diverse range of users. Updates to cataloguing resources, such as the Canadian Subject Headings and FC classification, removed older disrespectful descriptions of Indigenous content and replaced them with terminology used by various First Nations, Inuit and Métis communities. LAC also worked to improve its search engine, [Aurora](#), by masking harmful terminology, exploring options to add syllabic characters to applicable records and continuing to research 2SLGBTQI+ terminology.

Furthermore, a pilot project was launched to target existing fonds or collections with problematic descriptions or titles and ensure that descriptions were culturally appropriate, historically accurate and free of racist language and colonist connotations. The project is ongoing and if successful, the procedures employed will be applied to all future acquisitions.

- **Work on metadata standards, digital data description and archival information systems is progressing**

Recognizing the importance of metadata to make archival records discoverable, LAC launched its [Operational Standard for Digital Archival Records' Metadata](#) in November 2023. The standard applies to all Government of Canada records transferred to LAC and will assist LAC in achieving its mandate of preserving these documents over the long term and making them accessible to the Canadian public. LAC also outlined the key strategic elements for its Coordinated and Actionable Approach to Collections Metadata, which will ensure collections are more discoverable in light of evolving metadata standards. It also finalized the Guideline on the Essential Level of Arrangement and Description for Government Archival Records to ensure consistency in descriptions of government archival records to facilitate their discoverability.

In addition, the internal planning for the multi-year project to replace the archival information system with the Archival Information Revitalization Initiative (AIRI) is progressing. The focus in 2023-24 was on modernizing the arrangement and description processes and technology, as well as aligning itself to the horizontal collections metadata work.

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

To ensure that collections are preserved in optimal conditions, LAC is reorganizing the collections it preserves to take full advantage of the environments provided by the new state of the art Preservation

Storage Facility (PSF) and the optimized Preservation Centre (PC) vaults. In addition, LAC has continued to ensure digital material is adequately preserved for future generations.

Results achieved

- **LAC continued to work to ensure optimal preservation conditions for its collections**

Committed to preserving the collections in its care for future generations, LAC continued to prioritize adequate preservation environments for collections. In 2023-24, 65% of LAC's facilities met the environmental standards for the preservation of analog material. The environmental conditions were difficult to manage in collections facilities in Renfrew, Winnipeg and Ottawa and were often outside the environmental threshold for optimal preservation. By contrast, the newly completed PSF consistently met preservation standards all year, and although the conditions in the PC did fluctuate somewhat, this was largely due to visitor and collections circulation. Optimization work continues to ensure collections are housed in appropriate environments.

The Big Move: LAC's collections find a new home at the Preservation Storage Facility and the Preservation Centre

2023-24 saw the completion of the monumental task to move 680,294 containers from the Renfrew Collections Storage Facility (RCSF) to the PSF and the PC in Gatineau, which had begun in August 2022. The volume of documentation moved may be hard to imagine, but if all boxes in the move were placed side by side, they would cover a little more than the 103-kilometre distance between the RCSF and the facilities in Gatineau! This project also made 26,694 of these containers discoverable in LAC's systems, making the collections more accessible to users.

This move ensures that more of LAC's collections are conserved in facilities with environments that meet preservation standards, thereby ensuring their long-term preservation.

In addition to completing this move, planning began last year to relocate at-risk collections in the RCSF to the PC's newly optimized vaults in 2024-25, and special collections located in the Public Archives and National Library in Ottawa are being prepared for their relocation to Ādisōke in 2026-27. Furthermore, the installation of the new heating, ventilation, and air conditioning system at the Nitrate Film Preservation Facility will ensure a stable, cold and dry environment for nitrate film collections in 2024-25.

- **Mould remediation greatly extended the life of at-risk documents**

The environmental conditions in LAC's facilities are managed to prevent mould growth. Unfortunately, some objects arrive at LAC with mould issues, which require freezing and remediation to allow their access to the public and ensure their preservation for current and future generations. In 2023-24, 97,927 items were treated for mould.

- **LAC exceeded its target for amount of digital material preserved**

In 2023-24, LAC preserved 2,274 terabytes (TB) of new digital material, increasing the cumulative number of terabytes of digital material preserved to 15,334 TB, exceeding its target of 14,000 TB. Among the digital material preserved was the 1931 Census data, which was processed to both data tape at the PC and to DAMS for ongoing active digital preservation. Public access copies of this material were also made available online. Finally, 13,510 GB of Web resources, including social media, was preserved and made accessible to the public through the [Government of Canada Web Archive](#).

Key risks

In the last fiscal year, LAC worked to mitigate the two key risks that were indicated in its 2023-24 Departmental Plan. The risks and the mitigation strategies were as follows:

- **Digital Capacity**

Risk

The 2023-24 Departmental Plan indicated that if LAC did not renew or improve the current systems and processes that underpin its digital operations, its ability to deliver its mandate effectively and efficiently could be affected. In addition, some of the technology used by LAC to inventory and describe collections is aging and obsolete.

Mitigation measures

In 2023-24, DAMS facilitated processing new acquisitions and existing collections, which allowed LAC to exceed most of its service standard targets for published materials. LAC is also planning to expand DAMS processing for archival records in alignment with archival catalogue renewal.

Furthermore, LAC made headway on AIRI, which is exploring archival information management systems and technologies to pursue replacing its aging database, MIKAN. It also published its Guideline on the Essential Level of Arrangement and Description for Government Archival Records and its [Operational Standard for Digital Archival Records' Metadata](#), both of which support Information Management practices across Government of Canada organizations and more efficient digital processing, preservation and access processes.

- **Physical infrastructure and collections**

Risk

Some of LAC's facilities are aging and do not meet the standards for optimal preservation. Without the capacity to meet its obligations regarding the real property portfolio that manages the preservation of collections, LAC may not be able to meet its growing specialized storage needs.

Mitigation measures

The completion of the PSF in 2022 and the continued optimization of the vaults in the PC will help ensure the proper preservation of the growing number of collections in LAC's care. In addition, in March 2024, LAC received approval to proceed with two major projects at the RCSF. The projects will address the imminent risks of roof and electrical system failures, both of which would impact the facility's ability to support LAC's Preservation program. Investing in the RCSF to remediate these two urgent requirements will help LAC to continue storing part of its growing collections over a minimum of 20 years in adequate environmental conditions.

Resources required to achieve results

Table 4: Snapshot of resources required for Core responsibility 1: Acquiring and preserving documentary heritage

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

Resource	Planned	Actual
Spending	\$80,403,544	\$84,992,506
Full-time equivalents	443	396

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

Related government-wide priorities

Gender-based analysis plus

LAC’s activities and initiatives for the acquisition, description and preservation of documentary heritage are supported by gender-based analysis plus (GBA Plus) approaches that respect distinctions and are culturally appropriate. LAC continued to apply these approaches to its initiatives related to the description of the collections in its care using vocabulary that is respectful, culturally appropriate and historically accurate.

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

LAC has undertaken two major projects at the RCSF, which support two United Nations Sustainable Development Goals (SDGs). The preferred roof replacement system for the collections facility was selected based on the increased resiliency it provides against climate hazards and has a life expectancy of 35 years. This is in line with SDG 9, which involves building resilient infrastructure, promoting sustainable industrialization and encouraging innovation.

In addition, SDG 12, which involves establishing sustainable means of consumption and production through efficient use of resources and energy, is supported by the electrical distribution system replacement. The new system includes a new transformer, low voltage switchgear and backup diesel generator, which would ensure the collections remain in a climate-controlled environment and that onsite staff remain safe should severe weather conditions cause a transformer or hydro grid to fail. The system is cost-effective to operate and has a life expectancy of 40 years.

It is also notable that in 2023, LAC’s PSF, which opened in 2022, won the Canadian Consulting Engineering Award and the Engineering a Better Canada award. The controlled environments of this eco-friendly building are based on improved refrigerant management and regenerative braking technology, which allows it to achieve the highest standards of sustainable development.

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 the [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 the GC InfoBase](#).

Core responsibility 2: Providing access to documentary heritage

In this section

- [Description](#)
- [Progress on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government-wide priorities](#)
- [Program inventory](#)

Description

LAC provides access to its collections, while respecting legal, policy and contractual obligations. Using cutting-edge technologies, LAC enables Canadians to access and consult its 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. As well, 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.

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Core responsibility 2: Providing access to documentary heritage. Details are presented by departmental result.

Table 5: Targets and results for Canadians increasingly access Canada’s documentary heritage

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

Table 7: Canadians are more aware of their documentary heritage

The following tables (5-7) provide a summary of the targets and actual results for each indicator associated with departmental results related to Core Responsibility 2: Providing access to documentary heritage

Table 5: Canadians increasingly access Canada’s documentary heritage

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of images from LAC collections digitized	5.5 M images	March 31, 2024	2021–22: 2.4 M 2022–23: 3.5 M 2023–24: 5.7 M
Number unique visitors to LAC’s website and on-line applications	3 M unique visitors	March 31, 2024	2021–22: 2.8 M 2022–23: 2.2 M 2023–24: 1.8 M
Number of service transactions onsite and remotely performed from LAC’s national service points in Ottawa, Halifax, Winnipeg and Vancouver	60,000 transactions	March 31, 2024	2021–22: 50,517 2022–23: 63,012 2023–24: 56,868

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of ATIP requests processed in comparison with the total of active requests	70%	March 31, 2024	2021–22: N/A 2022–23: 38% 2023–24: 55%

Table 7: Canadians are more aware of their documentary heritage

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of participants that attended exhibitions and events delivered by LAC or in collaboration with other organizations	150,000 participants	March 31, 2024	2021–22: 177,527 2022–23: 165,741 2023–24: 222,836
Number of collection items loaned for exhibitions	75 loaned items	March 31, 2024	2021–22: 51 2022–23: 75 2023–24: 66
Percentage of Documentary Heritage Communities Program recipients that have fully achieved their expected results	90%	March 31, 2024	2021–22: 91% 2022–23: 85% 2023–24: 97%¹
Percentage of Listen, Hear Our Voices Contribution Program recipients that have achieved their expected results	85%	March 31, 2024	2021–22: N/A 2022–23: 100% 2023–24: 100%²

Departmental Result Indicators	Target	Date to achieve target	Actual Results
<p>¹ This result reflects an analysis of the data received to date. LAC funded 38 projects in 2023-24 and received 33 final reports. Three organizations have received an extension to complete their project and will submit their final report later this Fall. Two organizations that are working on multi-year projects that will continue next year have submitted an end of year report and are on track to meet expectations. Following an analysis of the 33 final reports received to date, 30 are successful, one project is considered unsuccessful, and two require additional clarifications before they can be evaluated.</p> <p>² This result reflects an analysis of the data received to date. LAC funded 28 projects through the Listen, Hear Our Voices Contribution Program in 2023-24, 16 of which are multi-year projects. Of the 12 projects ending in 2023-24, eight have submitted their final reports. These eight recipients have all reported that the projects fully achieved their expected results. The final reports for the remaining four projects have been delayed and are not a part of this analysis.</p>			

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

Details on results

The following section describes the results for providing access to documentary heritage in 2023-24 compared with the planned results set out in LAC's Departmental Plan for the year.

Canadians increasingly access Canada's documentary heritage

Successful digitization efforts have made LAC's collections more accessible, while improvements to online services and the development of a new user-centric service strategy will increasingly provide opportunities for the Canadian public to access their documentary heritage.

Results achieved

- **LAC's digitization efforts have made more content accessible**

LAC has long recognized that digitization will play a key role in increasing discoverability and access to the collections in its care. In 2023-24, LAC surpassed its target, making 5.7 million more images accessible to the public through digitization. The addition of a digitization team in LAC's regional centre in Winnipeg contributed to LAC exceeding its target of 2 million images for ATIP response. A total of 2.4 M images were digitized for ATIP in 2023-24. LAC also exceeded its target connected to the [We Are Here Sharing Stories](#) initiative, digitizing 237,028 images of Indigenous content from the Inuit Women's Association fonds, the RG 85 Northern Administration Branch Central Registry and the Isabel York and Arthur H. Tweedle fonds.

A major digitization and description initiative underway: the Indian Day Schools Project

In 2023-24, LAC prioritized removing barriers to accessing historical materials for Indigenous communities, survivors and individuals. It created a special team to prepare for the digitization of archival records related to the federal Indian Day School system. Though this initial preparation required more time than expected, LAC was able to digitize 1,971,982 images and is now on track to reach the target of 6 million pages by March 2025. Description work also began in 2023-24, with 100,035 pages described by the end of the year. Now that the digitization preparation is complete, LAC will aim to describe 536,000 pages per month moving forward so that it can reach its targets for 2025. Importantly, LAC engaged with Indigenous partners so that their needs and expectations for the project are integrated into project plans, priorities and

work, as well as into the planning of ongoing work at LAC beyond the end of the project. The lessons from these engagement interviews will be used to increase access to the materials.

In February 2023, LAC completed its Digitization Strategy 2023–2030 to support LAC’s commitment to preserving the collections in its care for future generations and making them available online to Canadians from coast to coast. Based on the foundational principles of access and discoverability, reconciliation, EDIA and preservation, the Digitization Strategy will be integral to LAC maintaining relevance, attracting new users and improving access to its collections.

- **LAC modernized systems and online platforms to increase access**

In 2023-24, LAC continued to modernize its digital services to facilitate access to the collections and improve the online experience for users. LAC worked to create new Web research tools related to immigration records, new features for the [ATIP request submission tool](#) and improved the [Census Search](#) based on user feedback. LAC also added more records to [Collection Search](#), including those related to World War I and the British Royal Navy, and made improvements to this search engine based on user suggestions. LAC’s description work improved the discoverability of government records and new research help pages were added to the website to aid in genealogical research. In addition, LAC launched the public access layer of the [Government of Canada Web Archive](#), making 3.1 billion documents available.

DAMS in action: Public access to the 1931 Canadian census

The first collection to be processed and made accessible to the public through DAMS, the records and images of the 1931 Canadian census were made publicly available to Canadians on June 1, 2023. This achievement was due to the successful operationalization of DAMS and the commitment and efficiency of LAC staff, who digitized and described thousands of documents so that the records would be accessible as soon as they were eligible for public release. Furthermore, to support the public research of these records, LAC created finding aids, guides and a blog series that featured tips for navigating the records.

These efforts resulted in 1.8 million unique visitors to LAC’s website, which does not factor in unique visitors to its main application, Collection Search. Since launching the new website, LAC has been driving visitors to this search interface directly to complete their tasks more efficiently. In 2024-25, LAC will be able to report on unique visitors consulting Collection Search in addition to its website, which will provide a more accurate view of the online visitor experience. Of note, Collection Search receives approximately 3 million queries per month. In fact, LAC’s Collection Search and Aurora catalogue received a total of 52 million queries in 2023-24, indicating that the public is actively accessing LAC’s collections online.

Improvements to online services based on user feedback is ongoing and the current development of interpretative plans are also aimed at improving the online experience and attracting new users. On a monthly basis, LAC receives over 500 comments from users through its online channels, like the online feedback form. The comments and feedback are categorized and shared throughout the organization to inform improvements.

- **Internal and external collaboration helped to make more records available**

Recognizing the power of collaboration to help make material more available, LAC engaged in numerous partnerships and collaborative ventures, both internally and externally. Last year’s

release of the records related to the 1923 *Chinese Immigration Act* (commonly known as the Chinese Exclusion Act) required successful collaboration across teams at LAC to review for privacy and to digitize and describe the material, all while establishing partnerships with members of the Chinese Canadian community to improve and strengthen descriptive metadata. To ensure broad access and to increase awareness of these records, LAC worked with FamilySearch International and the [Canadian Research Knowledge Network](#) to host the digital images on a public and free platform.

Further collaborative digitization ventures allowed LAC to enable access to more of Canada's heritage in the interest of the public, academics and local communities. The initiation of a three-year partnership with [Internet Archive Canada](#) aims to digitize books and make them available to the public free of charge, with the first two months of this partnership already having generated over 375,000 images. In addition, in support of ongoing academic research, LAC continued its collaboration with the University of Victoria on the [Mountain Legacy Project](#), conducting the digitization and description of glass-plate negatives that highlight the impacts of climate change. LAC also engaged the community in its digitization efforts, welcoming 15 projects in [DigiLab](#), a hands-on facility that allows users to digitize material in LAC's collections that is of value to their research or communities, while simultaneously making this material available online for general public access once digitized.

- **LAC continued to support users onsite and remotely**

While providing its [services to the public](#) across Canada, LAC performed 56,868 service transactions related to reference, genealogy, orientation and reprography, either online, by phone, email, fax, mail or in person. In-person visits to specialized physical collections increased in 2023-24, with more visitors accessing restricted documents, special collections and microfilm onsite. In fact, the number of visitors to LAC's Public Archives and National Library in Ottawa increased by 11% from 2022-23. Furthermore, 24,138 containers of material were circulated to external clients, with an additional 53,762 containers of material circulated internally to LAC staff working on a variety of requests and projects in service of LAC's users.

As part of its commitment to ensure its collections are accessible to its diverse range of users, LAC provided Indigenous users with specialized services for access to materials and research support. Approximately 8% of reference requests received in 2023-24 were related to Indigenous topics. In addition, Indigenous Reference Services (IRS) supported 42 requests from Indigenous groups through reference appointments, workshops, presentations or in-person visits. Training was also developed and delivered so that LAC staff can better support Indigenous users.

- **LAC is working to transform its user services**

LAC worked diligently in 2023-24 on tools and strategies that would attract new audiences and improve visitor access to services, with a particular focus on developing service models for LAC's new joint facility with the Ottawa Public Library, [Ādisōke](#), set to open in 2026. The new building is currently 53% complete, with construction continuing to progress on schedule.

New services at Ādisōke, including a unique makerspace, engaging exhibition spaces and immersive experiences, will be aimed at meeting the needs and interests of both current and new users. LAC also continued to advance its vision for Ādisōke's core spaces, such as the Welcome and Orientation Venue, the Family and Community History Centre and the Research and Reading Room, which are designed to engage with all visitors.

The transformation of LAC's services extends beyond the planning for Ādisōke. New service models are also being developed for LAC's other service points. In 2023-24, LAC extended the hours to its consultation rooms at 395 Wellington Street to improve access to its collections.

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

Major leaps were made in 2023-24 to increase LAC's capacity to process Access to Information and Privacy (ATIP) requests, which have allowed the organization to improve client services and adequately support Government of Canada litigation proceedings.

Results achieved

- **LAC increased its capacity to process ATIP requests**

2023-24 marked a significant increase in LAC's capacity to efficiently process ATIP requests. Although the 55% of ATIP requests processed fell short of the 70% target, it is a notable improvement over the previous year's result of 38%. In 2023-24, LAC closed 14,653 ATIP requests, 3,492 more than in 2022-23. This included 301 requests in support of the Canadian Armed Forces – Department of National Defence Sexual Misconduct Class Action. Furthermore, 61% of ATIP requests were responded to within the statutory time limits, well over the 25% projected for 2023-24. Significantly, the ATIP team was also able to reduce the wait time for access requests to military and intelligence documents from 200 days to 50 days. The ATIP Complaints Management Team also reduced the queue of complaints identified by the Information Commissioner; it processed 123,000 pages of records in 2023-24, reducing the queue of complaints by 46% and exceeding the targeted 12.5%.

These advancements were due largely to LAC's continued implementation of its [ATIP Action Plan](#), which was initiated in 2022 after it received temporary funding to increase its capacity to process ATIP requests. LAC also adopted the online Government of Canada Portal for incoming ATIP requests, which provided clients with one channel to submit their requests. Policy and procedural changes were also implemented to improve services, and an additional five secure terminals to process classified information were installed in 2023-24.

In addition to processing requests, LAC supported the Government of Canada response to the fourth settlement agreement related to the LGBT Purge, affecting members of the Canadian Armed Forces, the Royal Canadian Mounted Police and the federal public service.

Canadians are more aware of their documentary heritage

Involvement in a variety of exhibitions, an increased online presence and continued support of local and Indigenous communities has allowed LAC to spread awareness of the collections in its care. Participation on international committees and in international conferences has also given LAC a presence on the world stage.

Results achieved

- **Exhibitions and events exposed the Canadian public to the breadth of LAC's collections**

With 222,836 participants attending exhibitions or events held by LAC or delivered in collaboration with other organizations, more people than anticipated were made aware of the national collections in its custody. Two important exhibitions, [Pulling their Weight: Dog Teams in](#)

[Indigenous and Canadian Art](#), a collaborative venture with the National Gallery of Canada, and [Unexpected! Surprising Treasures from Library and Archives Canada](#), held at the Canadian Museum of History, introduced important objects from Canadian history to over 200,000 visitors. Furthermore, the loan of 66 original objects from photographs by Yousef Karsh to a songbook of labour activist songs, in addition to numerous digital reproductions, helped to disseminate LAC's collections to a wide audience across the country, the United States and the United Kingdom.

Successful collaboration: Treaty 3 travels to Grand Council 3 Territory

Exemplifying LAC's dedication to meaningful engagement with the communities it serves and its commitment to reconciliation, LAC worked collaboratively with Grand Council Treaty 3 (GCT3) to exhibit Treaty 3 and its related documents in various communities in Ontario and Manitoba. Signed between the Saulteaux peoples (a branch of the Ojibwe Nations) and the Government of Canada on October 3, 1873, Treaty 3 was an agreement between the parties to share 55,000 square miles of land and resources. Though digital copies of most treaties can be consulted on LAC's website, the travelling exhibition, conceived to commemorate the 150th anniversary of its signing, offered a unique opportunity for the 28 First Nations Treaty 3 communities to see the original documents. LAC and GCT3 worked together to ensure access, promote reconciliation and safeguard the documents. A ceremonial feast performed by Elders in the community was held before the documents were returned to LAC.

Beyond exhibitions, LAC held 119 public events in 2023-24, attracting 3,728 participants to its book launches, panel discussions and symposiums. LAC held events at the Ottawa Black Film Festival, LAC Scholar Awards, Salon du livre de l'Outaouais and Freedom to Read Week. It also opened the doors to the Preservation Centre in Gatineau, welcoming 823 visitors through 80 guided tours.

Furthermore, to respond to the needs of Indigenous communities and to help spread awareness of Indigenous documentary heritage in the collections it preserves, LAC undertook numerous meaningful outreach initiatives. The Indigenous Reference Services team gave a presentation in Iqaluit on how to search LAC's collection and met with Inuit Tapiriit Kanatami researchers in Ottawa. LAC also partnered with the Vancouver Public Library to facilitate workshops and sessions on Indigenous genealogy, joined the Royal British Columbia Museum for a presentation on the same subject, and facilitated a tour of LAC's Winnipeg service point for University of Winnipeg students.

To build on its successes, LAC also revised its programming strategy so that it can continue to engage with the Canadian population and attract new users. Working to better define its current and potential audiences, LAC created an interpretive plan to guide the development of new public programs, events and exhibitions.

- **LAC's contribution programs successfully supported local and Indigenous documentary heritage**

Recognizing the importance of keeping documentary heritage within the community from which it originates, LAC supported local and Indigenous organizations and groups in increasing awareness of and access to archival materials within their communities through the [Documentary Heritage Communities Program](#) (DHCP) and [Listen, Hear Our Voices](#) (LHOV) initiative. Both programs were very successful in 2023-24, with almost all those who have

submitted final reports indicating that the projects funded by LAC achieved their expected results.

Through DHCP, LAC funded 38 projects, including the Multicultural History Society of Ontario's Archival Management Project to review, appraise, arrange and describe its collection, and the North Shore Micmac District Council for a preservation project to compile, categorize, catalogue, digitize and display work by Indigenous artist, Nelson Cloud. Supporting efforts to identify, digitize and preserve documentary heritage related to Indigenous languages and cultures, the LHOV program provided \$1.8 million dollars to 25 projects led by First Nations, Métis and Inuit organizations, including the Council of Yukon First Nations, Gwich'in Tribal Council and Kitsumkalum First Nation, all of whom undertook significant digitization, description and migration projects.

- **LAC increased its online presence and effectively engaged with the public on social media**

In an effort to attract new users and engage the public, LAC significantly increased its activity on social media in 2023-24, publishing 2,283 posts: a 68% increase from 2022-23. LAC posts on Facebook, X (Twitter), Instagram, LinkedIn and YouTube received 170,217 reactions (shares or comments) from members of the public. All platforms saw an increase in interactions with the exception of X (Twitter), which decreased due to outside factors concerning the platform itself.

Positively engaging communities online: the Project Naming initiative

Particularly successful was the [Project Naming initiative](#), where LAC published three photos each week on Facebook and X (Twitter). Collaborating with the Nishnawbe Aski Nation, LAC launched the "Finding Kin" pilot project in conjunction with Project Naming, and the positive audience response was overwhelming. The project resulted in an increase of 334 followers on Facebook and a 729% increase in page visits. The success of the initiative was such that it was featured in a Radio-Canada documentary and was featured on CBC Morning Radio in Sudbury and APTN's national news.

LAC also reached users and shared knowledge of the collections in its care through [podcasts](#), [blog posts](#) and [Flickr albums](#). LAC released seven podcasts in 2023-24, including its *Treasures Revealed* series, which discussed objects in LAC's collections that told stories about important moments in Canada's history, from communication in the Second World War to the Chinese labourers who built the cross-country railway and the First Nations peoples who were displaced by its construction. In addition, 47 "Discover Library and Archives Canada" blog articles, published in both official languages and covering a wide variety of subjects from literature and arts to important historical events, attracted 250,259 visitors in English and 70,572 visitors in French. Among the most popular were the seven blog posts published in anticipation of the release of the 1931 Canadian census records and the series "Cooking with Library and Archives Canada", which documented the creation of recipes from historical cookbooks in LAC's collections and recreated by LAC staff. Thirty Flickr albums consisting of 873 new images that received almost 1.6 million views were produced both as independent projects and in support of LAC's podcasts, blogs and exhibitions.

- **LAC continued to advance its Indigenous Heritage Action Plan**

Numerous initiatives helped to advance LAC's [Indigenous Heritage Action Plan](#), such as the digitization of the Indian Day School records, the work of Indigenous Reference Services and the Listen, Hear Our Voices and We are Here Sharing Stories programs. In addition, LAC initiated

consultations with the [Indigenous Advisory Circle](#) in 2023-24 and implemented an Indigenous cultural awareness plan, organizing 17 awareness sessions and sharing circles for LAC employees.

LAC also continued the dialogue to strengthen ties with the [National Centre for Truth and Reconciliation](#) (NCTR). As co-chair of the National, Provincial and Territorial Archivists Conference (NPTAC)—which is a significant platform facilitating communication between the Government of Canada and the provincial/territorial archives—LAC invited the NCTR’s Head of Archives to participate in NPTAC meetings. The inclusion of the NCTR at these meetings and allotting them speaking time on each agenda allows them to raise and discuss issues of concern at both the federal and provincial/territorial levels. In addition, LAC met with the NCTR on a regular basis on improving access to records with Indigenous content.

- **LAC engaged with stakeholders at home and abroad, strengthening its national and international presence**

In keeping with its vision to develop its expertise and share it with the world, 2023-24 saw LAC increase its presence on the international stage. This past year, Leslie Weir, Librarian and Archivist of Canada, joined the Executive Committee of the [International Council of Archives](#) (ICA) Forum of National Archivists, and was elected as President-elect of the [International Federation of Library Associations and Institutions](#) (IFLA). She has been elected to serve as President of the IFLA from 2025 to 2027. Also, by participating in a number of conferences, Ms. Weir ensured that Canada’s voice is included in the international discussion of libraries and archives.

LAC was also involved in a number of domestic engagement activities with stakeholders and the archival community. It attended the four NPTAC meetings. Its [Youth Advisory Council](#) met every month from November to March to discuss how LAC could improve services and outreach. The [Official Language Minority Communities](#) group and the [Stakeholders Forum](#), whose members represent the diverse expertise and perspectives of Canada’s documentary heritage community, also met regularly in 2023-24.

Key risks

In the last fiscal year, LAC worked to mitigate the two key risks related to this core responsibility that were indicated in its 2023-24 Departmental Plan. The risks and the mitigation strategies were as follows:

- **Public services**

Risk

LAC will need to continue improving the services it provides to maintain its relevance and meet the changing needs of its current and future users. This is particularly pressing in the context of *Ādisōke*, which will be welcoming a wide range of new visitors not familiar with LAC’s services.

Mitigation measures

LAC prioritized the development of a new programming strategy which would impact all of LAC’s service points, but in particular was envisioned with *Ādisōke* in mind. To support the strategy, LAC also developed a new audience framework, which aims to identify the motivations and needs of future and current users of LAC’s services.

Furthermore, efforts to acquire and make accessible material that reflects a diversity of voices will help to draw new interest in LAC’s collections across the spectrum of Canada’s cultures and populations. New online initiatives, through social media, blog posts and improved web services, will also assist LAC in reaching a multitude of Canadians.

- **Access to Information and Privacy (ATIP)**

Risk

LAC is at risk of lacking the capacity to efficiently meet its legal obligations under the [Access to Information Act](#) and the [Privacy Act](#). LAC’s ATIP responsibilities far surpass that of other federal departments, as it is the custodian of billions of pages of records held on behalf of Government of Canada organizations.

Mitigation measures

LAC continued to implement the ATIP Action Plan in 2023-24 by hiring staff and updating procedures to improve workflows. This year’s results demonstrated a significant increase in its capacity to deal with ATIP requests. LAC continued to support [Public Safety Canada](#) and [Treasury Board Secretariat](#) in discussions on how to improve declassification efforts across the Government of Canada.

Resources required to achieve results

Table 8: Snapshot of resources required for Providing access to documentary heritage.

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

Resource	Planned	Actual
Spending	\$76,829,661	\$83,411,737
Full-time equivalents	454	444

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

Related government-wide priorities

Gender-based analysis plus

Access to LAC-lead national collections activities and initiatives are supported by GBA Plus approaches, and they are distinctions-based and culturally appropriate. GBA Plus has demonstrated LAC’s alignment with the six pillars of the Government of Canada’s Gender Results Framework. It is also consistent with the [Accessible Canada Act](#) (S.C. 2019, c. 10).

Since ATIP legislation does not allow for the collection of applicant data, LAC’s GBA Plus focuses on the broader equity-seeking communities served by LAC’s ATIP team. In particular, the function has a positive direct and indirect impact on these communities, meeting the growing demand for historical documents to support settlements of past harms and discrimination, and advancing reconciliation between the Government of Canada and Indigenous peoples.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals
Aligned with Sustainable Development Goal 9, which entails building resilient infrastructure, promoting sustainable industrialization and encouraging innovation, Ādisōke, the joint facility between LAC and the Ottawa Public Library is targeting the level of LEED® certification and a “net-zero carbon” standard.
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 the [Departmental Sustainable Development Strategy](#).

Program inventory

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

- Public services program
- Access to Information and Privacy program
- Outreach and support to communities program

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

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

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

Progress on results

This section presents details on how the department achieved results and met targets for internal services.

- **LAC finalized its first Real Property Portfolio Strategy**

With six collections facilities and four locations from which the public can access the collections, LAC's real property portfolio required a consistent and collaborative management approach. To this end, LAC's first Real Property Portfolio Strategy (RPPS) was approved in April 2023 after years of collaborative work across the organization. Outlining the key risks, vision and long-term goals for its real property portfolio, the RPPS is a significant step toward strengthening LAC's real property custodian role. LAC is now currently working on an implementation plan for the RPPS that will address the organization's real property requirements based on collections growth and organizational requirements.

In support of LAC in its custodian role of collections storage facilities, the RPPS is aligned with the [Greening Government Strategy](#) and the [UN 2030 Agenda](#) and the [Federal Sustainable Development Strategy](#), as outlined in [LAC's Departmental Sustainable Development Strategy](#).

- **LAC improved its data management**

While internal digital services experts directly contributed to supporting LAC's programs as mentioned in the sections above, LAC's Data Strategy, an organization-wide initiative, was finalized in 2023-24. Updated to better align with Vision 2030's goals of prioritizing user access and collaboration, the Data Strategy addresses the management of its own corporate data, in addition to its collections data and the metadata describing these collections. To put this strategy into action, LAC also developed the Data Strategy Action Plan, which contains initiatives, programs and projects that will be implemented and monitored for the next several years.

- **LAC continued to work towards a diverse workforce and a safe and healthy work environment**

In line with the key element of LAC's Vision 2030, "Supporting our people, sustaining our heritage", the Strategic Direction for People Management was approved in 2023-24. The strategy will help LAC recruit a diverse workforce and develop their talent, boost efficiency and future planning and support a healthy, safe and inclusive workplace that promotes well-being. The new Talent Acquisition and Retention Strategy and ambitious recruitment initiatives were also developed to meet this goal. In addition, LAC's new security plan (which includes people and collections) now has a cybersecurity component.

In keeping with federal and organizational efforts to highlight EDIA in all its activities, LAC continued to implement these principles in its hiring and people management practices. Furthermore, as part of the implementation of its [Accessibility Plan](#), LAC launched the Government of Canada Workplace Accessibility Passport to support persons with disabilities in their conversations to get the tools, supports and measures they need in the workplace, including appropriate equipment and accommodations.

LAC also continued to support its staff in the hybrid work environment and to promote effective collaboration and performance by maximizing the benefits of both in-person and virtual work. Tools such as the MyWorkArrangements application and ergonomic process request were also

put in place to assist management and employees in meeting prescribed attendance requirements.

- **Fostering strategic alignment through internal engagement and integrated approaches**

LAC continued to develop and apply integrated and sustainable approaches throughout the organization to align its resources and activities with the Government of Canada and LAC’s strategic direction. The success of its strategic direction to put users first, while also enhancing capacity, processes and tools, requires consultation and collaboration among all of LAC’s staff. To support sound financial management, LAC continued to work on implementing a new financial system with additional technological capabilities. LAC also continued to review its governance structure and to take action to strengthen its real property custodial capacity by implementing a new monthly Real Property Investment and Project Oversight Committee.

Resources required to achieve results

Table 9: Resources required to achieve results for internal services this year

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

Resource	Planned	Actual
Spending	\$46,601,768	\$48,474,740
Full-time equivalents	331	286

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

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 will be fully implemented by the end of 2024-25.

LAC’s result for 2023-24:

Table 10: Total value of contracts awarded to Indigenous businesses¹

As shown in Table 10, LAC awarded 16.89 % of the value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2023-24 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$4,544,293.67
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$26,901,883.11
Value of exceptions approved by deputy head (C)	\$0.00

Contracting performance indicators	2023-24 Results
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	16.89 %
<p>¹ For the purposes of measuring performance against the minimum 5% target for FY 2023-24, the data in this table is based on how Indigenous Services Canada (ISC) defines “Indigenous business”, which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list.</p> <p>² Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000.00 (\$10K), and may include subcontracts with Indigenous businesses.</p> <p>³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10K.</p>	

In its [2023-24 Departmental Plan](#), the department forecasted that, by the end of 2023-24, it would award 5% of the total value of its contracts to Indigenous businesses.

LAC exceeded its 5% target mainly by using voluntary set-asides for planned expenditures on office furniture and information technology (IT) equipment and licences. To provide continual opportunities for Indigenous businesses, it is also LAC's standard practice to invite at least one Indigenous supplier to bid on all proposals for professional service requests.

LAC will ensure regular monitoring and reporting on progress towards these targets.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

Table 11: Actual three-year spending on 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.

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
Core Responsibility 1: Acquiring and preserving documentary heritage	\$80,403,544	\$99,452,394	<ul style="list-style-type: none"> • 2021–22: \$66,553,586 • 2022–23: \$107,998,456 • 2023–24: \$84,992,506
Core Responsibility 2: Providing access to documentary heritage	\$76,829,661	\$88,649,294	<ul style="list-style-type: none"> • 2021–22: \$30,336,866 • 2022–23: \$49,897,974 • 2023–24: \$83,411,737
Subtotal	\$157,233,205	\$188,101,688	<ul style="list-style-type: none"> • 2021–22: \$96,890,452 • 2022–23: \$157,896,430 • 2023–24: \$168,404,243
Internal services	\$46,601,768	\$49,657,948	<ul style="list-style-type: none"> • 2021–22: \$34,912,820 • 2022–23: \$42,604,485 • 2023–24: \$48,474,740
Total	\$203,834,973	\$237,759,636	<ul style="list-style-type: none"> • 2021–22: \$131,803,272 • 2022–23: \$200,500,915 • 2023–24: \$216,878,983

Analysis of the past three years of spending

Variations in **actual spending** are mainly due to the following:

- Acquiring, processing, preserving and providing access to the private files of the Right Honourable Stephen Harper (2017-18 to 2021-22)
- Implementing the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, announced in Budget 2021 (2021-22 to 2024-25)
- Supporting ATIP and litigation support functions to address the recommendations in the Office of the Information Commissioner's report (2022-23 to 2027-28)
- Implementing the federal framework to address the legacy of residential schools, announced in Budget 2022 (2022-23 to 2024-25)
- Implementing the LGBT Purge Class Action Final Settlement Agreement (2023-24 to 2026-27)
- The real property portfolio, including the PSF, completed in Gatineau, Quebec in 2022 (actual expenditures in 2022-23 include a payment of \$36.1 million for the substantial completion of this construction project)
- The partnership between LAC and the Ottawa Public Library for the Ādisōke project
- Salary adjustments following the ratification of collective agreements.

More financial information from previous years is available on the [Finances section of the 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	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Core Responsibility 1: Acquiring and preserving documentary heritage	\$74,892,748	\$68,540,189	\$66,818,190
Core Responsibility 2: Providing access to documentary heritage	\$81,766,696	\$71,157,597	\$43,125,796
Subtotal	\$156,659,444	\$139,697,786	\$109,943,986
Internal services	\$43,147,246	\$40,672,881	\$40,161,445
Total	\$199,806,690	\$180,370,667	\$150,105,431

Analysis of the next three years of spending

Variations in projected spending are mainly due to the following:

- Implementing the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, announced in Budget 2021 (2021-22 to 2024-25)
- Supporting ATIP and litigation support functions to address the recommendations in the Office of the Information Commissioner's report (2022-23 to 2027-28)
- Implementing the federal framework to address the legacy of residential schools, announced in Budget 2022 (2022-23 to 2024-25)
- Implementing the LGBT Purge Class Action Final Settlement Agreement (2023-24 to 2026-27)
- The partnership between LAC and the Ottawa Public Library for the Ādisōke project
- The Refocusing Government Spending exercise, announced in Budget 2023
- Salary adjustments following the ratification of collective agreements

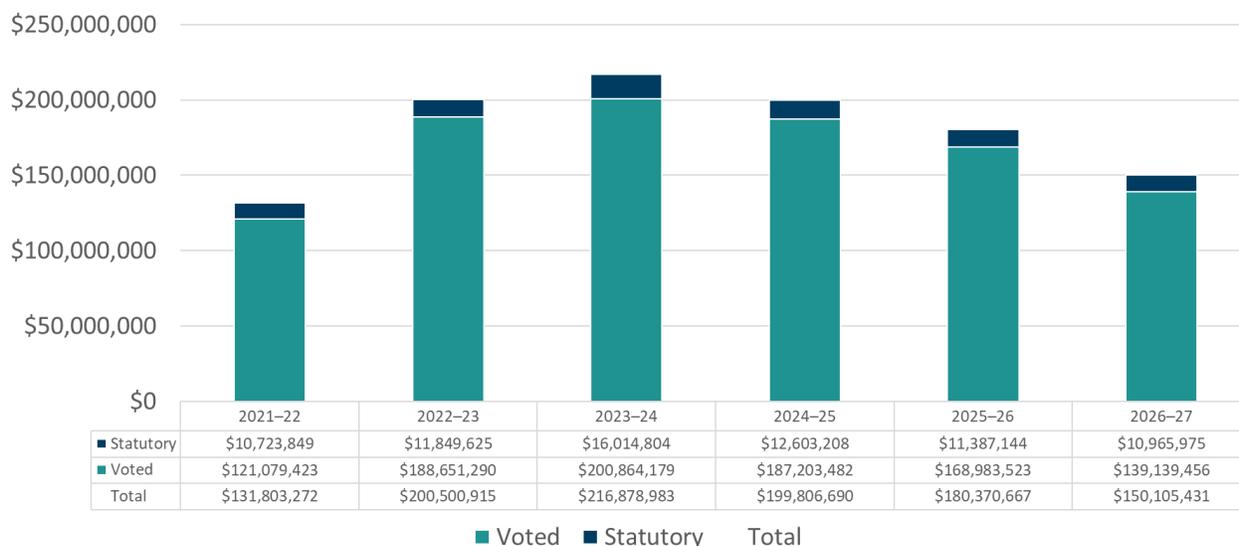
More [detailed financial information from previous years](#) is available on the Finances section of the GC Infobase.

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

Graph 1 summarizes the department's approved voted and statutory funding from 2021-22 to 2026-27.



This chart demonstrates the trend in LAC’s spending, in dollars, from 2021-22 to 2026-27, a period of six fiscal years (three actual and three planned, adjusted for the most recent Departmental Plan, 2024-25).

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

Budget variations are mainly due to the following:

- Acquiring, processing, preserving and providing access to the private files of the Right Honourable Stephen Harper (2017-18 to 2021-22)
- Implementing the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People*, announced in Budget 2021 (2021-22 to 2024-25)
- Implementing the federal framework to address the legacy of residential schools, announced in Budget 2022 (2022-23 to 2024-25)
- Supporting ATIP and litigation support functions to address the recommendations in the Office of the Information Commissioner’s report (2022-23 to 2027-28)
- Implementing the LGBT Purge Class Action Final Settlement Agreement (2023-24 to 2026-27)
- The real property portfolio, including the PSF, completed in Gatineau, Quebec in 2022 (actual expenditures in 2022-23 include a payment of \$36.1 million for the substantial completion of this construction project)
- The partnership between LAC and the Ottawa Public Library for the Ādisōke project
- The Refocusing Government Spending exercise, announced in Budget 2023
- Salary adjustments following the ratification of collective agreements

For further information on LAC’s departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

LAC’s [complete financial statements](#) (unaudited or audited) for the year ended March 31, 2024, are available online.

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

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

Table 13: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2024 (dollars)

Table 13 summarizes the expenses and revenues for 2023-24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	\$215,364,041	\$196,091,519	\$19,272,522
Total revenues	\$4,129,858	\$2,501,779	\$1,628,079
Net cost of operations before government funding and transfers	\$211,234,183	\$193,589,740	\$17,644,443

Total expenses for the fiscal year 2023-24, amounted to \$215.4 million, an increase of \$19.3 million over the previous year's planned results. This increase is mainly attributable to the following supplementary estimates approved by Parliament during the fiscal year (Supplementary Estimates B and C):

- LGBT Purge Class Action Final Settlement agreement (\$2.3 million)
- Adjustments and retroactive payments following the ratification of collective agreements (\$11.1 million)
- 2022-23 carry-forward for operating budget (\$5.9 million)

Total revenues for fiscal year 2023-24, amounted to \$4.1 million, an increase of \$1.6 million compared to planned results, mainly due to new cost-recovery agreements with other government departments.

The 2023–24 planned results information is provided in LAC's [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 14 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	\$215,364,041	\$169,273,013	\$46,091,028
Total revenues	\$4,129,858	\$3,914,060	\$215,798
Net cost of operations before government funding and transfers	\$211,234,183	\$165,358,953	\$45,875,230

Expenses

Total expenses for fiscal year 2023-24, amounted to \$215.4 million, an increase of \$46.0 million over the previous year's total expenses. This increase is mainly attributable to:

- An increase in salaries and benefits expenses of \$36.2 million mainly due to adjustments and retroactive payments following the ratification of collective agreements, as well as temporary funding for the following:
 - The initiative to support the Access to Information and litigation support function of LAC to respond to the recommendations of the Information Commissioner;
 - Implementation of the federal framework to address legacy of residential schools, announced in budget 2022;
 - Implementing the LGBT Purge Class Action Final Settlement agreement
- A decrease of \$2.2 million in payments in lieu of taxes following retroactive expenses incurred in 2022-23
- An increase of \$12 million in other expense categories, such as professional and special services, rental, acquisition of machinery and equipment and utilities, materials and supplies to support the Access to Information and litigation support initiative and the implementation of the federal framework to Address Legacy of Residential Schools, announced in Budget 2022.

Revenues

Total revenues for fiscal year 2023-24, amounted to \$4.1 million, an increase of \$0.2 million compared to previous year.

Table 15: Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2024 (dollars)

Table 15 provides a brief snapshot of the department's liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	\$167,133,651	\$160,872,755	\$6,260,896
Total net financial assets	\$29,980,161	\$21,561,390	\$8,418,771

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Departmental net debt	\$137,153,490	\$139,311,365	(\$2,157,875)
Total non-financial assets	\$335,735,199	\$306,794,059	\$28,941,140
Departmental net financial position	\$198,581,709	\$167,482,694	\$31,099,015

Liabilities

Total liabilities amounted to \$167.1 million as of March 31, 2024, an increase of 6.3 million over the previous year's total liabilities. This increase is mainly due to:

- An increase of \$8.3M in accounts payable and accrued liabilities mainly due to ratification of various collective agreements, as well as amounts due to other government departments and agencies, external parties attributable to the timing of invoices received and payments made.
- An increase of \$0.6M for vacation pay and compensatory leave;
- An increase of \$0.3M in employee future benefits;
- A decrease of \$2.7M in liabilities for the obligation under public private partnership;
- A decrease of \$0.2M in deferred revenues.

Assets

Total assets (including financial and non-financial assets) amounted to \$365.7 million as of March 31, 2024, an increase of \$37.4 million over the previous year's total assets. This increase is mainly attributable to:

- An increase in tangible capital assets, net of accumulated amortization, of \$28.9 million mainly due to capital investments made by LAC in the Ādisōke project and betterments to existing buildings.
- An increase of \$8.0 million in the amount due from the Consolidated Revenue Fund directly correlated with the increase in payables at year-end.

Human resources

This section presents an overview of the department's actual and planned human resources from 2021-22 to 2026-27.

Table 16: Actual human resources for core responsibilities and internal services

Table 16 shows a summary of human resources, in full-time equivalents (FTEs), for LAC's core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Core Responsibility 1: Acquiring and preserving documentary heritage	360	338	396

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Core Responsibility 2: Providing access to documentary heritage	242	310	444
Subtotal	602	648	840
Internal services	251	272	286
Total	853	920	1,126

Analysis of human resources over the last three years

The net variation in full-time equivalents among fiscal years is mainly due to changes in resources linked to:

- The initiative to acquire, process, preserve and provide access to the private files of the Right Honourable Stephen Harper (2017-18 to 2021-22)
- The initiative to implement the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, announced in Budget 2021 (2021-22 to 2024-25)
- The initiative to implement the federal framework to address the legacy of residential schools, announced in Budget 2022 (2022-23 to 2024-25)
- The initiative to support ATIP and litigation support functions to address the recommendations in the Office of the Information Commissioner’s report (2022-23 to 2027-28)
- The initiative to implement the LGBT Purge Class Action Final Settlement Agreement (2023-24 to 2026-27)
- To the real property portfolio, specifically the move of the collections to the PSF, completed in Gatineau, Quebec, in 2022

Table 17: Human resources planning summary for core responsibilities and internal services

Table 17 shows information on human resources, in full-time equivalents (FTEs), for each of LAC’s core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Core Responsibility 1: Acquiring and preserving documentary heritage	407	320	315
Core Responsibility 2: Providing access to documentary heritage	273	275	250
Subtotal	680	595	565

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Internal services	293	278	273
Total	973	873	838

Analysis of human resources for the next three years

The net variation in full-time equivalents over the next three years is mainly due to changes in resources linked to:

- The initiative to implement the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQA+ People*, announced in Budget 2021 (2021-22 to 2024-25)
- The initiative to implement the federal framework to address the legacy of residential schools, announced in Budget 2022 (2022-23 to 2024-25)
- The initiative to support ATIP and litigation support functions to address the recommendations in the Office of the Information Commissioner’s report (2022-23 to 2027-28)
- The initiative to implement the LGBT Purge Class Action Final Settlement Agreement (2023-24 to 2026-27)
- The partnership between LAC and the Ottawa Public Library for the Ādisōke projects, specifically to prepare for the move of the collections, scheduled for 2025-26
- The Refocusing Government Spending exercise, announced in Budget 2023

Corporate information

Departmental profile

Appropriate minister: The Honourable Pascale St-Onge, Minister of Canadian Heritage

Institutional head: Leslie Weir, Librarian and Archivist of Canada

Ministerial portfolio: Department of Canadian Heritage

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

Year of incorporation: 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](#)
- [Response to Parliamentary committees and external audits](#)
- [United Nations 2030 Agenda and the Sustainable Development Goals](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#). 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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

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

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person’s collective agreement.

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

An analytical tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and 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 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 socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government’s agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

What 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.

Indigenous business (entreprise autochtones)

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](#).

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.