Library and Archives Canada

2024-25 Departmental Results Report

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

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

Canada

Library and Archives Canada's 2024–25 Departmental results report

Contents:

At a glance

This departmental results report details Library and Archives Canada's actual accomplishments against the plans, priorities and expected results outlined in its [2024–25 Departmental Plan](#).

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

Key priorities

The 2024–25 fiscal year marked 20 years since the National Archives of Canada and the National Library of Canada merged to become Library and Archives Canada (LAC). The combination of these two major national collections under one roof has provided Canadians with increased opportunities, both in person and online, to explore, connect and engage with the complex, rich and diverse narratives, histories, cultures and experiences that have contributed to our Canadian identity. Following its strategic orientation and [Vision 2030](#), LAC continued in 2024–25 to embrace its unique role as Canada's collective memory. Understanding its collections belong to all Canadians, LAC focused on placing users at the heart of its operations and activities, aiming to make its collections more representative of Canada's diversity, to increase access to its holdings, and to engage with wider, more diverse audiences.

LAC identified the following key priorities for 2024-25:

- Deepening its commitment to reconciliation through the Indigenous Heritage Action Plan and continuing to build respectful relationships;

- Stabilizing its Access to Information and Privacy (ATIP) function and improving access to government records;

- Transforming its services to attract new audiences and better serving existing users to meet or exceed their expectations;

- Improving access to collections by advancing our digitization efforts, deploying a robust metadata strategy and improving our systems; and

- Integrating equity, diversity, inclusion and accessibility (EDIA) principles throughout its services, collection management and workforce to foster a welcoming and inclusive environment.

Highlights for Library and Archives Canada in 2024-25

- Total actual spending (including internal services): $212,373,164
- Total full-time equivalent staff (including internal services): 1,201

For complete information on LAC's total spending and human resources, read the Spending and human resources section of its full departmental results report.

Summary of results

The following provides a summary of the results the department achieved in 2024–25 under its main areas of activity, called "core responsibilities."

Core responsibility 1: Acquiring and preserving documentary heritage

Actual spending: $81,597,752

Actual full-time equivalent staff: 433

LAC's continued commitment to placing its users at the centre of its activities was a driving factor in its acquisition success in 2024–25. Improved processes, outreach and new acquisitions contributed to LAC acquiring a collection that is representative of Canada. New workflows for digital publications deposit and active engagement attracted new additions to the collection from a wider range of publishers. New guides and training for government departments and outgoing ministers and members of Parliament continued to facilitate record transfers, and a revised private archives acquisition orientation will focus LAC's efforts on collecting material that represents the multitude of cultures, histories and experiences that comprise Canada's diverse population and identity.

Process efficiencies helped LAC acquire documentary heritage in a timely manner. Partnering with other organizations also enabled LAC to increase awareness of its collections through other platforms, such as the Canadian Archive of Women in STEM, an initiative in collaboration with the University of Ottawa. LAC also made progress in putting into action its commitment to EDIA and reconciliation by continuing to update descriptions so that its collections are described with accuracy and respect.

LAC was busy in 2024-25 preparing the collections that will be moving to and exhibited at Ādisōke, its new state-of-the-art facility shared with Ottawa Public Library and scheduled to open in 2026. The Preservation Storage Facility and optimized vaults in the Preservation Centre in Gatineau continued to provide an optimal environment for LAC's collections, while the organization worked to maintain its other storage facilities. LAC's digital preservation efforts were particularly successful: the organization exceeded its target of total digital material preserved, announced its web archival collection documenting the Vancouver 2010 Olympic and Paralympic Games on the Government of Canada Web Archive, and served as host of @RiskNorth3, Canada's largest gathering of digital preservation specialists.

For more information on LAC's [Core responsibility 1: Acquiring and preserving documentary heritage](#), read the "Results – what we achieved" section of its departmental results report.

Core responsibility 2: Providing access to documentary heritage

Actual spending: $83,520,809

Actual full-time equivalent staff: 460

LAC's digitization efforts, improved online services, dynamic exhibitions and events, and effective outreach all contributed to LAC continuing to provide Canadians with access to their collective histories and stories. Better aligning its online services with user needs—particularly the Collection search tool—allowed LAC to improve the content-finding experience. While the majority of the collections are not digitized, in 2024–25 LAC digitized 10 million images, many for the Day Schools Project, making them more discoverable in support of LAC's reconciliation efforts.

LAC continued to make improvements to its ATIP function in 2024–25 so that it could provide better services to Canadians. Continuing its implementation of the [ATIP Action Plan](#), LAC closed over 15,000 ATIP requests, including 6,000 from its backlog. It also reviewed 2.1 million pages of records related to ATIP requests and improved its response times, responding to 72% of requests within legislated time limits. LAC was also able to improve service to its users through proactive review activities that made more records available to Canadians without requiring an ATIP request (over 4.5 million pages were opened this year through block review) and through a new platform that allows the public to access and download over 10,000 previously released files.

In line with its Vision 2030 and strategic direction, service transformation also remained a key priority for LAC, as it continued laying the groundwork for new and engaging services at Ādisōke. LAC finalized its Audience Framework, the foundation for a user-centric service delivery approach. It is seizing the opportunity brought about by Ādisōke to attract wider and more diverse audiences and exploring innovative ways to further engage with the public. LAC piloted new programs for Ādisōke and developed the new facility's inaugural exhibition, *Readers' Choice: Two Centuries of Canadian Bestsellers* (working title), all with the intention of providing new and exciting ways for users to meaningfully engage with the national collections.

For more information on LAC's [Core responsibility 2: Providing access to documentary heritage](#), read the "Results – what we achieved" section of its departmental results report.

From the Minister

The Canadian Heritage portfolio brings together organizations with varied mandates that work to promote culture, the arts, heritage and human rights. Together, they form one of the most diverse portfolios in the Government of Canada. These organizations—including Library and Archives Canada (LAC)—use their expertise to help us build a society that reflects who we are and that stands out on the world stage for its excellence, its creativity, its shared values and its diversity.

In 2024–25, LAC continued to build its collections to reflect the multitude of experiences, stories and cultures that constitute this country and shape the Canadian identity. LAC shared its collections with the Canadian public through exhibitions, events, and online and in-person services, all envisioned to meaningfully engage its wide-ranging users with their multilayered and collective history. Looking to the upcoming years, LAC set the groundwork for the services and experiences that will welcome an estimated 1.7 million visitors annually at its new facility, Ādisōke, which will serve as a key venue to showcase the breadth of experiences, ideas and histories that have helped shape Canada and define its place in the world at large.

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The past fiscal year also saw LAC demonstrate its leadership worldwide. Contributing aspects of our unique history to the Canadian Register of the UNESCO Memory of the World Programme and serving as host to an international symposium on the impact of artificial intelligence technologies in the heritage sector, LAC continued to share and promote its expertise, as well as Canada's culture and values, on the global stage.

I am proud to present the 2024–2025 Departmental Results Report for Library and Archives Canada. I am pleased to be able to count on the organizations in the Canadian Heritage portfolio to help us chart a path toward an even stronger and more united Canada.

The Honourable Steven Guilbeault

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

From the Institutional Head

This year, Library and Archives Canada (LAC) proudly celebrated its 20th anniversary while shaping promising paths for the future. Thanks to the dedication of every sector and partner, the transformation of our services as planned through Vision 2030 is well underway. We are confident that our institution will soon be better equipped to honour and promote the diverse histories and experiences that make up the Canadian identity.

In partnership with Ottawa Public Library, we continue to prepare for the anticipated 2026 grand opening of Ādisōke—our new, state-of-the-art facility and the new main location of LAC's public services. Over the past year, we advanced preparations for Ādisōke's inaugural exhibition and began preparing the showcase collections for their move to the new building. We also started developing our programming for the array of visitors Ādisōke will welcome, using new frameworks and tools designed to better understand and respond to their needs.

Always seeking to better connect LAC's collections with the interests of our audiences, we are working to optimize all of our services. Collection search, our main online search tool, has been improved to better serve the needs of LAC's users.

Since access to the collections remains a key priority, we continued to respond to more Access to Information and Privacy (ATIP) requests within legislated timelines, while also reducing the backlog of requests. We also provided access to over 10,000 previously released archival records, enabling consultation of them without having to submit an ATIP request.

To enhance access to the history and culture preserved in our vaults, we have added 10 million images to our digital collections, including many related to the Day Schools Records Initiative. We have also explored different ways to document and share the stories of our country's diverse communities by collaborating with stakeholders and advancing our work on Indigenous data sovereignty.

The collections at LAC have grown both in size and scope through outreach and engagement and improved processes. In fact, our efforts have enabled LAC to add over 8,000 new e-books and a range of notable analog acquisitions to the collections under our care. Additionally, we have continued to modernize the descriptions of the Indigenous and 2SLGBTQI+ collections with more accurate and respectful terminology.

As we continue to explore new ways to amplify the voices, experiences, narratives and cultures that are part of the Canadian identity, I hope you will enjoy learning more about our recent achievements in this report.

Leslie Weir
(she/her)

Librarian and Archivist of Canada

Results – what we achieved

Core responsibilities and internal services

Core responsibility 1: Acquiring and preserving documentary heritage

In this section

Description

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

Quality of life impacts

LAC's core responsibility of acquiring and preserving documentary heritage supports the Society domain of the Quality of Life Framework. In particular, it contributes to indicators such as a "sense of pride and belonging to Canada" and "positive perceptions of diversity," through the departmental result "LAC acquires a collection that is representative of Canada." Additionally, LAC advances the Good Governance domain by fostering "confidence in institutions," notably through the transfer of archival Government of Canada (GC) records into its collections.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Acquiring and preserving documentary heritage.

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

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Departmental Result 1: LAC acquires a collection that is representative of Canada in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual results
Percentage of federal institutions transferring records annually	10%	March 31, 2025	2022–23: 16.39% 2023–24: 24.07% **2024–25: 13.14%**
Percentage increase of published titles transferred to LAC in a digital format	25%	March 31, 2025	2022–23: 24.7% 2023–24: 17.8% **2024–25: 40.4%**
Percentage of target acquisition areas covered by an acquisition agreement	75%	March 31, 2025	2022–23: 92% 2023–24: 100% **2024–25: 96%**

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

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Departmental Result 2: Documentary heritage acquired by LAC is processed in a timely manner to make it searchable in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual results
Percentage of government records processed in keeping with service standards	60%	March 31, 2025	2022–23: 39% 2023–24: 58.5% **2024–25: 61.2%**
Percentage of published heritage processed in keeping with service standards	83%	March 31, 2025	2022–23: 83% 2023–24: 94% **2024–25: 93%**
Percentage of private archives processed in keeping with service standards	75%	March 31, 2025	2022–23: 81% 2023–24: 95% **2024–25: 91%**

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

Table 3 shows the target, the date to achieve the target and actual result for each indicator under Departmental Result 3: LAC's collection is preserved within standards for current and future generations

Departmental Result Indicator	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, 2025	2022–23: 65% 2023–24: 65% **2024–25: 57%**
Total number of terabytes of digital material preserved in LAC's collection (including born digital, digitized and migrated content)	15,500 Tb	March 31, 2025	2022–23: 13,060 Tb 2023–24: 15,371 Tb **2024–25: 17,371 Tb**

The Results section of the Infographic for LAC on GC Infobase page provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Acquiring and preserving documentary heritage in 2024–25 compared with the planned results set out in LAC's departmental plan for the year.

LAC acquires a collection that is representative of Canada

Simplified processes, outreach and new acquisitions helped LAC to expand and diversify its collections in 2024–25. It focused its efforts on making donations and transfer procedures easier for the communities, organizations, publishers and individuals whose material the organization is seeking to acquire. This emphasis on putting its users first is helping LAC better represent the multifaceted story of life and history in Canada.

Results achieved

- **LAC improved its services to GC organizations**
  As the custodian of millions of government records that constitute the memory of the Government of Canada (GC), LAC receives transfers of archival records from across the federal public service every year. In 2024–25, 13% of federal departments transferred their records to LAC, which the organization will work to process, preserve and make available to Canadians.

  As part of its continued effort to improve its services to federal institutions, LAC fulfilled the objective laid out in its 2024–25 Departmental Plan to update the tools, procedures and guidelines that support efficient records transfer and effective information management (IM) across the GC. In October 2024, LAC released its new Procedures for the Transfer of Physical and Analog Government Records and Procedures for the Transfer of Digital Government Records. These renewed procedures clarify transfer requirements, remove barriers to efficient acquisition, and better integrate with LAC's policy tools, current processes and systems. Cross-organizational coordination helped promote these new procedures to government departments.

  LAC also collaborated with external GC stakeholders to develop supplementary guidance to complement its Operational Standard for Digital Archival Records' Metadata. This guidance will

assist federal institutions in interpreting and applying to their IM practices the operational standard, which specifies the requirements for creating and maintaining metadata throughout the lifecycle of digital archival records, including when the records are transferred to LAC. It also began development of a communications strategy to share this operational standard with GC stakeholders.

LAC worked with the Canada School of Public Service to help ensure federal organizations are aware of the tools and services at their disposal. It offered a virtual info session on "Transfer Procedures for Government and Ministerial Records," which provided information on preparing government records for transfer to LAC and on IM support to ministers. LAC was also a participant at the IM Backstage Pass 2024 event, where it addressed digital records management, effective transfer procedures, and preservation techniques to maintain digital assets and archives.

In addition, LAC collaborated with TBS and other federal departments to improve policy supporting document declassification within the GC and to inform access to information reform processes. This has included LAC working closely with TBS to develop and implement the TBS [Policy Guidance on the Disclosure of Historical Records under the *Access to Information Act*](#).

- **LAC successfully attracted new published heritage acquisitions**
  Through new workflows and effective outreach, LAC exceeded its target percentage of published heritage titles transferred to the organization in a digital format by 15%. This success in expanding its published heritage collections will help LAC better represent the diverse cultures and experiences that make up Canada's rich histories and which have shaped the country's identity.

  Continuing to effectively operationalize its Digital Assets Management System (DAMS), LAC developed a high-volume workflow to significantly reduce the workload for trade publishers when submitting digital publications. LAC's active promotion of this process resulted in nearly 40 publishers adopting the new workflow and over 8,000 new e-book acquisitions. LAC also developed another intake process using DAMS to attract digital newspapers from small communities, which had been identified as an area to strengthen in LAC's collections.

  Through publisher engagement, social media, industry newsletters and networking, LAC continued to promote its legal deposit program, which collects published materials created in Canada intended for sale or public distribution. LAC's outreach included targeting the digital newspapers of small communities, an area underrepresented in the collections. These efforts resulted in over 400 publishers, self-publishers and associations submitting digital publications to LAC for the first time in 2024–25. The [Theses Canada](#) program also added more schools, including The Presbyterian College and Royal Roads University, and upgrades to program workflows increased engagement with participant universities.

  Further to these successes, LAC welcomed a diverse range of notable analog acquisitions to its published heritage collections, including over 1,000 books from the collection of distinguished Canadian book designer Frank Newfeld, 250 books from the collection of Lebanese-Canadian poet John Astor, and 700 books on the history of Newfoundland.

- **LAC's private archives acquisitions were focused on making the collections more representative of Canada's diversity**

LAC collected material from 96% of its targeted acquisition areas, making some significant acquisitions to develop its collections so that they can speak to a range of experiences and cultures in Canada. Some of the most notable acquisitions of the last year include the archives of:

- o Canada's first ethics commissioner, Mary Dawson
- o Acadian poet Herménégilde Chiasson
- o Former National Librarian Roch Carrier
- o Indo-Canadian journalist Haroon Siddiqui
- o Novelist and Giller Prize winner Madeleine Thein
- o Arab-Canadian author Rawi Hage
- o Long-time politician Lloyd Axworthy
- o Canadian artist Tony Urquhart

LAC also acquired 123 feature films funded by Telefilm Canada; a series of posters by Christos Pantieras that bring into focus the injustices of the LGBT Purge; the administration records of the NGO Legal Education and Action Funds, whose mission was to address gender inequality through legal means; and additions to its women in STEM archives. LAC also publicly announced its acquisition of the journal and letters of Kanyen'kehá:ka (Mohawk) Chief John Norton/Teyoninhokarawen, which it has digitized for public access.

Revising its private archives acquisition orientation was also a priority for LAC in 2024–25. The orientation provides the basis and focus for LAC's private archives acquisition efforts. After consultation with its stakeholders, LAC updated the orientation to represent a wider variety of communities and to ensure focus on reconciliation, EDIA and LAC's broad range of users, with a goal of helping LAC continue its work to make its collections representative of the cultures and experiences that form the Canadian identity and comprise Canada's life and history. The revised acquisition orientation will take effect in 2025–26.

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

Improving discoverability of records through both processing records in a timely manner and improving record descriptions continued to be a priority for LAC in 2024–25. LAC also continued to work to fulfill the commitment indicated in its Vision 2030 to reflect the diversity of voices across the country with cultural sensitivity and historical accuracy by continuing its work to update antiquated, inappropriate and inaccurate descriptions of material in its collections.

Results achieved

- **LAC continued to make more records discoverable to Canadians in a timely manner**
  LAC exceeded all its target percentages for processing material within service standards, meaning that more records were made discoverable to Canadians in a timely manner. In addition, significantly improving over last year's results using better tracking and monitoring mechanisms, LAC was also able to slightly exceed its target in providing specialized reference services to Canadians within service standards.

  LAC undertook several initiatives to improve record descriptions and enhance discoverability. With regard to its government collections, LAC received funding to streamline its efforts to proactively

review and improve the metadata of historical government records, which will increase the availability of material to the Canadian public and make it more discoverable within LAC's collections. In collaboration with other GC departments, LAC also made efforts to declassify some historical records with the goal that some of these records would become more readily available to Canadians. In addition, LAC made progress in reducing its backlog of non-archival government records by removing material that is not relevant to the collections. This practice frees up storage space, helps to ensure the relevancy of collections, and improves descriptions for the records that remain to enhance their discoverability. Over 200,000 non-archival items were removed, and descriptions were improved for almost 2,000 items.

LAC also succeeded in describing over 25,000 publications and worked diligently to improve the description of 900 containers of archival textual records related to the Canadian National Railway. It also updated access conditions to 535 containers related to the records of Scottish author Flora MacDonald and Canadian politician, John Crosbie. This means that these archives are now more discoverable and available to Canadians.

Looking ahead to the future, LAC is also continuing to explore options for its aging archival system so that it can meet the needs of LAC's growing collection and improve overall record discoverability through better metadata quality and management. Within this vein, LAC also organized the team and began planning the work that will be required to put forward a Collections Metadata Strategy.

- **LAC updated outdated and inappropriate descriptions**
  In line with its strategic direction to ensure that the principles of reconciliation and EDIA are integrated throughout its operations, LAC continued its work to update outdated, racist and inaccurate descriptions with a goal of making its collections more inclusive and discoverable. It reviewed its entire Pre-Confederation collection to address disrespectful language regarding Black communities, as well as its Governor General archives to ensure the descriptive language was appropriate and respectful.

  The Canadian Subject Headings were also updated so that the vocabulary used was inclusive and in alignment with 2SLGBTQI+-approved terminology. To further support appropriate 2SLGBTQI+ terminology, LAC joined the translation group at [Homosaurus](#), an international data vocabulary of 2SLGBTQI+ terms intended to be used by libraries, archives and museums to enhance the discoverability of their 2SLGBTQI+ collections. LAC's role has been to aid in the creation of a French version of the Homosaurus taxonomy.

  LAC's Vision 2030 highlights the critical importance of accurate and respectful description practices, particularly for collections that reflect the histories and experiences of Indigenous communities and peoples. In addition to having more accurate records and respectful terminology, removing racist and colonial language from descriptions also ensures that Indigenous groups, organizations and individuals can efficiently find records that are relevant to their histories and experiences. In 2024–25, over 900 Indigenous analog items were updated with descriptions using respectful and appropriate terminology—an accomplishment which LAC communicated to users through social media posts. LAC has also maintained its role as an active collaborator with the [National Indigenous](#)

[Knowledge and Language Alliance](#) to advance the creation of a shared online platform dedicated to vocabularies created by Indigenous communities across Canada.

- **Key partnerships: Helping to make Canada's documentary heritage more discoverable to all**
  2024–25 saw LAC seeking partners to encourage preservation, discoverability and access to documentary heritage across Canada; fostering new relationships and engaging with new communities.

  Successful partnerships and new relationships have enabled LAC to advance its efforts in preserving its collections and making them more widely accessible and discoverable. This past year, LAC entered into a four-year memorandum of agreement with West Fraser Mills Ltd., a sustainable forest company, to support the digitization and description of LAC's collection of Alberta-based historical survey photographs. This partnership will support the ongoing work between LAC and the [Mountain Legacy Project](#), which uses historical photographs to facilitate research related to changes in ecosystems, landscapes and human communities over time. LAC has also partnered with the University of Ottawa, Ingenium and the National Research Council to establish a [Canadian Archive of Women in STEM](#), which aims to increase awareness of these records and to encourage women currently in STEM to donate their records for future generations. On a smaller scale, to enhance discoverability and access to the sound recordings of Canadian poets Phyllis Webb and Daphne Marlatt in its collections, LAC worked with the [SpokenWeb project](#), an organization dedicated to increasing public engagement with diverse collections of literary sound recordings across Canada. LAC also continued to be a part of the Steering Committee of [Nord/North, a Shared Print Initiative](#), which coordinates print initiatives across Canada with aims of long-term retention, preservation and access.

  As part of its efforts toward reconciliation and helping foster meaningful relationships with First Nations, Inuit and Métis Nation communities, LAC is committed to providing Indigenous groups with the tools and training they need to preserve and facilitate access to the collections within their own communities. In 2024–25, LAC welcomed former Grand Chief of the Dene First Nation, Jerry Antoine, to discuss creating an archive for his nation. It also collaborated with the [National Sixties Scoop Healing Foundation](#) on archiving records related to the Sixties Scoop compensation exercise.

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

With the opening of [Ādisōke](#) on the horizon in 2026, LAC continued its efforts to prepare for the move of some of its collections to the new facility. It also advanced projects intended to ensure the continued sustainability of its storage facilities and achieved success in its digital preservation activities.

Results achieved

- **Preparing for the collections move to Ādisōke**
  As indicated in its 2025–26 Departmental Plan, LAC will begin work in spring 2026 to support the physical move of selected published collections—including its genealogy collection and the Jacob M. Lowy collection of rare Hebraica and Judaica—from 395 Wellington Street in Ottawa to their new home at Ādisōke. To prepare for this significant move, LAC spent 2024–25 completing a

collection preparation plan to ensure the safety of these materials throughout the relocation process. It also worked to advance its procurement of a Radio Frequency Identification system. This technology, which emits radio waves between tags and readers, will be able to identify and track objects moving through various gates located in designated LAC rooms at Ādisōke, thus ensuring the security of the collections while on site.

In preparation of Ādisōke's inaugural exhibition, *Readers' Choice: Two Centuries of Canadian Bestsellers* (working title), LAC also completed a conservation assessment of the material that will be showcased in the exhibition. This has ensured that all objects included are in sufficient condition for display.

- **LAC is working to provide appropriate environments to preserve its collections**
  LAC continued its efforts to monitor facility conditions and provide an adequate environment for the preservation of its growing collections. The Preservation Storage Facility is a purpose-built building and meets the environmental standards in all vaults in the facility. At the Preservation Centre, the majority of the vaults meet the standards. Delays to the Renfrew Roof Replacement Project pushed construction into the winter season, affecting the preservation conditions in the Renfrew Collection Storage Facility. During a brief period when roof insulation was removed, optimal indoor temperatures were impacted.

  LAC recognizes the critical importance of maintaining appropriate environmental conditions to ensure the safe preservation of its collections. To further support the consistent provision of optimal storage environments, LAC has advanced the development of a Collection Storage Framework. Once completed, this framework will further outline detailed storage requirements and considerations, supporting LAC's long-term preservation and access objectives.

- **2024–25 was another successful year for digital preservation**
  LAC preserved more digital material than anticipated in 2024–25. Preserving 2,037 TB of born-digital, digitized and migrated digital content, LAC now has a total of 17,371 TB of digital material preserved in its collections. Among its accomplishments this past fiscal year, LAC successfully completed the full preservation of the Canadian ".ca" web domain. It also launched a web archival collection documenting the [Vancouver 2010 Olympic and Paralympic Games on the Government of Canada Web Archive](). This archive plays a vital role in preserving unique online resources and ensuring continued public access to them in the future.

  LAC continued to develop its expertise in digital preservation and position itself as a centre of excellence in this field. The 2024–25 year saw the launch of its [Policy on Digital Preservation](), updates to its [Guidelines on File Formats for Transfer](), and the creation of new internal procedures for digital preservation assessment. In November 2024, LAC hosted @RiskNorth3—the Canadian Digital Preservation Summit and Canada's largest gathering of digital preservation specialists.

- **LAC prioritized the preservation of Indigenous treaties**
  In its 2024–25 Departmental Plan, LAC set a goal to create a processing plan to assess the condition status of various Indigenous treaties preserved in its collection to determine if any conservation was

required. LAC successfully finished its assessment and has completed treatment plans for the treaties that require conservation work. In moving forward with the plans, priority will be given to treaties requested for loans or those related to upcoming commemorative events.

Key risks

With regard to Core responsibility 1: Acquiring and preserving documentary heritage, LAC undertook a number of measures to mitigate a key risk indicated in its 2024–25 Departmental Plan:

Risk

According to third-party engineering assessments, two of LAC's six custodial facilities that house Canada's national collections, Winnipeg and Renfrew, are currently in poor or critical condition. In addition, two other facilities require targeted investments to address deficiencies in fire protection and electrical systems in order to stabilize their condition. It is necessary to address and improve the condition of these facilities, as these issues pose risks to the preservation of and access to LAC's collections. Building systems that are near end of life and that rely on obsolete components also pose risks to the health and safety of the building occupants.

Furthermore, LAC's mandate to collect and preserve Canada's ever-expanding documentary heritage means that storage and preservation capacity will become increasingly constrained in the medium term. Without adequate space, LAC risks being unable to continue growing its collections or ensuring public access to them.

Mitigation measures

LAC has developed a five-year real property investment plan to optimize resource allocation, anticipate major capital needs, and reduce the risk of unforeseen investments that could lead to further building degradation. In parallel, funding strategies are being considered to ensure the short-term stability of the real property portfolio.

Additionally, the ongoing implementation of LAC's Collection Storage Framework will further define operational space requirements more precisely. This framework supports more efficient use of existing storage by ensuring that the right types of collections are housed in the appropriate environments, and that only materials of enduring value are retained. This approach will help mitigate the need for additional storage capacity in the medium term.

Resources required to achieve results
Table 4: Snapshot of resources required for Acquiring and preserving documentary heritage

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

Resource	Planned	Actual
Spending	$74,892,748	$81,597,752

Resource	Planned	Actual
Full-time equivalents	407	433

The Finances section of the Infographic for LAC on GC Infobase page and the People section of the Infographic for LAC on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities
This section highlights government priorities that are being addressed through this core responsibility.

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 is currently undertaking two major projects at the Renfrew facility, 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 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 will 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.

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

Program inventory
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 Acquiring and preserving documentary heritage is available on the Results page on GC InfoBase.

Core responsibility 2: Providing access to documentary heritage

In this section

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Description

LAC provides access to its collections, while respecting legal, policy and contractual obligations. Using technologies, LAC enables Canadians to access and consult its collections and enrich their knowledge of Canada's documentary heritage. LAC makes digital content available through its website and promotes it on its social media platforms to improve access to its collections. 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 to complement the digital content of its collections. LAC also promotes Canadian heritage by creating exhibitions for the public to discover its collections in cultural sites throughout Canada. Through the Documentary Heritage Communities Program, LAC supports memory organizations by increasing their capacity to preserve and make their collections accessible.

Quality of life impacts

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

The activities and initiatives under this core responsibility also contribute to the "sense of pride/belonging to Canada," "positive perceptions of diversity" and "participation in cultural or religious practices, recreation or sport" indicators under the Society domain by exposing Canadians to the breadth and diversity of their documentary history through online and in-person services, exhibitions and events.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 2: Providing access to documentary heritage

Table 5: Departmental Result 4 – Canadians increasingly access Canada's documentary heritage

Table 5 shows the target, the date to achieve the target and the actual result for each indicator under Departmental Result 4: Canadians increasingly access Canada's documentary heritage in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual results
Number of images from LAC collection digitized for access	6.5 million images	March 31, 2025	2022–23: 3.5 M 2023–24: 5.7 M **2024–25: 10 M**
Number of unique visitors to LAC's website and online applications	3 million unique visitors	March 31, 2025	2022–23: 2.2 M 2023–24: 1.8 M **2024–25: 2.9 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, 2025	2022–23: 63,012 2023–24: 56,868 **2024–25: 50,606**

Table 6: Departmental Result 5 – LAC contributes to the advancement of Canada as a free and democratic society by providing access to records

Table 6 shows the target, the date to achieve the target and actual result for each indicator under Departmental Result 5: LAC contributes to the advancement of Canada as a free and democratic society by providing access to records in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual results
Percentage of ATIP requests processed in comparison with the total requests	70%	March 31, 2025	2022–23: N/A 2023–24: 55% **2024–25: 66%**

Table 7: Departmental Result 6 – Canadians are more aware of their documentary heritage

Table 7 shows the target, the date to achieve the target and actual result for each indicator under Departmental Result 6: Canadians are more aware of their documentary heritage in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual results
Number of participants that attended exhibitions and events delivered by LAC or in	150,000 participants	March 31, 2025	2022–23: 165,741 2023–24: 222,836 **2024–25: 161,992**

Departmental Result Indicator	Target	Date to achieve target	Actual results
collaboration with other organizations			
Number of collection items sent out on loans for exhibition	75 loaned items	March 31, 2025	2022–23: 75 2023–24: 66 **2024–25: 88**
Percentage of Documentary Heritage Communities Program recipients that have fully achieved their expected results	90%	March 31, 2025	2022–23: 85% 2023–24: 97% **2024–25: 91%[1]**
Percentage of Listen, Hear Our Voices Contribution Program recipients that have fully achieved their expected results	90%	March 31, 2025	2022–23: 100% 2023–24: 100% **2024–25: 100%[2]**

[1] The submission of final reports has been delayed for some DHCP recipients. The results provided therefore reflect an analysis of data received to date. In 2024-25, LAC funded 36 projects. Six of these are part of multi-year agreements that are still in progress and on track to meet expectations; they are excluded from the current evaluation. Another six organizations have received an extension to complete their project and will submit their final reports later this fall. Two projects require additional clarifications before they can be evaluated. Following the analysis of the 22 final reports received to date, 20 projects are successful, and two projects were deemed unsuccessful.

[2] The submission of final reports has been delayed for some Listen, Hear Our Voices recipients. The results provided therefore reflect an analysis of data received to date. In 2024-25, LAC funded 26 projects. Five organizations have received an extension to complete their project and will submit their final reports in 2025-26. Two project reports are overdue. Following the analysis of the 19 final reports received to date, all 19 are successful.

The Results section of the Infographic for LAC on GC Infobase page provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Providing access to documentary heritage in 2024–25 compared with the planned results set out in LAC's departmental plan for the year.

Canadians increasingly access Canada's documentary heritage

Putting into action its strategic direction to transform its services to attract new audiences and better serve existing users, LAC focused its efforts on continuing to improve public access to the national collections. 2024–25 was marked by successful digitization efforts, significant upgrades to its online platforms and a plan for future in-person services.

Results achieved

- **Access to LAC's collections improved with digitization**
  LAC was successful in 2024–25, achieving well beyond its digitization target of 6.5 million images, with 10 million images digitized. Contributing to this success was LAC's work on the Day Schools Project. Over a two-year span, this project has digitized 5.8 million images of textual material,

photographs, maps and plans related to the Federal Indian Day School system in Canada. This significant digitization project has enhanced access to these records for First Nations, Métis Nation and Inuit individuals, families and communities affected by the system.

Through the We Are Here: Sharing Stories initiative, LAC digitized over 250,000 Indigenous-related items in its collections in 2024–25. Ending in March 2025, the initiative was successful in achieving its goal of digitizing a total of 530,000 images of textual material, photographs, artwork and publications related to First Nations, Inuit and Métis Nation individuals and communities, which the public will now be able to access through LAC's website, social media platforms and other online tools.

Another major factor in LAC's digitization success in 2024–25 was its partnership with Internet Archive Canada, announced in June 2024. This collaboration focuses on digitizing copyright-free publications from the 1300s to the 1920s held in LAC's collections, making them freely available to the public through Internet Archive Canada. By March 2025, the initiative had digitized over 14,000 publications, resulting in 2.8 million images.

- **LAC improved its online resources**
  Thanks to integrated reporting mechanisms—including the ability to track unique visits to LAC's most popular web application, Collection search—LAC can now more accurately represent its web traffic and monitor progress over time. In 2024–25, LAC recorded 2.9 million unique visitors across its website and online applications. It is also seeing an increase in virtual interactions, or queries, with the public through Collection search, LAC's main gateway to the collections, as old databases are migrated to this catalogue. To attract and better serve its online visitors, LAC also followed through on the goal set out in its 2024–25 Departmental Plan to improve the search experience and website navigation based on user feedback. Although LAC has greatly improved the accessibility of its existing online resources, work is still required to ensure more of LAC's collections are digitized, described and made available to the public.

> **Searching the collections is now easier than ever**
> Aiming to promote a more intuitive content-finding experience for its users, LAC's main search catalogue, Collection search, was significantly updated in 2024–25. Input from LAC's users was integral in ensuring the new upgrades would serve their diverse needs. User suggestions, such as customizable key search fields, have improved the advanced search option to be more intuitive and user-friendly. Better search engine technology has yielded more relevant search results. An updated content viewer for digital items enhanced search capacity and increased access to digital images, videos and audio files. Users are now able to better view digital files with improved zoom, page navigation and image rotation features. PDF copies of some documents, such as military personnel files, are also easier to access. In addition, integrating existing databases into Collection search has increased the engine's search capacity, making it easier for users to use the database as a one-stop shop for research. Recently integrated datasets include Theses Canada, War of 1812, and the Carleton papers—Book of Negroes, 1783. LAC also made available, through Collection search, records related to the Department of National Defence's RDIMS collection, along with a broad selection of private and government archival audiovisual records. In addition, 84,000 registration records for Canadian vessels—spanning the Atlantic and Pacific Oceans as well as inland waterways—were transcribed and made available through Collection search.

In 2024–25, LAC created and updated several other online research tools to better meet the needs of LAC's users to whom the national collections belong. New guides were developed on Indigenous history, on how to begin and conduct library and archival research and on how to search employee records. It also released a new online tool, the Resource Guide of Indigenous and Cultural Recordings, to help Indigenous communities discover relevant audiovisual material not only within LAC's collections, but within the archives of all provinces and territories across Canada. In addition, LAC launched a new online feature, Track my archival order, which allows users to track the status of their orders in real time. Further facilitating user research, LAC's My research tool, which allows users to save and organize records from their searches, was updated to allow users to share knowledge with each other and encourage a collaborative approach to research. Users can now publish their search lists on LAC's website for all to discover. Additionally, new digital contact channels, such as feedback and research help forms and ATIP request forms were optimized to help streamline client requests and provide better client support.

- **Setting in motion a new approach to public services**
  Set to open in 2026, Ādisōke, LAC's new shared facility with Ottawa Public Library (OPL) is a unique opportunity for LAC to transform its services to the public. Work in 2024–25 set the foundation for LAC's new approach, beginning with the development of its Audience Framework. Undertaken to help LAC realize the goals of user-centric service articulated in its Vision 2030, this framework supports effective planning, delivery and communication of LAC's services. It was developed to help LAC better understand the motivations, needs and interests of key audience segments so that it can continue to improve the experiences of current users while working to engage new audiences.

  LAC also spent 2024–25 conducting a thorough service blueprinting exercise to optimize client services and integrate in-person and digital processes to provide a more seamless experience for Canadians. Successful improvements to LAC's web services have enabled users to quickly and easily access the collections online, and interactions with the public at its points of service are anticipated to increase significantly once Ādisōke opens to the public. The user research, usability testing and service blueprinting currently ongoing will all take into consideration the growing visitor population LAC foresees encountering at Ādisōke.

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

By delivering on its ATIP Action Plan through process improvements and user engagement, LAC improved its ability to process ATIP requests and provide Canadians with better access to government records.

Results achieved

- **LAC saw improvement in processing ATIP requests**
  LAC has steadily been improving its capacity to respond to ATIP requests in a timely manner. In 2024–25, LAC closed over 15,000 ATIP requests, including over 6,000 from its backlog of overdue requests. LAC also responded to 72% of formal ATIP requests within statutory limits, an 11% increase over its result in 2023–24. It is significant to note that these advancements were made despite a 35% increase in requests in 2024–25.

Through continued implementation of its [ATIP Action Plan](#), LAC increased the number of pages it reviewed for ATIP requests by 31% over the previous year, totalling more than 2.1 million pages. Its backlog of overdue requests was reduced by 40%, and the number of requests carried forward to the next reporting period was reduced by 33%. LAC reduced wait times for ATIP requests for records dealing with security and intelligence subject matter from 200 days to fewer than 90 days. New communication efforts were also undertaken to alert clients if the records they requested contained any potentially traumatic content. In addition, LAC maintained its constructive working relationship with the Office of the Information Commissioner and its clients, continuing to actively resolve ATIP-related complaints. In 2024–25, it closed 193 complaints involving over 45,000 pages of records.

Activities and a new platform that focused on LAC's users also played a role in its success. LAC proactively reviewed millions of pages of restricted documents—including Second World War sailing lists and pre-1904 treaty paylists—and opened more than 2.3 million pages, meaning these pages are now available to the public without the need to make an ATIP request. Furthermore, in June 2024, LAC launched a new database of previously released archival record ATI requests, which allows users to download over 10,000 previously released files. This means that LAC's users no longer have to submit an ATIP request for the re-release of these documents—they are able to access them autonomously. Since September 2024, this database has generated over 13,000 downloads and 15,000 views.

- **LAC continued to support GC litigations**
  As the custodian of millions of GC records, LAC often plays an important role in federal litigation cases, with a legal obligation to respond to requests for information in a timely manner. In 2024–25, LAC successfully responded to all requests related to Crown litigation on time. This included requests related to the sexual misconduct Heyder-Beattie Class Action against the Department of National Defence and the Canadian Armed Forces. LAC also completed its review of over 11,000 pages of records in support of the LGBT Purge 4th Settlement Agreement.

- **Using partner engagement to improve ATIP services**
  Engagement with partners within and outside of the federal government continues to be central to LAC's plan to improve its ATIP processes. In 2024–25, LAC was the co-lead of a federal interdepartmental working group on complaints management that has worked to effectively prioritize ATIP consultations with other GC organizations and explore opportunities to improve the consultation process. It also supported discussions with other federal departments regarding new approaches to the declassification of records and records of interest to Indigenous communities. Moreover, LAC proactively engaged with the Métis National Council and the Royal Canadian Legion National Office to prepare for an anticipated influx of ATI requests connected to the 80th anniversary of Victory in Europe Day. Stakeholder engagement has also been key for LAC's development of a new Procedure for Public Interest Disclosure of Personal Information, which will be used to assess the potential for disclosure of personal information for individuals and groups.

Canadians are more aware of their documentary heritage

LAC continued to provide Canadians with meaningful ways to engage with the national collections through exhibitions and programming that were focused on positive user experience. It also remained committed to building capacity within the library and archives community through its contribution programs. Indigenous and stakeholder engagement continued, helping to ensure LAC's programming

can meet the diverse needs of its current users, while at the same time attracting new audiences to expose more facets of society to Canada's rich collections.

Results achieved

- **Planning in progress: LAC prepares programming for Ādisōke**
  Ādisōke will be ushering in a new opportunity for LAC to reach wider and more diverse audiences and to further explore innovative ways of engaging with the public. In 2024–25, LAC was hard at work preparing for its opening, scheduled for 2026. It piloted activities for LAC's new series, Art from the Archives, which is being designed to spark creativity through workshops led by artists that invite participants to explore lesser-known artworks preserved in LAC's collections.

  LAC has also been putting to use its new Master Interpretative Plan (MIP) in its planning for Ādisōke. The MIP was developed with the aim to connect LAC's mission and collections with the needs and interests of its diverse audiences over time. It proposes an overall strategy for visitor experiences and general guidance for LAC's in-person and online programming. When considered alongside LAC's new audience framework, it is a useful tool to inform efforts to develop the content for the digital screens that will be present at Ādisōke.

  Screen-based technology will be a key mechanism to engage with new, larger and more diverse audiences at Ādisōke, with programming under development that aims to expose users to new perspectives and experiences with LAC tools and collections through play and exploration. Recognizing that such programming is complex, LAC has been working with partners to build these new applications. Screens will also support the promotion of programming, events and exhibitions and a storytelling strategy is under development to support future content planning.

  LAC was also busy developing and designing Ādisōke's inaugural exhibition, *Readers' Choice: Two Centuries of Canadian Bestsellers* (working title). The exhibition will showcase a wide range of publications with connections to Canada to evoke curiosity, serendipity and user participation, while exploring themes such as nation building, Canadian history and resilience. Object selection for other exhibit spaces, including the Discovery Wall and wall in the Heritage Lounge was also underway.

- **LAC continued to share Canada's diverse and rich history with the public through exhibitions and events**

  LAC's exhibitions and events attracted almost 162,000 participants in 2024–25. The majority of these participants visited at least one of the five exhibitions that constituted the Focus Series, LAC's successful collaboration with the National Gallery of Canada (NGC). On display in the Canadian and Indigenous galleries at the NGC, the exhibitions covered a wide range of topics, from the aesthetic movement of Pictorialism to the representation of dogsleds in Indigenous and Canadian art. A pop-up exhibition at the Canadian War Museum featuring the diary of Holocaust survivor, Anna Wajcblum, also drew considerable public interest.

  As a national institution, LAC works to ensure that its collections can be accessed by Canadians across the country. In 2024–25 LAC disseminated its collection widely, with 88 loaned objects presented in exhibitions from British Columbia to Quebec. Among these loans were 12 photographs

by First Nations artist, Shelley Niro, for the Vancouver Art Gallery's exhibition, *Shelley Niro: Through the Ground Glass*; nine paintings for the Canadian War Museum's exhibition, *Outside the Lines: Women Artists and War*; and four typewritten manuscript pages from Gabrielle Roy's *Bonheur d'occasion*, loaned to Pointe-à-Callière in Montréal for its exhibition, *The Heart and Soul of Saint-Henri.*

LAC's extensive events schedule also contributed to ensuring more Canadians were aware of the country's multifaceted history. Collaborating with OPL and the Ottawa International Writers Festival, LAC organized a [talk by Tanya Talaga](#) for the National Day of Truth and Reconciliation. LAC also hosted the 2025 edition of the [Ottawa Black Film Festival](#) and served as the venue for multiple book launches, including that of Canadian politician Lloyd Axworthy. Among our many film screenings in 2024–25 was a special event and panel discussion for the film *Know Her Name*, a documentary that delves into the reasons why women from underrepresented communities have often been forgotten in the history of film. Additionally, as part of the 20th anniversary celebrations marking the merger of Canada's National Library and National Archives to create Library and Archives Canada, LAC held an open house at its state-of-the-art Preservation Storage Facility.

> **A new way to engage with LAC's collections: The Creator in Residence initiative**
> In its ongoing efforts to inspire new ways for Canadians to discover and engage with the national collections, LAC launched a pilot [Creator in Residence](#) initiative. This initiative invites individuals from diverse fields—whether artists, educators or researchers—to develop projects that offer new and innovative ways to connect with the materials in LAC's collections. Over the course of an eight-month residency, the resident will share their creative process, engage with the public and contribute to raising awareness of LAC's extensive collections. In March 2025, LAC was excited to announce its first Creator in Residence, Eric Chan, known professionally as eepmon. A digital and generative artist, coder and creative entrepreneur, eepmon is celebrated for his innovative fusion of art and technology.

- **Online engagement was key in promoting discovery of LAC's collections**
  LAC continued its commitment to engage with the public through its social media platforms, achieving 119,097 likes, shares and comments on posts on Facebook, X, Instagram, LinkedIn and YouTube. It also increased the number of posts it shared on these platforms and gained over 12,000 new followers.

Part of LAC's success in 2024–25 was due to [Project Naming](#), an initiative which enables Indigenous peoples to engage in the identification of photographs in LAC's collections. The initiative saw a 13.7% increase in its followers, accounting for over half of LAC's new followers this past year. Finding Kin 2, which focused on photos taken of individuals from Mi'kmaq communities in eastern Canada, resulted in over 500 photos being named.

LAC also released 12 new podcasts in 2024–25, including [Voices Revealed: Porter Talk](#), which presents and discusses interviews conducted by Stanley G. Grizzle, a former porter, labour activist, public servant and champion of the rights of Black community members in Canada. Through Grizzle's conversations with Black porters between 1986 and 1987, contextualized by Black scholars, community members and Canadian historians, the series sheds light on a little-known aspect of Canadian history. The series speaks to the challenges that institutional, systemic and everyday racism posed for porters and their families—and how they overcame them—while also offering

valuable insight into how these lived realities continue to shape and impact racialized communities today.

[Blog posts](#) were also an effective means for users to explore various aspects of Canadian history, culture and identity through the material in LAC's collections. To complement the Porter Talk podcast, LAC published a series of blog posts on the history of Black porters. Additional blog subjects included Indigenous women's history, the Paralympics, censorship in Canada, and rail history. As always, historical recipes found in its collections and recreated by LAC staff proved to be popular among users.

In addition to blog posts, LAC published 26 [Flickr albums](#) in 2024–25, offering another avenue to showcase the breadth and diversity of Canadian history—often highlighting everyday or overlooked aspects—through its fascinating collections. One of the most viewed albums last year was dedicated to the ordinary task of doing laundry. Featuring historical images that span cultures and regions across Canada—from British Columbia to Newfoundland, from Inuit communities in the North to the Plains Cree—the album also offered glimpses into the daily lives of soldiers during wartime.

- **LAC continued to promote the value of libraries and reading**
Collaboration is at the heart of LAC's mission. Vision 2030 highlighted that partnering with the Galleries, Libraries, Archives and Museums (GLAM) sector would be key to engaging Canadians from coast to coast to coast with Canada's culture and history. LAC's collaborations with libraries and organizations nationwide have worked to foster a love of reading and celebrate Canadian authors and illustrators with diverse audiences across the country.

To highlight the importance of books and intellectual freedom in Canada, LAC joined the [Canadian Urban Libraries Council](#), the [Ontario Library Association](#) and the [Book and Periodical Council](#) to organize events for [Freedom to Read Week](#). Over a one-week period in winter 2025, LAC offered several resources and public events, including a discussion on the important role of libraries in combatting censorship.

National initiatives played a central role in LAC's efforts to promote reading and Canada's culture in 2024–25. As a founding partner of the [TD Summer Reading Club](#), LAC helps bring Canada's largest bilingual summer reading program to approximately 500,000 children each year, fostering a love of reading and connecting young readers with Canadian authors and illustrators. The program is delivered at over 2,200 libraries across the country.

LAC was also involved in another nationwide reading initiative last year, [One eRead Canada](#). Established in 2019, this digital book club was initiated to promote Canadian libraries and digital reading awareness and equity by choosing one e-book per year that readers were able to borrow without waitlists. Collaborating with the Canadian Urban Libraries Council and Ottawa Public Library, LAC served as host to an evening with Dimitri Nasrallah, author of the 2024 One eRead, Hotline.

- **LAC continued to build capacity within the documentary heritage community**

LAC again saw successful results with both of LAC's contribution programs: the [Documentary Heritage Communities Program](#) (DHCP) and [Listen, Hear Our Voices](#) (LHOV). The DHCP awarded $1.47 million to documentary heritage organizations to undertake projects that will document, preserve and make accessible the history and continuing memory of various communities across the country. Of the 36 projects funded in 2024–25, 10 were related to Indigenous content and nine

concerned Francophone documentary heritage. LAC has seen continuing success with this program, with 91% of recipients of funding through the DHCP reporting that they have achieved their expected results.

2024–25 marks the final year of the LHOV program, which supported the efforts of First Nations, Inuit and Métis Nation heritage organizations and governments to preserve and digitize language and culture materials and increase their organizational capacity so that these activities can continue in the future. This last year was an immensely successful one for the program. It awarded $1.19 million to Indigenous organizations, with 100% of recipients reporting that they had achieved their anticipated results.

To build leadership skills and promote inclusion within the documentary heritage community, LAC's Price McIntosh Bursary awarded $37,500 to students pursuing fields related to libraries and archives and who identify as Indigenous peoples, persons living with a disability and/or members of visible minorities. By supporting a diverse range of students, LAC helps ensure the documentary heritage community reflects a broad spectrum of voices, experiences and perspectives—enriching the narratives presented to the Canadian public and deepening our collective understanding of history.

- **LAC continued its meaningful engagement with the Indigenous Advisory Circle**
  LAC remained committed to advancing reconciliation and ensuring that Indigenous voices continue to influence LAC's programming and operations. LAC's consultation with the Indigenous Advisory Circle (IAC) was central in furthering this objective. In 2024–25, LAC sought input from the IAC on various aspects of its operations, including its Communications Strategy, private archives acquisition orientation, and future programming at Ādisōke. It also provided LAC with guidance on building relationships with First Nations, Inuit and Métis Nation peoples both within LAC and with external communities.

  The IAC was a key stakeholder in the consultation held as part of the process to update LAC's Indigenous Heritage Action Plan (IHAP). Initiated in 2019, the IHAP outlines LAC's commitment to playing a significant role in reconciliation between the Government of Canada and First Nations, Inuit and Métis Nation communities and peoples, and aims to recognize Indigenous rights in a meaningful and concrete way throughout LAC's operations and activities. In 2024–25, LAC reviewed and completed its final analysis of its current IHAP in consultation with the IAC and other Indigenous stakeholders. This review has led to a new approach to replace the IHAP with a high-level statement to better reflect reconciliation in its operations, with accompanying action plans developed for each year.

  Recognizing the ability of Indigenous Peoples and communities to control data that is created with or about themselves, LAC continued to advance its approach to Indigenous Data Sovereignty (IDS). It spent 2024–25 engaging, listening and learning from key stakeholders, including the IAC, so that it could begin to form the organization's high-level position, commitment and definitions of IDS.

- **LAC continued to facilitate key stakeholder groups and networks**

  The Youth Advisory Council continued to play an important role at LAC, contributing a youth perspective to some of LAC's priorities, including the Master Interpretative Plan, the private archives acquisition orientation and LAC's visual identity initiative. It also provided comments and ideas for

future public programming initiatives, and strategies for engaging with existing audiences and reaching out to new ones.

The Stakeholders' Forum was also active this past year, unveiling updated Terms of Reference based on member feedback and initiating a Community of Interest to focus on awareness and mobilization of the GLAM sector. It also welcomed a new member organization: the Canadian Research Knowledge Network.

After a year hiatus, the LAC Official Language Minority Communities (OLMC) Network was relaunched in March 2025. LAC had used the hiatus year to review and develop a renewed approach to the Network's activities and objectives. The relaunched Network integrates all organizations linked to documentary heritage; includes a larger number of members that represents provinces and territories; and will use a variety of communication methods and communities of interest to foster collaboration and exchange. It will also continue to provide support for training and mentoring and increase expertise sharing and research to assist, better equip and better inform OLMCs.

- **Sharing its knowledge and collections with Canada and the world**

LAC continued advancing its Vision 2030 to share its expertise on the national and international stages. Partnering with the Canadian Commission for UNESCO, LAC added a key collection to the Canada Memory of the World Register, a platform to showcase some of the most significant historical and cultural documents throughout the world. In 2024–25, LAC announced that records from the No. 2 Construction Battalion—the most extensive collection of records detailing the service of Black Canadians in the First World War—were added to the Canada Memory of the World Register. The fully digitized collection consists of the unit's administrative records, the personal diary of the battalion's only Black officer, Captain William Andrew White, and the military service files of soldiers in the unit. To continue sharing important collections internationally, LAC nominated the archive of renowned Canadian jazz pianist and composer Oscar Peterson to be added to the register next year. LAC also submitted Declarations of Interest to add records related to Expo '67, Canadian engineer Elsie MacGill, and celebrated Canadian pianist Glen Gould in future years.

Further contributing to its efforts to share expertise globally, LAC launched the fourth edition of its e-book, *Lingua Franca: A Common Language for Conservators of Photographic Materia*l. Available for free online, this publication, which features multilingual definitions for photographic processes, condition issues, treatment options and preventive care and technical studies, is a useful resource for conservation professionals, educators and students around the world. A collaborative effort with various scholars and conservators, this edition adds Portuguese translations to the terms and definitions, further expanding the publication's international reach.

LAC also participated in conferences both at home and abroad to continue to develop and share its expertise. As an active member of the National, Provincial, Territorial Archivists Conference (NPTAC), LAC participated in the annual conference and consulted with its members on its private archives acquisition orientation for 2025–2030. LAC also prepared to host the conference in June 2025. At the international level, LAC continued its involvement at the International Federation of Library Associations and Institutions (IFLA). It represented Canada at the IFLA Accessibility Metadata Network Administration Group and participated in the IFLA Standards and Metadata Mid-Year Meeting and Symposium in Athens, Greece.

In September 2024, LAC hosted an international audience at home with the symposium, The Future of Archives and Libraries: how Technology and AI are (re)Shaping Heritage Institutions, held in honour of a visit from the leaders from the national libraries and archives of New Zealand and Australia. Welcoming nearly 200 participants, the event was an excellent opportunity for professionals across the library and archival communities to connect and explore opportunities for future collaborations.

Key risks

With regard to Core responsibility 2: Providing access to documentary heritage, LAC undertook a number of measures to mitigate a key risk indicated in its 2024–25 Departmental Plan:

- **Services and digital systems**
  Risk
  If LAC does not efficiently improve and maintain its services and digital systems, Canadians may not be able to effectively access the collection, putting its core responsibility of providing access to documentary heritage at risk.

  Mitigation measures
  In 2024–25, LAC made significant strides in its digitization efforts. Enhancements to its online services and tools, particularly its Collection search tool, have notably improved how easily Canadians can access the collections. Service improvements, especially in light of Ādisōke, are underway and will continue, ensuring that LAC maintains easy and efficient access to its collections for all users.

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 required to achieve results.

Resource	Planned	Actual
Spending	$81,766,696	$83,520,809
Full-time equivalents	273	460

The Finances section of the Infographic for LAC on GC Infobase page and the People section of the Infographic for LAC on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities
This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

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

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

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

A model of sustainable infrastructure, Ādisōke—LAC's new public-facing joint facility with Ottawa Public Library—has been designed as a net-zero carbon facility and is targeting LEED® certification.

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

Program inventory

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

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

Additional information related to the program inventory for Providing access to documentary heritage is available on the Results page on GC InfoBase.

Internal services

In this section
- Description
- Progress on results
- Resources required to achieve results
- Contracts awarded to Indigenous business

Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management and Security Services
- Financial Management

- Information Management
- Information Technology
- Real Property
- Material
- Acquisitions

Progress on results

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

- **LAC continued to implement its Data Strategy and Action Plan**
  This past fiscal year, LAC began implementing its Data Strategy, published in January 2024, to strengthen data management across the organization. Efforts focused on improving data literacy by developing employees' data competencies and organizing a data and information awareness week. LAC also improved its data governance to better align with corporate and program functions and continued to hold Community of Practice meetings to gather insights from across the organization's data sources.

- **New systems facilitated collaboration across the organization**
  Following its strategic orientation to employ modern and secure technologies, LAC continued its migration to SharePoint Online, which will allow staff to work together more effectively, with all information and collaboration tools being interconnected on a single platform. It also launched a pilot project using Microsoft Teams channels to improve communication and foster engagement across all sectors at LAC and integrated new Microsoft Teams Rooms.

- **EDIA remained a priority**
  Announced in January 2024, LAC's Centre of Excellence for EDIA resumed its operations and worked to foster an inclusive and accessible environment, central to its Vision 2030 and strategic direction. LAC is developing an organizational strategy for EDIA to help advance its vision and ensure that it meets its legal obligations, particularly with regard to accessibility. In January 2025, LAC released its Accessibility Progress Report 2024, which details the achievements of LAC's Accessibility Plan and identifies future areas of improvement. Across its workforce, LAC promoted the use of the Accessibility Passport through awareness sessions and various communications to help employees understand the process for adaptation measures.

  Workplace inclusion was also actively promoted by providing 2SLGBTQI+ tours of the Preservation Centre to celebrate Pride Week, organizing numerous Indigenous workshops and training sessions for employees, and promoting GBA Plus courses from the Canada School of Public Service during National AccessAbility Week. LAC also developed an EDIA action plan for people management and held engagement sessions with executives to ensure LAC's leaders support and contribute to the activities in the plan.

- **LAC continued to invest in its Real Property Portfolio through better governance and renovation projects**
  LAC's Real Property Portfolio constitutes six facilities, which require proper governance, management and maintenance. Last year, LAC implemented two internal directives to strengthen the governance of its portfolio. The first, the Directive on Performance Management for Real

Property, sets out reporting requirements, defines accountabilities and links performance measurement to departmental policy obligations. The second, the Directive on Space Planning and Management, provides a standardized approach to how space is planned and used, ensuring decisions are based on operational needs and consistent practices.

Important renovations to some of LAC's facilities were also underway in 2024–25. To strengthen its ATIP operations, LAC commenced renovations at the Winnipeg Records Centre to increase its workspace for staff and improve infrastructure to support digitization processes. At its Renfrew Collections Storage Facility, LAC initiated a roof system replacement project and an electrical distribution system replacement, both of which will help ensure its continued sustainability for collections storage.

- **LAC improved its strategic governance and systems to support planning and operations**
  In 2024–25, LAC worked to strengthen the foundations on which its operations rest. It reviewed its strategic governance to ensure better integration and alignment of strategic planning, processes and policies with its strategic vision and direction, as well as ensure sound implementation of its cross-sectoral initiatives. This new governance structure was finalized by March 2025 and its implementation began in April 2025. It also made significant progress with its Financial Systems Renewal Project, which will provide LAC with a more comprehensive tool to track and plan its finances once completed. The project developed end-user training material, executed user acceptance testing and developed a phased migration approach for the systems rollout.

  Furthermore, to help increase the organization's project management capacity, LAC reviewed and updated its Project Management Framework to provide more clarity on requirements, delegated authorities and roles and responsibilities. The project gating process was also streamlined based on project value, complexity and risk. To ensure staff was aware of the updates, LAC offered Project Management 101 training, which provided an overview of the new Framework, as well as the additional tools and supports.

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 required to achieve results.

Resource	Planned	Actual
Spending	$43,147,246	$47,254,603
Full-time equivalents	293	308

The Finances section of the Infographic for LAC on GC Infobase and the People section of the Infographic for LAC on GC Infobase provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

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

LAC results for 2024–25:

Table 10: Total value of contracts awarded to Indigenous businesses[1]

As shown in Table 10, LAC awarded 5.1% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024–25 Results
Total value of contracts awarded to Indigenous businesses[2] (A)	$454,435.29
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$8,978,546.86
Value of exceptions approved by deputy head (C)	N/A
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	5.1%
[1]"Contract" is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes all contract entered into or amended during the fiscal year, excluding purchases made by means of acquisition cards. [2]For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines "Indigenous business" as either: - owned and operated by Elders, band and tribal councils - registered in the Indigenous Business Directory - registered on a modern treaty beneficiary business list.	

In its 2024–25 Departmental Plan, LAC estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024–25.

LAC met its 5% target mainly by using voluntary set-asides for planned expenditures on office furniture and IT equipment and licenses. 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.

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 2022–23 to 2027–28.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by $14.1 billion over five years, starting in 2023–24, and by $4.1 billion annually after that.

As part of meeting this commitment, LAC identified the following spending reductions.

- 2024–25: $2,324,000
- 2025–26: $3,610,000
- 2026–27 and after: $5,368,000

During 2024–25, LAC worked to realize these reductions through the following measures:

- A reduction in travel expenses, in comparison to the expenses incurred in pre-pandemic years
- A decrease in funding provided through the Documentary Heritage Communities Program
- Limiting annual investment in digital infrastructure and online access tools

Budgetary performance summary

Table 11: Actual three-year spending on core responsibilities and internal services (dollars)

Table 11 shows the money that LAC spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Acquiring and preserving documentary heritage	$74,892,748	$89,815,472	2022–23: $107,998,456 2023–24: $84,992,506 2024–25: $81,597,752
Providing access to documentary heritage	$81,766,696	$99,514,255	2022–23: $49,897,974 2023–24: $83,411,737 2024–25: $83,520,809
Subtotal	**$156,659,444**	**$189,329,727**	**2022–23: $157,896,430** **2023–24: $168,404,243** **2024–25: $165,118,561**
Internal services	$43,147,246	$47,484,345	2022–23: $42,604,485 2023–24: $48,474,740

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
			• 2024–25: $47,254,603
Total	**$199,806,690**	**$236,814,072**	• **2022–23: $200,500,915** • **2023–24: $216,878,983** • **2024–25: $212,373,164**

Analysis of the past three years of spending

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

- implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQI+, announced in Budget 2021 (2021–22 to 2024–25)
- implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26)
- support for the Access to Information function, announced in Budget 2002 and Budget 2024 (2022–23 to 2027–28)
- support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27)
- support to continue the proactive review and opening of historical records (2024–25 to 2026–27)
- the real property portfolio, including the construction of the Preservation Storage Facility in Gatineau, Quebec, which was completed in 2022 (actual spending in 2022–23 includes a substantial completion payment of $36.1 million for this project)
- the partnership between LAC and OPL for the Ādisōke project
- efforts related to Refocusing government spending, announced in Budget 2023
- salary adjustments following the ratification of collective agreements

The [Finances section of the Infographic for LAC on GC Infobase](#) offers more financial information from previous years.

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

Table 12 shows LAC's planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Acquiring and preserving documentary heritage	$72,927,691	$69,223,296	$69,400,664

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Providing access to documentary heritage	$90,963,184	$62,864,166	$33,079,639
Subtotal	**$163,890,875**	**$132,087,462**	**$102,480,303**
Internal services	$44,259,244	$44,157,199	$40,536,258
Total	**$208,150,119**	**$176,244,661**	**$143,016,561**

Analysis of the next three years of spending

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

- implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26)
- support for the Access to Information function, announced in Budget 2002 and Budget 2024 (2022–23 to 2027–28)
- support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27)
- support to continue the proactive review and opening of historical records (2024-25 to 2026-27)
- variations in planned spending in the real property portfolio
- the partnership between LAC and OPL for the Ādisōke project
- efforts related to Refocusing government spending, announced in Budget 2023
- salary adjustments following the ratification of collective agreements

The Finances section of the Infographic for LAC on GC Infobase offers more detailed financial information related to future years.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. Consult the Government of Canada budgets and expenditures for further information on funding authorities.

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

Graph 1 summarizes the department's approved voted and statutory funding from 2022–23 to 2027–28.
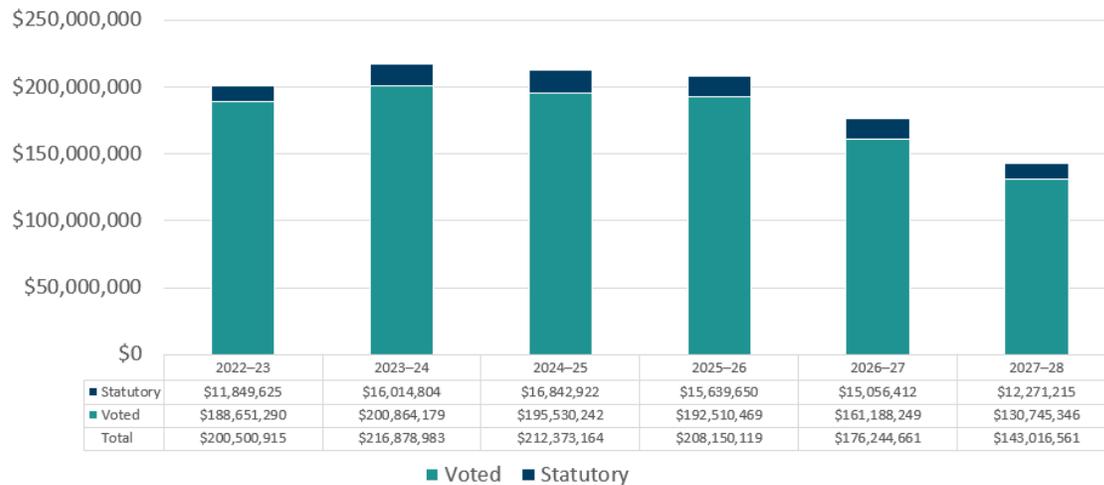
Text version of graph 1

Graph 1 includes the following information in a bar graph:

Fiscal year	Statutory	Voted	Total
2022–23	$11,849,625	$188,651,290	$200,500,915
2023–24	$16,014,804	$200,864,179	$216,878,983
2024–25	$16,842,922	$195,530,242	$212,373,164
2025–26	$15,639,650	$192,510,469	$208,150,119
2026–27	$15,056,412	$161,188,249	$176,244,661
2027–28	$12,271,215	$130,745,346	$143,016,561

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

Budget variations are mainly due to the following:

- implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQI+, announced in Budget 2021 (2021–22 to 2024–25)
- implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26)
- support for the Access to Information function, announced in Budget 2002 and Budget 2024 (2022–23 to 2027–28)
- support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27)
- support to continue the proactive review and opening of historical records (2024–25 to 2026–27)
- variations in actual and planned spending in the real property portfolio
- the partnership between LAC and OPL for the Ādisōke project

- efforts related to Refocusing government spending, announced in Budget 2023
- salary adjustments following the ratification of collective agreements

Consult the Public Accounts of Canada for further information on LAC's departmental voted and statutory expenditures.

Financial statement highlights

LAC's Financial Statements Unaudited for the Year Ended March 31, 2025.

Table 13: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2025 (dollars)

Table 13 summarizes the expenses and revenues for 2024–25 and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2024–25 planned results	Difference (actual results minus planned)
Total expenses	$205,226,024	$180,485,424	$24,740,600
Total revenues	$2,420,355	$3,715,000	($1,294,645)
Net cost of operations before government funding and transfers	$202,805,669	$176,770,424	$26,035,245

Analysis of expenses and revenues for 2024-25

The 2024–25 planned results information is provided in LAC's Future-Oriented Statement of Operations and Notes 2024–25.

Total expenses for the fiscal year 2024–25, amounted to $205.2 million, an increase of $24.7 million over the previous year's planned results. This increase is, in large part, explained as follows:

- an additional $17.4 million in funding for the Access to Information function was announced in Budget 2024 and approved by Parliament during the fiscal year through Supplementary Estimates (B)
- an additional $7.5 million was received through the 2024–25 Operating Budget Carry-Forward

Total revenues for fiscal year 2024–25, amounted to $2.4 million, a decrease of $1.3 million compared to planned results for 2024–25, mainly due to sunsetting of cost-recovery agreements with other government departments.

Table 14: Condensed Statement of Operations (unaudited or audited) for 2023–24 and 2024–25 (dollars)

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

Financial information	2024–25 actual results	2023–24 actual results	Difference (2024–25 minus 2023–24)
Total expenses	$205,226,024	$215,364,041	($10,138,017)
Total revenues	$2,420,355	$4,129,858	($1,709,503)
Net cost of operations before government funding and transfers	$202,805,669	$211,234,183	($8,428,514)

Analysis of differences in expenses and revenues between 2023-24 and 2024-25

Expenses

Total expenses for fiscal year 2024–25, amounted to $205.2 million, a decrease of $10.1 million over the previous year's total expenses. This decrease is mainly attributable to the following:

- a decrease in professional services expenses of $6.6 million mainly due to a reduction of payments related to the public-private partnership (PPP) and a decrease in expenses on projects in various buildings
- a decrease in machinery and equipment expenses of $4.2 million related to the purchase of IT equipment in 2023–24 for various initiatives such as to support the access to information and litigation support, the implementation of the federal framework to address legacy of residential schools and general equipment renewal
- a decrease of $2.2 million in payments in lieu of taxes following retroactive expenses incurred in 2023–24
- a decrease in utilities, materials and supplies expenses of $1.2 million related to the purchase of furniture
- a decrease of $1.1 million in other expense categories such as transfer payments, rental fees, travel and relocation and interest on other liabilities—PPP
- an increase in salary and employee benefit expenses of $5.2 million primarily related to salary increases and staff hired for temporarily funded initiatives

Revenues

Total revenues for fiscal year 2024–25 amounted to $2.4 million, a decrease of $1.7 million compared to the previous year. This decrease is mainly due to the sunsetting of cost-recovery agreements with other government departments.

Table 15 Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2025 (dollars)

Table 15 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Total net liabilities	$163,477,885	$167,133,651	($3,655,766)
Total net financial assets	$29,017,939	$29,980,161	($962,222)

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Departmental net debt	$134,459,946	$137,153,490	($2,693,544)
Total non-financial assets	$368,359,754	$335,735,199	$32,624,555
Departmental net financial position	$233,899,808	$198,581,709	$35,318,099

Analysis of department's liabilities and assets since last fiscal year

Liabilities

Total liabilities amounted to $163.5 million as of March 31, 2025, a decrease of $3.7 million over the previous year's total liabilities. This decrease is mainly due to the following:

- a decrease of $2.8 million in liabilities for the obligation under the public private partnership
- a decrease of $0.9 million in accounts payable and accrued liabilities mainly due to amounts due to other government departments and agencies, external parties, attributable to the timing of invoices received and payments made

Assets

Total assets (including financial and non-financial assets) amounted to $397.4 million as of March 31, 2025, an increase of $31.7 million over the previous year's total assets. This increase is mainly attributable to the following:

- an increase of $32.6 million in tangible capital assets, net of accumulated amortization, mainly due to capital investments made by LAC in the Ādisōke project and betterments to existing buildings
- a decrease of $0.6 million in the amount due from the Consolidated Revenue Fund directly correlated with the increase in year-end payables
- a decrease of $0.3 million in accounts receivable and advances, mainly due to amounts receivable from other government departments and agencies

Human resources

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

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

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

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
Acquiring and preserving documentary heritage	338	396	433
Providing access to documentary heritage	310	444	460

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
Subtotal	**648**	**840**	**893**
Internal services	272	286	308
Total	**920**	**1,126**	**1,201**

Analysis of human resources for the last three years

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

- implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQI+, announced in Budget 2021 (2021–22 to 2024–25)
- implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26)
- support for the Access to Information function, announced in Budget 2002 and Budget 2024 (2022–23 to 2027–28)
- support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27)
- support to continue the proactive review and opening of historical records (2024–25 to 2026–27)
- efforts related to Refocusing government spending, announced in Budget 2023

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

Table 17 shows the planned full-time equivalents for each of LAC's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

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

Analysis of human resources for the next three years

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

- implementation of the Federal Framework to Address the Legacy of Residential Schools, announced in Budget 2022 (2022–23 to 2025–26)
- support for the Access to Information function, announced in Budget 2022 and Budget 2024 (2022–23 to 2027–28)
- support for the GC response to the LGBT Purge Class Action Settlement (2023–24 to 2026–27)
- support to continue the proactive review and opening of historical records (2024–25 to 2026–27)
- the partnerships between LAC and OPL for the Ādisōke project, specifically for the preparation for the collections move planned for 2025–26
- efforts related to Refocusing government spending, announced in Budget 2023

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](#)

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.

Corporate information

Departmental profile

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

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 / commencement: 2004

Acronym: LAC

Departmental contact information

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

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

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

Fax: 613-995-6274

Email: reference@bac-lac.gc.ca

mailto:Website: library-archives.canada.ca

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 of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward 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 outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and sociocultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2021 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada's criteria of being owned and operated by Elders, band and tribal councils, registered in the Indigenous Business Directory or registered on a modern treaty beneficiary business list.

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 measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

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 the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.