Library and Archives Canada | Bibliothèque et Archives Canada

Library and Archives Canada

2025–26 Departmental Results Report

The Honourable Marc Miller, M.P.

Minister of Canadian Identity and Culture and

Minister responsible for Official Languages

Canada

© His Majesty the King in Right of Canada, as represented by the Minister of Canadian Identity and Culture and the Minister responsible for Official Languages, 2026

Catalogue Number: SB1-12E-PDF

ISSN: 2560-9062 – 2025–26 Departmental Results Report (Library and Archives Canada)

Aussi disponible en français sous le titre : Rapport sur les résultats ministériels 2025-2026

Library and Archive Canada's 2025–26 Departmental Results Report

Contents

- At a glance
- From the Minister
- From the Librarian and Archivist of Canada
- Results: What we achieved
    - Core responsibility 1: Acquiring and preserving documentary heritage
    - Core responsibility 2: Providing access to documentary heritage
    - Internal services
- Spending and human resources
    - Spending
    - Funding
    - Financial statement highlights
    - Human resources
- Supplementary information tables
- Federal tax expenditures
- Corporate information
- Definitions

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 2025–26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with Library and Archives Canada's vision, mission, raison d'être and operating context.

Key priorities

Library and Archives Canada (LAC) has a unique role in strengthening Canada's identity, promoting national unity and championing democratic principles as Canada's national memory institution. Building on Vision 2030, LAC worked to place its users at the heart of its operations and activities, enabling Canadians to access, explore and discover the diverse stories and histories that define Canada. Throughout 2025–26, LAC sought to maintain and improve the services it provides to Canadians while planning for long-term sustainability and Canadians' growing interest in their own identity.

LAC identified the following key priorities for 2025–26:

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

Highlights

Advancing toward the opening of Ādisōke

In 2025–26, LAC continued its preparation of the public services and programming that will be offered at Ādisōke, LAC's new state-of-the-art shared facility with Ottawa Public Library. Though the City of Ottawa announced that the opening of Ādisōke would be delayed, construction continued to progress steadily. LAC also continued to develop new and engaging programs, services and spaces that will invite users to engage with LAC's collections of national heritage, including:

- The Discovery Vault, where visitors can view reproductions of material in the collections and borrow framed reproductions.
- The Family History Centre, jointly operated with Ottawa Public Library, offering resources that support genealogy, family and community history research.

- The Rare Books and Lowy collections, where visitors can discover and explore rare and unique books showcasing Canada's history.
- A Media Lab, which will serve as a gateway to LAC's audiovisual and microform collections.
- The Timelines Collection, a rotating display of up to 1,500 browsable items that invites visitors to explore the evolution of Canadian thought, culture and identity.

Enhancing access to LAC's collections through digitization

Throughout 2025–26, LAC expanded digital access to its collections by increasing its digitization efforts and capacity. Working with the LAC Foundation, LAC secured a landmark $5 million philanthropic donation to accelerate the digitization of key Second World War collections. LAC also continued its longstanding partnership with the Mountain Legacy Project through a four-year initiative to digitize and describe historic survey photographs from Alberta held in its collection. While much of the material in LAC's collections has not been digitized, these initiatives represent important steps toward expanding digital access to Canada's documentary heritage and accelerating the availability of more of LAC's collections online.

Comprehensive Expenditure Review and planning for LAC's long-term sustainability

In 2025–26, the government committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians. To meet these commitments, implement the reduction targets announced in Budget 2023, and adjust following the end of some sources of temporary funding, LAC undertook a series of activities to ensure the organization's financial and operational sustainability, including:

- Implementing various measures to limit and reduce temporary staffing.
- Initiating indeterminate workforce reductions to achieve the Refocusing Government Spending and Comprehensive Expenditure Review government commitments.
- Announcing the end of the Documentary Heritage Communities Program and implementing organizational changes to optimize resources.
- Announcing a gradual reduction in ATIP and Proactive Access activities to deliver its services sustainably within the permanent funding level allocated for future years.[1] This was made possible by building on the reductions to the backlog and improved compliance.
- Reviewing the delivery of its services and internal support functions to optimize resources and efforts.

The full scope of these changes will take effect over the next three fiscal years.

- Total actual spending (including internal services): $194,490,017
- Total full-time equivalent staff (including internal services): 1,061

For detailed information on LAC's total spending and human resources, read the Spending and human resources section of this report.

[1] The permanent ATIP funding, and corresponding FTEs, allocated in future years is not included in the financial tables of this report. Details will be included in future Departmental Results Reports.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its "core responsibilities" (its main areas of activity).

Core responsibility 1: Acquiring and preserving documentary heritage

Actual spending: $78,960,616

Actual human resources: 360

Departmental Results Achieved:

- In 2025–26, LAC strengthened its role as the Government of Canada's memory institution by improving its digital transfer processes, standardizing metadata, and introducing new guidance to streamline records disposition. It completed a pilot project with the Department of National Defence, initiated in 2024–25, marking the first direct transfer from a client's electronic records management system. This work expanded LAC's use of its Digital Asset Management System (DAMS) to support transfer, preservation, and online access to born-digital government records enabling Canadians to discover and access them directly through the national archival catalogue.
- LAC continued to process documentary heritage while improving the discoverability of its collections, meeting and surpassing all service standards targets for the processing of government records, published heritage, and private archives. Key archival projects further enriched the history captured in LAC's collections, with major collections, including the Stephen J. Harper fonds and the Canadian National Railway fonds, processed and made publicly available. LAC also continued to improve the descriptions of materials in its collections, ensuring they are respectful and culturally sensitive through ongoing collaboration with diverse communities and partners.
- The long-term preservation and accessibility of its collections were improved by updating LAC's infrastructure and prioritizing the protection of its most vulnerable materials. LAC's purpose-built preservation facilities continued to provide high-quality preservation environments, supported by targeted upgrades and a new Collection Storage Framework to guide future planning. LAC also expanded access to its holdings by preserving and digitizing significant volumes of content, helping ensure its collections remain accessible to Canadians.

For more information on LAC's activities related to Core responsibility 1: Acquiring and preserving documentary, read the "Results: What we achieved" section of this report.

Core responsibility 2: Providing access to documentary heritage

Actual spending: $69,261,216

Actual human resources: 407

Departmental Results Achieved:

- In 2025–26, LAC continued to expand digital access to Canada's documentary heritage by increasing its digitization capacity, enhancing digital tools, and improving online client services. Expanded digitization efforts made more of LAC's collections available online, while improvements to search functionality and the introduction of AI-assisted transcription made collections easier to discover, search and use. LAC also introduced new research guides and service enhancements to better support users in navigating its collections. Together, these initiatives represent important steps toward expanding digital access to Canada's documentary heritage and making LAC's collections more accessible to Canadians.
- LAC promoted transparency and supported access to information by improving its ATIP operations. Despite facing a growing volume of increasingly complex requests, sustained investments and targeted process improvements enabled LAC to reduce its backlogs and provide timelier responses to Canadians. At the same time, collaborations with federal partners improved access to key records and advanced the secure transfer of digital information.
- LAC enhanced public engagement with Canada’s national heritage by offering a wide range of exhibitions, events and programs that increased visibility and deepened connections with diverse audiences across the country and internationally. Through strategic partnerships and culturally relevant programming, LAC amplified underrepresented voices and highlighted key moments in Canada’s history, while expanding opportunities for Canadians to experience its collections both in person and online. Continued support to community organizations strengthened local capacity to preserve and share documentary heritage, and investments in learning and professional development helped build the next generation of Canadian archivists.

For more information on LAC’s activities related to Core responsibility 2: Providing access to documentary heritage, read the “Results: What we achieved” section of this report.

From the Minister



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

The organizations within the Canadian Heritage portfolio play a vital role in building a Canada where culture, heritage, the arts and sport help strengthen social cohesion and a sense of belonging. Through their expertise, these organizations support initiatives that enrich the lives of Canadians, while showcasing the diversity that is our country's strength. Library and Archives Canada (LAC) is fully involved in this collective effort.

LAC's work throughout 2025–26 played an integral part in enriching the lives of Canadians by giving them access to their national heritage. Its main initiatives included the ongoing construction of Ādisōke, the new joint facility LAC will share with Ottawa Public Library. Once complete, the new building will serve as a key venue to showcase the breadth of experiences, ideas and histories that have helped shape Canada's identity and give its users a space to gather and explore their heritage.

LAC promoted inclusion and belonging by highlighting the cultural diversity that defines our country. Through the celebration of cultural learning months, LAC has expanded the representation of diverse voices in its work, enabling a broader range of people to see themselves reflected in Canada's history and to feel meaningfully represented within the national narrative. Building on this momentum, LAC will continue to advance initiatives that celebrate Canada's diverse communities and strengthen connections to our shared documentary heritage.

Internationally, LAC maintained a strong presence by sharing its expertise and advancing Canada's culture and values on the global stage. LAC's participation across international conferences and forums, including leading the International Federation of Library Associations and Institutions (IFLA), helped create new partnerships with world-class archivists and librarians to better serve Canadians at home and abroad.

I am proud to present the 2025–2026 Departmental Results Report for Library and Archives Canada. This report highlights the progress LAC has made over the past year and its contribution to achieving the Government of Canada's priorities. I would like to commend the dedication of its staff and leadership, whose work delivers tangible results that benefit the people of Canada.

The Honourable Marc Miller, Minister of Canadian Identity and Culture and Minister responsible for Official Languages

From the Librarian and Archivist of Canada



Leslie Weir
(she-her)
Librarian and Archivist of Canada

The desire to trace our origins is part of human nature. After all, our heritage is not only part of who we are but also part of our legacy for future generations. Thankfully, users can turn to Library and Archives Canada (LAC) to uncover family histories, conduct research, and revisit pivotal events of our past. As the home to millions of documents, records, publications, and other materials that together comprise the collective memory of Canada, LAC provides users with access to the stories documenting our past and the democratic values that define our Canadian identity. We have fulfilled this mandate in a variety of ways this year.

Throughout 2025–26, we continued working toward the opening of Ādisōke, our future facility in the National Capital Region, in partnership with Ottawa Public Library. We have made considerable progress developing our future in-person services and public programming. From a virtual vault allowing users to interact with unique items from the collections to a heritage workshop that celebrates personal expression and storytelling, users will be able to explore Canada's heritage in diverse ways. While Ādisōke is not yet open, we remain fully committed to delivering innovative experiences that meet users' expectations at our current and future service points.

This year, LAC kept delivering user-focused services and highlighting the underrepresented voices of our past through our partnerships and public events. Furthermore, to help users across Canada and beyond access our collections online, we continued to digitize documents under our care. We have done so through large-scale projects, improved search tools, and AI-assisted transcription.

Users depend on timely access to government records to support their research, uphold their rights, and better understand their history. That is why we streamlined how we triage requests and found alternative ways to provide access to documents. These changes are helping us respond more efficiently to the thousands of requests we receive every year to provide archival records from the 300 current and former federal departments under our care.

In short, through the responsible use of public funds aligned with government priorities, LAC continued to transform its services while helping users access the stories, documents and works of art at the heart of our heritage.

I invite you to read this report to learn more about LAC's progress in expanding access to our collective memory and transforming how users engage with the collections.

Results: What we achieved

Core responsibilities and internal services

- Core responsibility 1: Acquiring and preserving documentary heritage
- Core responsibility 2: Providing access to documentary heritage
- Internal services

Core responsibility 1: Acquiring and preserving documentary heritage

In this section

- Description
- Quality of life impacts
- Progress on results
- Details on results
- Key risks
- Resources required to achieve results
- Related government priorities
- Program inventory

Description

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

Quality of life impacts

LAC's core responsibility of acquiring and preserving documentary heritage contributes to the Society domain of the Quality of Life Framework—particularly the “sense of pride/belonging to Canada” and “positive perceptions of diversity” indicators—through its Departmental Result, “LAC acquires a collection that is representative of Canada.” In 2025–26, LAC continued to acquire

documentary heritage that represents the breadth and complexity of the history and people of Canada. Building a collection in which all Canadians can see themselves fosters a sense of pride and belonging to Canada and promotes positive perceptions of diversity.

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

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 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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of federal institutions transferring records annually	10%	March 31, 2026	2023–24: 24.07% 2024–25: 13.14% **2025–26: 21.6%**
Percentage increase of published titles deposited to LAC in a digital format	25%	March 31, 2026	2023–24: 17.8% 2024–25: 40.4% **2025–26: 13%**
Percentage of targeted acquisition areas covered by an acquisition agreement	75%	March 31, 2026	2023–24: 100% 2024–25: 96% **2025–26: 96%**

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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of government records processed in keeping with service standards	60%	March 31, 2026	2023–24: 58.5% 2024–25: 61.2% **2025–26: 68%**
Percentage of published heritage processed in keeping with service standards	83%	March 31, 2026	2023–24: 94% 2024–25: 93% **2025–26: 89%**
Percentage of private archives processed in keeping with service standards	75%	March 31, 2026	2023–24: 95% 2024–25: 91% **2025–26: 98%**

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 in the last three fiscal years.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of facilities that provide an environment that meets standards for the preservation of the analog collection	75%	March 31, 2026	2023–24: 65% 2024–25: 57% **2025–26: 64.25%**
Total number of terabytes (TB) of digital material preserved in LAC's collection (including born digital, digitized, and migrated content)	18,871 TB	March 31, 2026	2023–24: 15,371 TB 2024–25: 17,371 TB **2025–26: 19,132 TB**

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

Details on results

The following section describes the results for Core responsibility 1: Acquiring and preserving documentary heritage in 2025–26 compared with the planned results set out in LAC's departmental plan for the year.

LAC acquires a collection that is representative of Canada

Results achieved

Library and Archives Canada (LAC) made improvements to its federal institution outreach strategies and targeted a diverse range of acquisitions in 2025–26, ensuring that its collections continue to represent the culturally rich nature of Canadian heritage and identity.

- **Percentage of federal institutions transferring records annually**
    - As the memory institution for the Government of Canada (GC), LAC receives record transfers from all government organizations, contributing to an open and transparent government. In 2025–26, LAC received and approved transfers from 38 of the 174 GC institutions that are transfer-ready, representing 21.8% of those institutions. LAC also made considerable improvements to the standardized processes and tools that support institutions in transferring records.
    - In a pilot project that was completed in 2025–26, LAC, in partnership with the Department of National Defence (DND) and Public Services and Procurement Canada (PSPC), achieved a significant milestone by securing its first direct digital archival transfer of its kind from a client department. The project established a direct transfer mechanism between DND's PSPC-managed system environment to LAC's Digital Asset Management System (DAMS), streamlining transfer workflows, ensuring metadata met LAC's rigorous long-term preservation standards, and reducing processing timelines from months to weeks—all while enabling immediate public access and a seamless user experience.
    - LAC also completed its first direct transfer of born-digital photography from DND's National Defense Image Library and made significant process enabling transfers from other widely deployed digital systems in use across the federal government. The lessons learned through these projects were subsequently used to create guidelines and processes that can be adopted across the GC for future use, enabling better transfer mechanisms and more immediate access to born-digital archival records for Canadians.
    - In April 2025, Canada's Chief Information Officer approved a new GC Enterprise Data Reference Standard based on LAC's Operational Standard for Digital Archival Records' Metadata published in 2023. As a result, LAC's metadata requirements are now mandatory under both LAC policy and the Treasury Board Secretariat's (TBS) Directive on Service and Digital. This alignment strengthens government-wide information management by further embedding LAC's requirements into enterprise-level IM policy. This improves the integrity, reliability and usability of digital archival records, facilitates their transfer to LAC, and supports their long-term preservation and access.
    - In February 2026, LAC published its Guidelines on Documented Disposition of Records, which provides guidance to GC institutions on the disposition of their records, which streamlines the process of transferring material to LAC.

- **Percentage increase of published titles deposited to LAC in a digital format**
    - LAC achieved a 13% increase in published material deposited in a digital format in 2025–26, receiving 46,048 published titles throughout the year. This moderate growth represents a period of stabilization following last year's rapid increase, which was driven by outreach to promote LAC's new deposit process. This process makes it easier for publishers and self-publishers to deposit their works to LAC, helping capture the full spectrum of Canadian publishing. Examples of publishers who deposited published heritage in a digital format to LAC in 2025–26 include:
        - HarperCollins Canada: 1700 titles
        - UBC Press: 644 titles
        - Arsenal Pulp Press: 250 titles
        - Harlequin: 33,632 titles, including *Heated Rivalry*
- **Percentage of targeted acquisition areas covered by an acquisition agreement**
    - Through its acquisition activities over the past year, LAC advanced its commitment to reflecting the diversity of Canada's national heritage and identity. Notably, LAC successfully collected archival material from 96% of its targeted acquisition areas, each of which were selected to represent the rich history that shapes Canadian identity and supports LAC in building more inclusive and representative national collections.
    - LAC acquired 200 new private archive fonds in 2025–26, adding over 41,000 new items to its archival collections. Notable additions include:
        - 62 boxes of records of the first female president of McGill University, Dr. Heather Munroe-Blum, a pioneering social worker and academic leader.
        - 323 Second World War-era Canadian comic books.
        - Over 580 containers of material documenting the career of the Honourable Anne McLellan, one of the most influential female politicians in Canada's history.
        - 10 exhibition prints by photographer Jeff Thomas, an urban-based Haudenosaunee (Iroquois) artist and storyteller whose work explores his identity, the historical visual representations of First Nations people, and comparison with Indigeneity today.
    - LAC also developed and published its Private Archives Acquisition Orientation 2025–2030 strategy, which details a more proactive, inclusive and collaborative approach to acquiring private archives. In keeping with Vision 2030, the strategy focuses on engaging with Canada's Indigenous populations, acquiring material from underrepresented areas of the collections, and working with communities to ensure that LAC's collections reflect Canadian society in all its diversity.

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

Results achieved

LAC's ability to process documentary heritage within service standards and improve the discoverability of its collections continued to be key areas of focus for LAC in 2025–26. LAC met

each of the targets relating to the processing of submitted material and continued to review the material in its collections to ensure it is described both accurately and in a culturally sensitive way. This work was supported by LAC's newly approved Strategic Orientation on Collections Metadata, which sets the foundation for responsible creation, sharing and management of metadata to ensure consistency and improved discoverability of LAC's collections.

- **Percentage of government records processed in keeping with service standards**
    - In 2025–26, LAC surpassed its target for the timely processing of government records, processing 68% of the records transferred to LAC within service standards. This result shows an almost 7% improvement over the previous fiscal year, which can be attributed to a more efficient distribution of processing work across the department.
    - In 2025–26, LAC's declassification function analyzed a total of 464,000 pages of classified government records and reduced the security designation of over 200,000 pages. As a result, the processes to access, store, circulate, and handle those records are less costly and more efficient.

- **Percentage of published heritage processed in keeping with service standards**
    - LAC processed 89% of the published heritage it received within service standards. In 2025–26, LAC catalogued 18,497 publications, adding enhanced descriptive metadata to support discovery and access through LAC's collections. While the target was met, the result indicates a decrease from the previous two years, reflecting budget and resource reductions implemented throughout 2025–26.
    - Part of processing published material involves ensuring that materials in LAC's care are described in culturally relevant and respectful ways. In line with LAC's Vision 2030 commitment to reconciliation with Indigenous Peoples, LAC has continued its participation with the National Indigenous Knowledge Language Alliance's Respectful Terminology Platform Project (RTPP). RTPP is an open, online platform that will provide a dynamic, multilingual set of terminologies relating to Indigenous Peoples, places, heritage, traditions, knowledge and cultures.
    - Additionally, LAC actively participated in the team developing the French version of Homosaurus, an international 2SLGBTQI+ vocabulary. Through this work, LAC added new terms as needed, assessed existing headings, and ensured the use of inclusive language.
- **Percentage of private archives processed in keeping with service standards**
    - In 2025–26, LAC processed 98% of private archives within service standards, meeting its target for this indicator and processing more fonds within service standards than in the previous two fiscal years.
    - In February 2026, LAC completed the processing of the archives of former Prime Minister Stephen Harper. With more than 400,000 digital records and 4,000 sound recordings, this donation is the largest digital archive acquisition undertaken at LAC. The fonds includes other types of media as well, including architectural drawings, a quilt, a hockey card, and over one million photographs. The launch of this collection represents a major milestone in LAC's efforts to process this significant donation and make the material accessible to Canadians.

- LAC also focused on reducing the backlog of private archives awaiting processing, including material from the Canadian National Railway Company (CN) fonds. The maps, photographs, architectural plans, audiovisual material and artwork that comprise the CN fonds document Canada's development as a modern country during the 19th and 20th centuries.

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

Results achieved

LAC continued its efforts to preserve its rich analog collections and digital material throughout 2025–26. To ensure its collections will be available for generations to come, LAC continued to monitor facility conditions and provide an adequate environment for preservation through maximizing the use of its purpose-built facilities and existing IT infrastructure.

- **Percentage of facilities that provide an environment that meets standards for the preservation of the analog collection**
  - As of 2025–26, 64% of the total vault volume (m^3) in the facilities managed by LAC provided an environment that met the standards for preserving its analog collections. While LAC did not meet the target, its purpose-built facilities (the Nitrate Film Preservation Facility, Preservation Centre and Preservation Storage Facility) met the environmental standards for preservation with an aggregate score of 90%. To address this issue, LAC developed a strategy to maximize the benefit of its purpose-built facilities by relocating some of its most vulnerable materials to these locations.
  - The preservation of Canada's national collections depends on effective real property management to ensure that LAC's facilities are properly maintained and equipped, within available funding, to house and protect its growing collections. Throughout 2025–26, two major infrastructure projects continued at LAC's Renfrew Centre Storage Facility: the replacement of the roof and electrical system, both of which had reached the end of their useful life. These projects will help enhance the facility's integrity, reliability and long-term capacity to safeguard Canada's documentary heritage.
  - In November, LAC launched a new Collection Storage Framework, which provides guidance, strategies and objectives to help ensure that its facilities can properly preserve and support access to its collections over the long term. This framework will help set requirements for LAC's Real Property Portfolio Strategy, including those related to optimal storage conditions. With the framework now established, LAC will focus on developing and implementing a roadmap to achieve its objectives.
- **Total number of terabytes (TB) of digital material preserved in LAC's collection (including born digital, digitized, and migrated content)**
  - In 2025–26, LAC successfully processed and preserved 1,761 terabytes of digital material, including born-digital and digitized content, and 13 terabytes of web content. This material was made available for discovery and access. LAC's

collections now comprise a total of 19,132 terabytes of digital material. A few examples of new additions to the Government of Canada Web Archive include:
    - The 45th National General Election, held in April 2025, preserving and making available federal political party websites, candidate and Member of Parliament pages, news and opinion.
    - Web resources related to the Rideau Waterway, ahead of the 200th anniversary of the beginning of the construction of the Rideau Canal in 1826.
    - The Indigenous Treaties in Canada Collection, bringing together online resources on the history and evolution of treaty relationships in Canada, from the Royal Proclamation of 1763 to contemporary self-government agreements.
  - LAC migrated 18,516 hours of at-risk audiovisual content to modern digital formats, safely preserving this material for Canadians to discover in LAC's collections. Without this work, the audiovisual material stored at LAC in non-digital, analog formats would be at risk of corruption and becoming inaccessible to future users. A few examples of the audiovisual material that was digitized in 2025–26 include:
    - A hand-painted 35 mm nitrate copy of *Butterfly Dance: Annabelle* (1897), one of the oldest films in LAC's collections.
    - The Pierre Elliott Trudeau Collection, including 59 unique films on 16-mm film with footage of the Trudeau family from the early 1930s to the 1940s.
    - The Inuk filmmaker Zacharias Kunuk's *Wrong Husband* (*Uiksaringitara*).
    - Over 10,500 hours of audio material, including original recordings by Glenn Gould and Canadian rock bands Bachman-Turner Overdrive, Prism, Headpins, and Trooper.

Key risks

Physical infrastructure and collections

- Risk
  - If LAC does not have the financial resources to undertake the work necessary to maintain its aging facilities, its current collections would be subject to deterioration or loss due to inadequate preservation conditions.
- Mitigation measures
  - LAC implemented a five-year real property investment plan to optimize financial resource allocation, anticipate major capital needs, and reduce, within available resources, the risk of unforeseen damage and degradation that could necessitate further investments. This plan will help mitigate the risk of inadequate preservation conditions.
  - LAC also finalized its Collection Storage Framework, which supports a more efficient use of existing storage by ensuring the right types of collections are housed in the appropriate environments.

Relevance and representativeness of LAC's collections

- Risk
    - If LAC is not in a position to overcome the barriers in acquiring documentary heritage, there is a risk that the collections may not be relevant and representative of Canadian society.
- Mitigation measures
    - LAC identified gaps in its collections, employed its Private Archives Acquisition Orientation strategy and conducted outreach to underrepresented groups to make targeted acquisitions that diversified its holdings.
    - LAC optimized workflows that improved its efficiency processing collected documentary heritage and developed strategies that prioritized increasing the representativeness of its collections.

Resources required to achieve results

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

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

Resource	Planned	Actual
Spending	$72,927,691	$78,960,616
Full-time equivalents	351	360

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 UN 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 on-site 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.

In 2025–26, LAC achieved a major sustainability milestone by earning the BOMA BEST Gold certification for its Preservation Storage Facility, which reflects LAC's commitment to implementing exemplary environmental practices across its real property portfolio. LAC also received a National Award for Innovation and Excellence—Gold from the Canadian Council for Public-Private Partnerships, which recognized LAC's excellence in environmental management and building performance.

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 and reports on progress.

Program inventory

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

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

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

Core responsibility 2: Providing access to documentary heritage

In this section

- Description
- Quality of life impacts
- Progress on results
- Details on results
- Key risks
- Resources required to achieve results
- Related government priorities
- Program inventory

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

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

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 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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Number of images from LAC collection digitized for access	6.5 M	March 31, 2026	2023–24: 5.7 M 2024–25: 10 M **2025-26: 11.4 M**
Number of unique visitors to LAC's website and online applications	3 M	March 31, 2026	2023–24: 1.8 M 2024–25: 2.9 M **2025-26: 5.7 M**
Number of service transactions onsite and remotely performed from LAC's national service points in Ottawa, Halifax, Winnipeg and Vancouver	60,000	March 31, 2026	2023–24: 56,868 2024–25: 50,606 **2025-26: 83,658**

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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of ATIP requests processed in comparison with the total requests	70%	March 31, 2026	2023–24: 55% 2024–25: 66% **2025–26: 69%**

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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Number of participants that attended exhibitions and events delivered by LAC or in collaboration with other organizations	150,000	March 31, 2026	2023–24: 222.836 2024–25: 161,992 **2025–26: 222,193**
Number of collection items sent out on loans for exhibitions	75	March 31, 2026	2023–24: 66 2024–25: 88 **2025–26: 44**
Percentage of Documentary Heritage Communities Program recipients that have fully achieved their expected results	90%	March 31, 2026	2023–24: 97% 2024–25: 91% **2025-26: 100%***
Percentage of Listen, Hear Our Voices contribution program recipients that have fully achieved their expected results	N/A	March 31, 2026	2023–24: 100% 2024–25: 100% **2025–26: N/A****

* 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 2025-26, LAC funded 37 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 three organizations have received an extension to complete their project and will submit their final reports later this fall. The 28 reports received to date have all be evaluated as successful.

** The funding for the Listen, Hear Our Voices contribution program sunset in March 2025; therefore, no target was set for this indicator for 2025–26.

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

Details on results

The following section describes the results for Core responsibility 2: Providing access to documentary heritage in 2025–26 compared with the planned results set out in LAC's departmental plan for the year.

Canadians increasingly access Canada's documentary heritage

Results achieved

By leveraging new partnerships and improving its services, LAC increased access to its collections in 2025–26. Additionally, LAC continued to digitize large quantities of material and create corresponding descriptions, increasing the quantity of Canadian heritage available to the public.

- **Number of images from LAC collection digitized for access**
    - In 2025–26, LAC greatly surpassed its target for digitizing images from its collections, digitizing over 11.4 million images. This achievement was supported by LAC's collaboration with multiple organizations to digitize records in response to user needs.
    - LAC collaborated with the Department of National Defense (DND) to digitize military records (including Second World War service records and Korean War Died in service records) to make them accessible to the Canadian public, with 516 records digitized as part of this initiative.
    - LAC's initiative to digitize and describe records and material related to the Federal Indian Day Schools system and its legacy concluded in 2025–26. Over the course of the initiative, 5.7 million pages of records spanning the 19th century and into the early 2000s were digitized, described and made accessible to the public. This was the second-largest digitization initiative ever taken on by LAC and showcases LAC's commitment to increasing the visibility of Canada's Indigenous history.
    - In 2025–26, LAC continued work on a four-year initiative to digitize and describe historical survey photographs of Alberta held in its collections. These images support landscape-change research conducted by the Mountain Legacy Project, a longstanding partner of LAC. By year-end, 4,856 of the approximately 13,643 photographs targeted under the initiative had been digitized. The project will also make these valuable historical resources more accessible online to Canadians.
    - LAC continued to implement its Digitization Action Plan throughout 2025–26, which outlines and prioritizes the activities LAC is undertaking to digitize the collections, including preserving its digital material and making more of its collections accessible to Canadians online via Collection search.
- **Number of unique visitors to LAC's website and online applications**
    - LAC's website received 5.7 million unique visitors in 2025–26. This result reflects improved access to collections through Collection search and other enhancements to online services, as well as traffic to additional online databases. While non-human bot traffic continued to increase, mitigation measures were implemented to help maintain reliable access for users. LAC also launched several successful social media campaigns, including one for Freedom to Read Week, contributing to almost 88% growth across its social media platforms.
    - It remained a priority in 2025–26 for LAC to actively listen to its users to improve its online services, including how visitors to LAC's online services access the collections. LAC used evidence gathered from both public opinion research, usability testing and analytics of user behaviour to improve Collection search, its website and other applications. Improvements included:
        - Migrating the last of our legacy databases into Collection search, bringing the total records being searched to over 70 million.
        - Modifying the Advanced search form design to better respond to user expectations and address accessibility needs.

        - Creating a new A to Z topic webpage with links to both research guides and pre-filtered search forms.
    - LAC also successfully completed its first AI pilot project with Transkribus, using handwritten text recognition to extract content from Orders-in-Council registers. The resulting 55,000 new descriptions were indexed in Collection search, providing faster and more direct access to Orders-in-Council records, particularly for clients outside the National Capital Region who previously relied on physical registers. Building on this success, LAC is now applying the same process to census records and Second World War image indexes.
- **Number of service transactions onsite and remotely performed from LAC's national service points in Ottawa, Halifax, Winnipeg and Vancouver**
    - In 2025–26, LAC responded to over 83,000 service transactions, including service requests, reference services and phone support. This surpassed the target by over 30% and represented an increase over the previous two years. To support these transactions, LAC published a new set of research tools and guides, including step-by-step guidance on how users can connect with LAC staff to order items and schedule visits. The tools are part of our ongoing efforts to make the collections in LAC's care more accessible and easier for Canadians to understand.
    - Based on user feedback received throughout 2025–26, LAC developed and implemented improvements to support client service transactions and enhance user experience. Highlights include:
        - Clearer separation between personnel files and other First World War records, helping users find the right records more quickly and better understand search results.
        - More advanced search options for past Access to Information requests, allowing users to find relevant requests more easily.
        - Improved Census search functionality that automatically connects known sub-district names with their corresponding district numbers, making census records easier to find.

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

Results achieved

As the permanent repository of records for the Government of Canada (GC), LAC holds unique and significant responsibilities with regard to ATIP that extend beyond those of other federal departments. In 2025–26, LAC continued to advance the objectives of the ATIP Action Plan while planning for the longer term through permanent annual funding that will support continued service improvements for Canadians.

- **Percentage of ATIP requests processed in comparison with the total of active requests**
    - In 2025–26, LAC processed 69% of total active ATIP requests, continuing the improvement seen in previous years despite an increase in the number of requests received. While the processing target of 70% was not met, LAC continued its efforts

to improve the timeliness of responses. LAC also made significant progress in reducing its backlog of overdue requests. Through targeted efforts, new procedures, and improvements implemented in recent years, ATIP reduced its backlog of overdue requests from 71% at the beginning of the year to 55% at fiscal year-end.

- LAC prioritized initiatives that helped Canadians access information efficiently and obtain the documentary heritage most relevant to their needs. To achieve this, LAC:
  - Improved ATIP's triage approach to ensure requests for archival records contain the necessary archival references to identify the requested documents. This ensures that requests are ready for processing when assigned to an ATIP analyst. Following implementation, LAC found some requested documents were already open and did not require an ATIP request. This allowed clients to access information more quickly, decreased the number of ATIP requests, improved client service and helped reduce LAC's overall response times.
  - Leveraged its partnership with DND to continue transferring metadata associated with DND's Personnel Electronic Records Management Information System (PERMIS), helping streamline the process for veterans requesting access to their records.
  - Used its proactive review and opening function to review and open over 12 million pages of archival government records and make them available to the public without an ATIP request.
  - Expanded self-service access by making 7,083 previously released access to information packages, totalling 979,077 pages, available on its website.
  - Enhanced the efficiency of the ATIP process through the work of the ATIP Archival Research Team, which completed over 400 research reports in 2025–26. By analyzing archival records within their historical context, the team strengthened LAC's ability to assess requests, supported more informed decision-making, and reduced unnecessary external consultations with other departments, contributing to more timely access to information for Canadians.
- To meet the government's goals of reducing government spending, LAC reduced its ATIP term employees to ensure the long-term sustainability of its ATIP function. Though these reductions were announced in 2025–26, the full scope of these changes will take effect in the coming fiscal years.

Canadians are more aware of their documentary heritage

Results achieved

LAC continued to provide Canadians with a wide variety of opportunities to engage with and access their documentary heritage, including book launches, exhibitions, and diverse public programming. LAC embedded diversity, inclusiveness and reconciliation principles across these outreach activities, ensuring that everyone can see themselves reflected in the national collections. By increasing access to diverse stories, LAC enables Canadians to connect through shared experiences and insights, strengthening the fabric of our society.

- **Number of participants that attended exhibitions and events delivered by LAC or in collaboration with other organizations**
    - In 2025–26, LAC exhibitions and events attracted more than 220,000 visitors, representing an almost 40% increase in attendance compared with the previous year. This strong performance reflects the quality and appeal of the exhibitions, which LAC and its partners developed by curating a broad range of culturally relevant and engaging materials for public audiences. Tours of LAC's preservation and archive facilities also remained consistently fully booked throughout the year. The increase in attendance underscores the growing visibility and accessibility of LAC's collections among Canadians. Examples of exhibitions and events that brought LAC's collections to the Canadian public include:
        - **National Gallery of Canada (NGC) Focus Series**: This ongoing partnership between LAC and the NGC draws on the rich collections of both institutions. The series highlights a diverse selection of Métis and Indigenous art and photographs, as well as works from the Great Depression.
        - **Canada House 100th Anniversary**: LAC worked with the High Commission of Canada in the United Kingdom to develop an exhibition celebrating the centenary of Canada's presence in Canada House—our nation's diplomatic home in London since 1925.
        - **Supreme Court of Canada 150th Anniversary**: This collaboration between LAC, the Senate of Canada and the Supreme Court of Canada showcases an exceptional selection of original documents from the Court's history.
    - LAC also worked with Global Affairs Canada to prepare for Japan's EXPO 2025, providing material from its collections and interactive artwork from LAC's first Creator in Residence, Eric Chan, inspired by LAC's collections.
    - LAC coordinated and hosted a wide range of book launches in 2025–26, highlighting Canada's talented writers and showcasing the richness and diversity of Canadian publishing. LAC participated in 13 book launches, including:
        - **Eric M. Adams and Jordan Stranger-Ross: Challenging Exile: Japanese Canadians and the Wartime Constitution**, which explores the historical context of the wartime treatment and forced exile of Japanese Canadians during the Second World War.
        - **The Honourable Sergio Marchi: *Pursuing a Public Life: How to Succeed in the Political Arena***, which offers guidance for navigating and succeeding in political life.
        - **Éric Plante: *Une vie militaire***, which provides insight into the experiences that shape the backdrop of military life in the 21st century.
    - Throughout 2025–26, LAC amplified the voices and perspectives of Canada's diverse and multicultural communities through webpages highlighting a range of monthly cultural themes, including:
        - Asian Heritage Month 2025: Unity in diversity
        - National Indigenous History Month 2025: Reflecting on the past to build a collaborative future
        - Women's History Month: Honouring women's contributions to Canada

        - Black History Month 2026: Honouring 30 years of black brilliance across generations
        - Month of La Francophonie 2026: Beyond the language, a living heritage
- **Number of collection items sent out on loans for exhibitions**
    - In 2025–26, LAC loaned out 44 different items to exhibitions across Canada and internationally. While the target was not met due to fewer loan requests from external organizations, LAC was still able to share a diverse selection of its collections, providing more opportunities for Canadians to experience and engage with their national heritage in person. Examples materials loaned for exhibitions include:
        - Photographs and handwritten and typewritten manuscripts from Acadian poet and songwriter Gérald Leblanc were loaned for an exhibition in New Brunswick.
        - Ten numismatic Métis scrip documents were loaned to the Bank of Canada Museum.
        - The Robinson Huron Treaty was sent to Sault Ste. Marie to commemorate the 175th anniversary of its signing.
- **Percentage of Documentary Heritage Communities Program recipients that have fully achieved their expected results**
    - Supporting the ongoing collection and preservation of documentary heritage across Canada, LAC's Documentary Heritage Communities Program (DHCP) funded 31 new projects in the last fiscal year, plus an additional six that were funded in 2024–25 as multi-year projects that extended into 2025–26. To date, LAC has received 28 final reports, all of which been evaluated as successful, representing a 100% success rate. Three organizations were granted extensions to complete their projects. The six multi-year projects are still in progress and on track to meet expectations.
    - The funding enabled recipient organizations to undertake projects that enhanced access to and awareness of their collections, while bolstering their capacity to safeguard Canada's documentary heritage. Nine organizations received funding to support Indigenous documentary heritage projects, while another seven received funding for Francophone documentary heritage projects.
    - Examples of organizations and work supported through the DHCP in 2025–26 include:
        - **Mi'kmawey Debert Cultural Centre (MDCC)**: Enhancing accessibility to Mi'kmaw Elders' collections through the MDCC's digital portal and exhibitions.
        - **The Super Boat People collective**: Preserving and sharing the oral histories of Cambodian, Laotian, and Vietnamese communities in Quebec.
        - **The ArQuives: Canada's Queer Archives**: Increasing access to Canadian LGBTQ2+ digital collections.
    - As part of LAC's implementation of its cost-reduction measures, it announced that the DCHP will be discontinued.

    - The Price McIntosh Bursary is another initiative through which LAC supports its mission to protect Canada's documentary heritage and build leadership and skills in the archival and preservation community. The bursary provides funding to support students whose programs of study relate to Canadian documentary heritage. In 2025–26, LAC provided $40,000 in funding to five new and five returning students.
- **Percentage of Listen, Hear Our Voices contribution program recipients that have fully achieved their expected results**
    - In 2025–26, there were no results to report for the Listen Hear Our Voices (LHOV) program, which sunset in 2024–25. While no activities occurred under the LHOV program in 2025–26, LAC continued to prioritize reconciliation through other initiatives, including:
        - Developing and finalizing its Strategic Pathways for Indigenous Heritages, which is set for release in 2026–27. The strategy sets out LAC's long-term principles for carrying out our acquisition, preservation and access mandate while respecting Indigenous rights and Indigenous data sovereignty. It builds on LAC's Indigenous Heritage Action Plan (2019), which publicly affirmed LAC's commitment to playing a significant role in advancing reconciliation between the Government of Canada and First Nations, Inuit and the Métis Nation.
        - Hosting a second conference on Indigenous toponymy in September 2025, led by the Geographical Names Board of Canada. The conference explored Indigenous languages and cultures through place names to better understand, recognize and value the richness of Indigenous knowledge.
        - Collaborating with the Indigenous Advisory Circle, who supports LAC's commitment to working with Indigenous communities to strengthen the long-term transmission of Indigenous heritages and to make these materials accessible in ways that are historically accurate and culturally appropriate.

Key risks

Access to collections

- Risk
    - If LAC does not effectively improve, maintain, and update the services and digital systems through which it provides access to its collections, there is a risk that it will be unable to fulfill its mandate and obligations.
- Mitigation measures
    - LAC implemented several strategies to support user access to its collections through its online systems and services. These strategies include:
        - Developing and publishing a set of research tools to help support users interacting with LAC's archival collections.
        - Updating the metadata contained within its Collection search tool to improve the searchability and accessibility of its collections.

- Migrating some of LAC's data to updated systems, improving Canadians' access to the collections by maintaining its aging data repositories.
- Improving its ATIP function to increase the efficiency with which it processes ATIP requests and substantially reduce its backlog of requests.

- LAC stabilized the critical legacy systems that support access to its collections, while concurrently advancing the implementation of the new Customer Relationship Management platform and planning for the future modernization of its archival discovery systems to improve service delivery, discoverability, and long-term sustainability.

Resources required to achieve results

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

Table 8: Snapshot of resources required for Core responsibility 2: Providing access to documentary heritage

Resource	Planned	Actual
Spending	$90,963,184	$69,261,216
Full-time equivalents	438	407

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 UN Sustainable Development Goals

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

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

Artificial intelligence

In 2025–26, LAC continued to explore how it could integrate AI into its processes and operations to better deliver on its mandate to preserve and provide Canadians with access to their national heritage. LAC finalized its first AI pilot project, Transkribus, which leveraged AI to convert handwritten documents into searchable, interactive digital material that Canadians can access online. LAC also provided datasets and archival information to support the training of a GC-hosted AI Large Language Model that produced GCTranslate, a tool that will improve translation efficiency when required by LAC staff, as well as when material is published for access by the Canadian public. This will help ensure that material is translated accurately and using culturally sensitive language that is relevant in the context of the GC. For this initiative, LAC provided Shared Services Canada with 100 million sets of bilingual text dating from 1996 to present.

To prepare for how AI will change the way Canadians work in the future, LAC developed a position statement outlining how it plans to implement AI into its services and operations moving forward. This statement outlines the opportunities and challenges that LAC anticipates it may encounter with the implementation of AI, as well as the guiding principles and strategic pillars that LAC will follow to ensure that AI is integrated in a way that respects LAC's professional values and public responsibilities. LAC also launched an AI Working Group, with the goal of researching how AI can be incorporated into LAC's operations. The working group analyzed how other Government of Canada departments, as well as various archival and library institutions across the world, have begun to weave AI into their operations, and how LAC can learn from these organizations to best implement AI initiatives internally.

Program inventory

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

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

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

Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Risk and compliance process
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

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

Progress on results

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

Improvements were made to LAC's real property infrastructure

- LAC continued to collaborate with the City of Ottawa, Ottawa Public Library and other partners to advance the construction of Ādisōke and develop its internal infrastructure. As of spring 2026, the building is approximately 85% complete.
- Important renovations to some of LAC's facilities were underway in 2025–26. The Winnipeg Record Centre fit-up renovation was completed, improving operational efficiency and enhancing functionality and capacity for digitization by adding new workstations and multipurpose rooms, and making operational improvements to the shipping and receiving areas. Updated cabling was installed throughout the renovated spaces, aligning with current IT standards. Additionally, renovations at the Renfrew Centre Storage Facility continued, with roof and electrical system replacements scheduled for completion in 2026–27.

LAC updated a variety of frameworks and strategies to support LAC's strategic direction and increase Canadians' engagement with the collections

- In 2025–26, LAC developed its Overarching Communications Strategy, which promotes access to the collections, encourages user engagement, strengthens belonging, and highlights community partnerships. The strategy aims to increase Canadians' awareness and participation in LAC's programs through LAC's public-facing communications.
- LAC continued the development of a new visual identity to refresh its image and bring Canada's documentary heritage to life through clear storytelling and thoughtful design. Equity, diversity, inclusion and accessibility (EDIA) considerations were integrated throughout the development process.
- In 2025–26, LAC updated and implemented its Policy Management Framework, Audience Framework, and Access Policy Framework to advance its strategic direction through improving access, engagement, and transparency for its users.

LAC provided its staff with the tools for success

- LAC continued to migrate its internal services and files to SharePoint Online, achieving a 75% completion rate. Once complete, staff will be able to work together more effectively, with information and collaboration tools interconnected on a single platform.
- Following the concrete measures identified in LAC's EDIA Action Plan for People Management, LAC continued to build a more inclusive workplace, including by updating processes to ensure employees have the right equipment to meet their accessibility needs and perform their work effectively in a hybrid environment.

Resources required to achieve results

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

Table 9: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	$44,259,244	$46,268,185
Full-time equivalents	272	294

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.

Risk and compliance process

The Risk and Compliance Process (RCP) is a self-assessment designed to help deputy heads verify that they have controls and practices in place to meet their accountabilities under legislation and Treasury Board policy, and to effectively manage risks in their organizations.

In 2025–26, LAC completed the RCP self-assessment. The results show the department demonstrated appropriate practices and controls in several areas and identified opportunities to improve the department's management practices in others. In response, the department will:

- Formalize its procurement management framework.
- Implement an updated risk-based framework for internal controls over financial management, which will be reassessed every five years.
- Adjust its practices to promote a more timely completion of the performance management cycle and mandatory training.
- Establish a target reinvestment rate for its real property portfolio and monitor the actual reinvestment rate using evidence-based data.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 10, LAC awarded 14.36% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 10: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$1,053,871
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$9,475,354
Value of exceptions approved by deputy head (C)	$2,138,595
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	14.36%

Notes

For the purposes of the minimum 5% target, Indigenous Services Canada defines "Indigenous businesses" as:

- businesses owned and operated by Elders, band and tribal councils
- businesses registered in the Government of Canada's Indigenous Business Directory
- registered on a modern treaty beneficiary business list

A "contract" is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.

In its 2026–27 Departmental Plan, LAC estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2025–26.

LAC exceeded this target, with 14.36% of contracts awarded to Indigenous businesses, mainly through the use of voluntary set-asides for planned expenditures on office furniture and information technology (IT) equipment and licences. To provide ongoing opportunities for Indigenous businesses, LAC also has a standard practice of inviting at least one Indigenous supplier to bid on all proposals for professional service requests.

Actual results exclude contracts awarded to the Canadian Corps of Commissionaires, which is governed by the Right of First Refusal framework. This framework provides the Canadian Corps of Commissionaires with priority access to security service requirements through established standing offers. As these contracts are not subject to open competition and cannot be awarded to Indigenous businesses, they are not included in the calculation of Indigenous procurement performance. Even without this exclusion, LAC would have exceeded the 5% target, with 11.12% of contract value awarded to Indigenous businesses.

Starting in 2025–26, this exclusion will be applied consistently on an annual basis to ensure accuracy, comparability, and transparency in reporting against Indigenous procurement targets.

Spending and human resources

In this section

- Spending
- Funding
- Financial statement highlights
- Human resources

Spending

This section presents an overview of the department's actual and planned expenditures from 2023–24 to 2028–29.

Budgetary performance summary

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

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

Core responsibilities and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Acquiring and preserving documentary heritage	$72,927,691	$88,074,785	• 2023–24: $84,992,506 • 2024–25: $81,597,752 • **2025–26: $78,960,616**
Providing access to documentary heritage	$90,963,184	$89,121,757	• 2023–24: $83,411,737 • 2024–25: $83,520,809

Core responsibilities and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
			• **2025–26: $69,261,216**
Subtotal	**$163,890,875**	**$177,196,542**	• 2023–24: $168,404,243 • 2024–25: $165,118,561 • **2025–26: $148,221,832**
Internal services	$44,259,244	$47,970,388	• 2023–24: $48,474,740 • 2024–25: $47,254,603 • **2025–26: $46,268,185**
Total	**$208,150,119**	**$225,166,930**	• 2023–24: $216,878,983 • 2024–25: $212,373,164 • **2025–26: $194,490,017**

Analysis of the past three years of spending

Changes in actual spending over the past three years are mainly due to the following:

- Variation in operating temporary funding received for the following initiatives:
    - 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 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).
- Variations in operating and capital spending for the real property portfolio.
- Variations in capital spending related to the partnership between LAC and OPL for the Ādisōke construction project.
- Refocusing Government Spending operating budget reductions announced in Budget 2023.

The Finances section of the Infographic for LAC on GC Infobase provides more financial information from previous years.

Planned spending for next three years

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

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

Core responsibilities and internal services	2026–27 planned spending	2027–28 planned spending	2028–29 planned spending
Acquiring and preserving documentary heritage	$68,054,448	$69,396,809	$68,894,786
Providing access to documentary heritage	$76,148,822	$30,936,031	$27,808,028
Subtotal	**$144,203,270**	**$100,332,840**	**$96,702,814**
Internal services	$40,393,993	$40,032,221	$33,150,811
Total[2]	**$184,597,263**	**$140,365,061**	**$129,853,625**

Analysis of the next three years of planned spending

Changes in planned spending over the next three fiscal years are mainly due to the following:

- Variation in operating temporary funding received for the following initiatives:
    - 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).
- Variations in operating and capital spending for the real property portfolio.
- Variations in capital spending related to the partnership between LAC and OPL for the Ādisōke construction project.
- Refocusing Government Spending operating budget reductions announced in Budget 2023
- Comprehensive Expenditure Review operating budget reductions announced in Budget 2025.

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

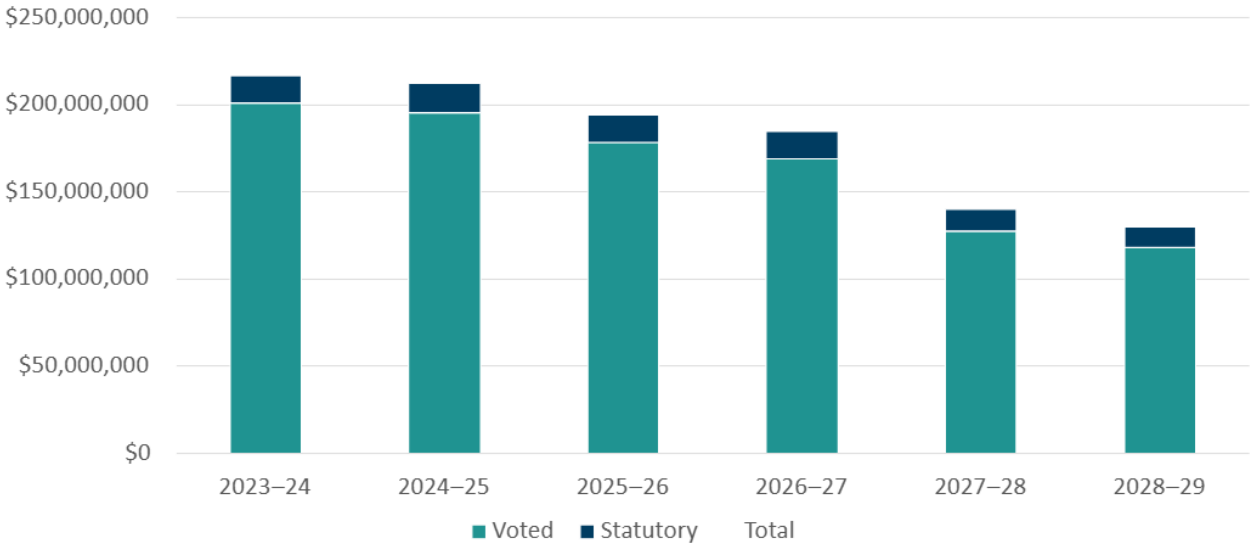
Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services.

[2] The permanent ATIP funding, and corresponding FTEs, allocated in future years is not included in the financial tables of this report. Details will be included in future DRRs.

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.

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



Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023–24	$16,014,804	$200,864,179	$216,878,983
2024–25	$16,842,922	$195,530,242	$212,373,164
2025–26	$15,904,357	$178,585,660	$194,490,017
2026–27	$15,257,885	$169,339,378	$184,597,263
2027–28	$12,848,954	$127,516,107	$140,365,061
2028–29	$11,568,155	$118,285,470	$129,853,625

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

Changes in actual and planned spending over from 2023–24 to 2028–29 are mainly due to the following:

- Variation in operating temporary funding received for the following initiatives:
    - 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 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).

- Variations in operating and in actual and planned capital spending for the real property portfolio.
- Variations in actual and planned capital spending related to the partnership between LAC and OPL for the Ādisōke construction project.
- Refocusing government spending operating budget reductions announced in Budget 2023
- Comprehensive Expenditure Review operating budget reductions announced in Budget 2025.

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

Financial statement highlights

This section presents LAC's Financial statements (Unaudited) for the year ended March 31, 2026.

Table 13 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 13: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	$198,116,056	$201,315,348	($3,199,292)
Total revenues	$2,916,284	$2,700,000	$216,284
Net cost of operations before government funding and transfers	$195,199,772	$198,615,348	($3,415,576)

Analysis of expenses and revenues for 2025–26

Expenses

Total expenses for the 2025–26 fiscal year amounted to $198.1 million, a decrease of $3.2 million compared to planned expenses. Actual spending remained closely aligned with the plan, as no additional funding was approved during the fiscal year.

Revenues

Total revenues for the 2025–26 fiscal year amounted to $2.9 million, representing a slight increase of $0.2 million compared to planned results.

The 2025–26 planned results information is provided in LAC's Future-Oriented Statement of Operations and Notes 2025–26.

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

Table 14: Condensed Statement of Operations (unaudited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	$198,116,056	$205,226,024	($7,109,968)
Total revenues	$2,916,284	$2,420,355	$495,929
Net cost of operations before government funding and transfers	$195,199,772	$202,805,669	($7,605,897)

Analysis of differences in expenses and revenues between 2024–25 and 2025–26

Expenses

Total expenses for the 2025–26 fiscal year amounted to $198.1 million, a decrease of $7.1 million compared to the previous year's total expenses. This decrease is mainly attributable to the following:

- A decrease of $7.4 million in salary and employee benefit expenses, primarily related to the sunsetting of staff hired under temporary initiatives, as well as to measures taken to reduce expenditures in support of Refocusing Government Spending reductions.
- A decrease of $1.3 million in transfer payments following the end of temporary funding for the Listen, Hear Our Voices contribution program.
- An increase of $2.6 million in payments in lieu of taxes (PILT) due to a one-time credit applied to 2024–25 PILT account.
- A net decrease of $1.0 million resulting from minor variations across other expense categories.

Revenues

Total revenues for the 2025–26 fiscal year amounted to $2.9 million, an increase of $0.5 million compared to the previous year. This increase is mainly attributable to new cost-recovery agreements with other government departments for internal support services pursuant to subsection 29.2(1) of the *Financial Administration Act*.

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.

Table 15: Condensed Statement of Financial Position (unaudited) as at March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	$152,839,370	$163,477,885	($10,638,515)
Total net financial assets	$21,123,215	$29,017,939	($7,894,724)
Departmental net debt	$131,716,155	$134,459,946	($2,743,791)
Total non-financial assets	$390,042,746	$368,359,754	$21,682,992
Departmental net financial position	$258,326,591	$233,899,808	$24,426,783

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

Liabilities

Total liabilities amounted to $152.8 million as of March 31, 2026, a decrease of $10.6 million over the previous year's total liabilities. This decrease is mainly due to the following:

- A decrease of $2.9 million in liabilities for the obligation under the public-private partnership.
- A decrease of $7.0 million in accounts payable and accrued liabilities, mainly due to the timing of invoices received and payments made to other government departments and agencies, as well as to external parties.
- A decrease of $0.7 million in vacation pay, compensatory leave and employee future benefits, directly correlated to reduction in workforce.

Assets

Total assets (including financial and non-financial assets) amounted to $411.2 million as of March 31, 2026, an increase of $13.8 million over the previous year's total assets. This increase is mainly attributable to the following:

- An increase of $21.7 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 $8.2 million in the amount due from the Consolidated Revenue Fund directly correlated with the increase in year-end payables.
- An increase of $0.3 million in accounts receivable and advances, mainly due to the timing of amounts invoiced to other government departments and agencies.

Human resources

This section presents an overview of the department's actual and planned human resources from 2023–24 to 2028–29.

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.

Table 16: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Acquiring and preserving documentary heritage	396	433	360
Providing access to documentary heritage	444	460	407
Subtotal	840	893	**767**
Internal services	286	308	294
Total	1,126	1,201	**1,061**

Analysis of human resources for the last three years

The net change in actual full-time equivalents over the last three years is mainly due to changes in resources related to the following:

- Variation in operating temporary funding received for the following initiatives:
    - 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 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).
- Refocusing Government Spending reductions announced in Budget 2023.

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.

Table 17: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Acquiring and preserving documentary heritage	312	312	302
Providing access to documentary heritage	381	230	192
Subtotal	693	542	494
Internal services	269	256	213
Total[3]	962	798	707

Analysis of human resources for the next three years

The net change in planned full-time equivalents for the next three fiscal years is mainly due to the following:

- Variation in operating temporary funding received for the following initiatives:
    - 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).
- Refocusing Government Spending reductions announced in Budget 2023.
- Comprehensive Expenditure Review reductions announced in Budget 2025.

[3] The permanent ATIP funding, and corresponding FTEs, allocated in future years is not included in the financial tables of this report. Details will be included in future DRRs.

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(s):

The Honourable Marc Miller, 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(s):

Library and Archives of Canada Act, S.C. 2004, c. 11

Year of incorporation or commencement:

2004

Departmental contact information

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

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

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

Fax: 613-995-6274

Email: reference@bac-lac.gc.ca

Website(s): library-archives.canada.ca

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 three-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 socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 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)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada Mandatory minimum 5% Indigenous procurement target website.

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.