



National Library of Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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National Library
of Canada

Bibliothèque nationale
du Canada

National Library of Canada

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**For the
period ending
March 31, 2001**

Sheila Copps

Minister of Canadian Heritage

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Section I: Messages

Minister's Message



The National Library of Canada encourages Canadians to celebrate our cultural diversity and build shared values, while promoting Canada internationally as a model of tolerance and respect for linguistic and cultural diversity, a technologically advanced country in the new globalized economy and a society that draws from its vital forces and its own values while remaining open to the world.

In carrying out its programs and activities, the National Library of Canada works with the other federal agencies and organizations that make up the Canadian Heritage Portfolio as well as a broad range of other partners across the country. Its work helps Canadians to know their country better, to understand more fully its history and cultural diversity and, above all, to regard it as a treasure to be shared and preserved for future generations.

By supporting Canadian cultural expression and content in all its forms, the Canadian Heritage Portfolio contributes, as this report attests, to a great vision for our society, giving meaning to our common identity and shared values.

This is our mission. We take it very seriously.

This Performance Report takes stock of the results of the support, partnerships and investment in our efforts to energize all forms of Canadian cultural expression and project Canadian values in the more integrated world community. It demonstrates that this work furthers the Government of Canada's priorities for social change and also strengthens the social and cultural fabric of our great country.

Sheila Copps

Canada^{ca}

The Canadian Heritage Portfolio

Department of Canadian Heritage
Canada Council for the Arts
Canada Science and Technology Museum
Canadian Broadcasting Corporation
Canadian Film Development Corporation (Telefilm Canada)
Canadian Museum of Civilization
Canadian Museum of Nature
Canadian Race Relations Foundations
Canadian Radio-television and Telecommunications Commission
National Archives of Canada
National Arts Centre
National Battlefields Commission
National Capital Commission
National Film Board of Canada
National Gallery of Canada
National Library of Canada
Parks Canada Agency
Status of Women of Canada

National Librarian's Message

This year we have completed the merger of the National Library's Information Technology Services with the National Archives. Reduced costs, improved efficiencies, creativity in client services: in short, these are some of the advantages of this merger that demonstrates a willingness for partnerships between two national agencies of the Department of Canadian Heritage Portfolio.

We have made access to AMICUS free. We thus give Canadians access not only to the collections of the National Library but also to those of more than 500 major libraries of the country. The network of 21,000 Canadian libraries is strengthened. The regional economic disparities are reduced by this good use of technology: all Canadians can have access to the same information. Making AMICUS freely available has resulted in a six-fold increase in individual users and a doubling of the number of Canadian libraries using this service.

We have launched the Digital Library of Canada that highlights our rich collections. The Digital Library of Canada is directed at those clients who are not the traditional users of the National Library. Their innovations have triggered enthusiastic responses with a tripling of use of the Library's website and have become another way to serve Canadians.

Thanks to special funding from the Treasury Board, we have been able to move an important part of our Preservation Collection that was under threat by the conditions where it was stored to appropriate space in the Gatineau Preservation Centre. We have also begun some preservation treatments, the first stage of a program that will unfold over several years.

The National Library of Canada worked with the Canadian National Institute for the Blind and some representatives of communities interested in finding ways of assisting the more than 3 million people affected with a visual handicap.

We also undertook an awareness campaign to draw attention to the pitiful state of the school libraries of our country.

We also improved our partnerships with the provinces. For example, the catalogue of the Bibliothèque nationale du Québec is now part of our AMICUS database; Saskatchewan offered us seven truck loads of books for redistribution to Canadian and foreign libraries in need by means of our Canadian Book Exchange Centre.

In collaboration with the professionals of the community, we have established a guide of practical examples to better define the role of the National Library of Canada in

the area of electronic publishing. To assume this role, we have begun the steps required in order that the electronic heritage is explicitly included in our legislation.

None of this would be possible without the dynamic participation of our personnel, without the understanding of the personnel of the Department of Canadian Heritage and the Treasury Board Secretariat or without the support of the Minister, Sheila Copps. We are hopeful that this support will continue in the development of our strategic plan where all our efforts are to better serve Canadians.

Roch Carrier
National Librarian

Section II: Departmental Performance

Societal Context

Objectives

The program objective of the National Library is:

The National Library of Canada is dedicated to building a world-class national resource that will enable Canadians to know their country and themselves through their published heritage, and to providing an effective gateway to national and international sources of information.

Strategic Priorities

1. Protecting and preserving the national collection

Since 1953 when it was established, the National Library has built a collection of more than 18 million items. The collection is primarily Canadian publications in all publishing formats including print, audio-visual and electronic. This unparalleled collection of Canadian publications serves as a comprehensive source for research in all fields of relevance to Canada's development as a nation—historical, economic, and social. Without systematic protection and preservation, the nation's collection of its published heritage will not exist in the future. Housing this collection in environmentally secure facilities is critical to the mandate of the National Library and to the survival of the Canadian materials under the Library's care. Canadians will be losing access to their published heritage if the National Library is not given the means to protect and preserve its collection.

The word crisis has been used to describe the Library's current situation. While a significant portion of the Library's Preservation Collection has been or is in the process of being moved to secure facilities that will extend rather than shorten the life of materials, water damage continues to occur at an alarming rate. A small percentage of the Library's collection materials receives conservation treatment each year. Water damage, facilities with inadequate or non-existent temperature and humidity controls and insufficient conservation treatment resources combine to this crisis. It is only with the environments provided with a permanent collections preservation facility for its Preservation and newspaper collections that Canadians will have assurance of the ongoing availability of their published heritage.

2. *Enabling Canadians to access knowledge resources and deliver the national collection to Canadians and the world*

With the support of technology, the National Library will increasingly provide all Canadians, from all regions, income groups and linguistic and cultural backgrounds, with better access to its collection of the nation's published heritage. The Library will promote the richness and availability of the collection to Canadians, and will provide unique products and services based on Canadians' changing needs for access to knowledge in the new imperative of lifelong learning and distance education. The National Library will broaden its client base by putting knowledge into reach for individual Canadians, using the rapid advances in information technology that make such outreach possible.

3. *Strengthening and enriching the national collection*

Last summer, the Library initiated a fundamental review of its collecting policy to define criteria and seek resources for expanding its collection in order to support a broader research objective. Canadians must have access to relevant publications from other countries and international organizations that have contributed to the context in which Canada has developed as a nation. For example, the Library will consider acquiring publications from jurisdictions such as states with federal systems of political organization, northern nations, societies with Aboriginal peoples, and multicultural populations. To take its place among the great library collections of the world, the National Library will need to implement the refocused collecting policy that will result from this review, and obtain an increase to its funding base to support the greater depth and breadth of acquisitions that will be required. Given the relatively short life of this national institution, resources are also needed to increase the acquisitions activities for rare and historic items of Canadiana that predate the Library's establishment.

4. *Promoting National Library collections, services and expertise*

Canadians are reaping the benefits of the increasing number of electronic information resources and of advances in technology—such as the Internet, multimedia personal computers, and wireless communications—that create the potential for easier and enriched access to information. The National Library is actively engaged in the creation of digital resources from materials in both its own collection and those of Canadian libraries, as well as in the development of research tools to bring knowledge within reach in a networked environment. The Library's Digital Library of Canada Task Force is producing a rich, national multimedia resource documenting Canadian heritage and culture that will be easily accessible to all Canadians. Making the range of the Library's services and information available on the Internet is the priority of another task force devoted to Government On-Line.

5. *Using National Library resources to help Canadians*

The National Library of Canada is the custodian of an unequalled national knowledge resource and the provider of a wide range of services that benefit Canadians in all parts of the country. It is critical that the National Library, its collection and its services become more widely known to the Canadian public, so that Canadians can better exploit the Library for their personal and social development. Free Internet access to the Library's national bibliographic database, AMICUS, and an increasing range of electronic services such as Canadian Information By Subject are providing enormous opportunities for Canadians to explore their own culture and diversity. Improved resources and services for communities such as Aboriginal peoples, multicultural / multilingual and youth are critical components of Canadians being able to take advantage of the knowledge and services available in their National Library.

Key Co-Delivery Partners

Partner	Nature of Collaboration
NATIONAL ARCHIVES OF CANADA	<ul style="list-style-type: none">• common Information Technology Services and Corporate Services Branches, rationalizing resources for delivery of support services for both the National Library and the National Archives• collaboration in digitizing materials from heritage collections• a Joint Accommodations Strategy, to address short-term and long-term needs for collection preservation facilities for heritage collections as well as to enhance public access• addressing the challenges of information management in the federal government• cooperation in providing services to clients, who frequently call upon the resources of both institutions to meet their research needs
CANADIAN HERITAGE	<ul style="list-style-type: none">• portfolio-wide collaboration in digitizing and providing access to resources in federal cultural heritage collections• support for resolving the short-term accommodations crisis of the Library for its collections• portfolio-wide collaboration in addressing the Government's priority for delivering services and information on-line
INDUSTRY CANADA	<ul style="list-style-type: none">• input and advice on the role of Canadian libraries and their needs and capabilities in improving access for Canadians to information resources, such as in the LibraryNet, SchoolNet, and Community Access Program
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA	<ul style="list-style-type: none">• the Depository Services Program, which ensures that major Canadian public and academic libraries, as well as Canadian Studies centres abroad, have comprehensive collections of Government of Canada publications• support for resolving the short-term accommodations crisis of the Library for its collections
CANADA COUNCIL FOR THE ARTS	<ul style="list-style-type: none">• collaboration in presenting the annual Governor-General's Literary Awards Gala Reading• receipt by the National Library of copies of translated works of Canadian authors, published abroad in languages other than English and French

Stakeholders and Clients

In interacting with a wide variety of client and partner groups, the National Library plays many roles, including information and service provider, community leader, coordinator and catalyst of action on public policy issues of common concern. The Library's key clients and stakeholders include:

- ⇔ Canadians engaged in studying Canadian topics of personal, professional, academic or public policy interest and interested in public programming based on the collections
- ⇔ Canadian libraries of all types, and the communities, institutions, and businesses they serve
- ⇔ Canadian publishers and producers of books, sound recordings, videos and multimedia works, the booksellers who market these products, and the writers, musicians and artists whose work is represented in Canadian cultural products
- ⇔ the Canadian academic community, including universities and community colleges and organizations such as the Humanities and Social Sciences Federation of Canada
- ⇔ the creators of Government of Canada publications, to ensure that all federal publications, including those in electronic form, are collected, organized, preserved and made accessible to Canadians
- ⇔ the users of Government of Canada publications, to ensure that Canadians have free and timely access to a comprehensive collection of their government's publishing.
- ⇔ the wider library and information community, including organizations such as the Canadian Library Association, l'Association pour l'avancement des sciences et des techniques de la documentation, the Audio-Visual Preservation Trust, and the Canadian National Institute for the Blind
- ⇔ the international community of scholars in the field of Canadian Studies
- ⇔ national libraries in other countries, and the international library and information community in forums such as the International Federation of Library Associations and Institutions and the International Board for Books for Young People
- ⇔ information advocates and organizations in Canada and abroad who are working toward equitable and enriched public access to information and knowledge resources
- ⇔ Canadian embassies around the world, giving them support in meeting the needs of people seeking information about Canada.

Social and Economic Factors

Ensuring Public Access to Information in Digital Form

The National Library has taken a leadership role in collecting, organizing and providing access to electronic publications from the Canadian public sector and non-profit institutions. As more and more publishing takes place in online form, the Library faces a twofold challenge. First, electronic publications must be preserved and organized for future consultation and research, even after the commercial life of private-sector publications, or the policy relevance of government documents, has expired. The dimensions of the preservation task are daunting, and there is a need to allocate substantial resources to the preservation of digital publications if the Library is to succeed in its repository role for this heritage. In addition, there is a pressing need for the creation and use of metadata as an essential component of access. Without standard means to sort, organize and identify Canadian digital content, users' access to information can be neither precise nor sustained. In digital preservation and intellectual access, the National Library's role is unique: no other public institution or private entity has the mandate to take on this enormous task, and there is an emerging consensus from the library and publishing communities that the National Library should fulfill this function on an urgent and ongoing basis.

Second, the National Library is committed to work to ensure that all Canadians, regardless of income level, location, or disability, have access to information in electronic form, including commercial publications. There has been a dramatic increase in use of the Library's website to over 87 million hits. The Library already works within the federal government, the Canadian library community and organizations such as the Canadian National Institute for the Blind to address issues of copyright and of access to information for library users with disabilities. The Library has an advocacy role in supporting the provision of sufficient computer equipment, network access and training for staff and users in public facilities such as libraries and schools throughout Canada, thereby addressing the issues of equitable access and the "digital divide". Finally, advances in Web technology along with heightened client expectations are combining to produce greater demand for user-friendly Web resources and access tools, to which the National Library must respond by constructing interfaces to its own collections and services that are at once innovative, simple and equitable.

Citizen-Centred Service Delivery

The Government of Canada has made a commitment that Canada will be the most connected nation on earth by the year 2004. Central to its program of realizing this goal is making all of the government's key public information and services accessible through the Internet. The Library's Government On-Line Task Force has a mandate to bring the information resources and services of the Library to all Canadians, as well as facilitate GOL initiatives with other partners, such as Canadian Heritage and the federal government library community.

Ensuring the Availability of Canadian Content

The Government of Canada is greatly concerned about the lack of Canadian content, especially French-language material, on the Internet, where currently over 95% of the material available is of American origin. The National Library shares with its partner institutions in the Canadian Heritage portfolio the recognition of a compelling need for Canadian voices and a place for Canadians to tell their stories on the Internet. The National Library is seeking to ensure that all Canadians have access to knowledge resources in digital formats and in both official languages from the collections of their national heritage institutions. The National Library also collaborates with other libraries across Canada to make available to Canadians the content of significant collections from all parts of the nation.

Sustaining a National Heritage Collection

The National Library of Canada's collections are at the heart of the services it provides. Severe pressure on its budget for the purchase of books, serials and other materials has hampered the Library's ability to maintain a comprehensive collection of Canadiana and resources supporting the study of Canada, and to acquire manuscript collections and archives of major Canadian literary and musical figures. In the last six years, the Library's collections budget declined by 32%, while the average price of serial titles purchased by the Library rose by 80%. The continuing low Canadian dollar exacerbates the impact on the Library's purchasing power for foreign publications. Each time an opportunity to acquire unique heritage materials is ceded to private collectors or other institutions with greater resources, the Canadian public may lose a piece of its heritage.

Key Results Commitments

<i>To provide Canadians with:</i>	<i>To be demonstrated by:</i>
<ul style="list-style-type: none"> ◆ a strong national resource for the study and appreciation of Canada's published cultural heritage and its development as a nation 	<ul style="list-style-type: none"> ▪ a comprehensive collection of published Canadiana ▪ the preservation of published Canadiana ▪ client satisfaction with reference and research support services ▪ timely and equitable information services in both official languages ▪ public exhibitions and events
<ul style="list-style-type: none"> ◆ access for all Canadians to national and international networks of information resources 	<ul style="list-style-type: none"> ▪ universal and equitable access to the nation's collective library resources ▪ an integrated approach to the management of federal library resources ▪ assistance to Canadian libraries in developing services for diverse client groups

Performance Results Expectations

Performance Measurement Strategy by Business Line:

Canadiana Collections and Access Services

- The Library will monitor and report annually on: results achieved against service standard targets for the timeliness of production of bibliographic records and turnaround times for responses to reference requests and document retrievals; the number of items acquired for Canadiana and Canadian Studies collections; the number of bibliographic and authority records created; the number of items circulated from National Library collections; and the number of reference requests answered.
- The Library is developing a reporting capability to gauge the comprehensiveness of its Canadiana collections.
- The Library will periodically conduct user surveys and evaluations to determine levels of client satisfaction and the effectiveness of National Library services.

Library Networking

- The Library will monitor and report annually on: performance against service standard targets for systems availability and turnaround times for interlibrary loans and location services; the number of interlibrary loan requests answered, collection materials redistributed through the Canadian Book Exchange Centre, and records added to the Library's AMICUS database; and the volume of online usage of AMICUS.
- The Library is developing a reporting capability to gauge the effectiveness of resource sharing on a national level.
- The Library will periodically conduct user surveys and evaluations to determine levels of client satisfaction and the effectiveness of National Library services.

Corporate and Branch Administration

Key results:

- Staff capacity to manage information and deliver quality services in a rapidly changing environment
- A service, policy and technical infrastructure responsive to the Library's mission and strategic objectives

Performance Measurement Strategy:

- The effectiveness and efficiency of corporate management and support service operations will be measured through financial reports, the appropriate allocation of departmental resources, the renewal and revitalization of the Library's work force, and the optimization of collections space in conformance with service requirements.
- The Library will also periodically conduct internal audits and reviews of management systems.

Performance Accomplishments

Strategic Outcome:

⇒ **a comprehensive collection of published Canadiana**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Assess the impacts of collecting and preserving Canada's published heritage in electronic form</i>	The collecting guidelines for electronic publications have been put in place. The National Library organized a national consultation in 2000 with publishers and other interested parties to explore the policy and service implications of building a comprehensive collection of Canadian electronic publications.	Access to a rapidly increasing format of significant Canadian content materials on the Internet.
<i>Amend the Legal Deposit Regulations to encompass individually published maps and online electronic publications</i>	Since the establishment of the National Library, its Act and Regulations have been periodically updated to reflect new dimensions of publishing in Canada. The Library has signaled its intentions to revise the <i>National Library Act and Regulations</i> with respect to online electronic publications. Discussions have taken place with the National Archives, the custodians of the National Map Collection concerning the use of the legal deposit mechanism.	A systematically enriched mechanism to support the building of a comprehensive collection of Canadian publishing.
<i>Explore a range of partnership opportunities with respect to collections of Aboriginal and foreign materials</i>	A number of consultations to investigate the information needs of Aboriginals were held with Aboriginal libraries and resource centres across the country and to develop appropriate National Library policies and responses. An Initiative on Aboriginal Resources was developed by the Library and distributed for comment. In addition, 21 public libraries were surveyed to determine their current collecting and future needs related to multilingual / multicultural resources and services.	Better knowledge of and access to Aboriginal and multilingual / multicultural resources. Ensures these cultures are better represented through library collections and services.

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Promote more actively the benefits of donating collections to the National Library</i>	In 2000-2001 collection materials valued at \$765,000 were donated to the National Library in the areas of rare books, Canadiana, music and literary manuscripts. This represents a substantial increase in the value of materials donated over the previous year.	Irreplaceable treasures of the nation's cultural heritage are safeguarded for future generations of researchers and library users across Canada.
<i>Develop instruments to measure the comprehensiveness of Canadiana collections</i>	The Library, with advice and assistance from Consulting and Audit Canada, is developing these measures. Testing is ongoing to determine which measures to use. The final step, developing the plan and technical reporting mechanisms for implementing the selected comprehensiveness measures, will be completed during 2001-2002.	Accountability for demonstrating the inclusiveness of the leading collection of the nation's published heritage.
<i>Create portals bringing together available Internet information resources to support Aboriginal and multilingual collections over the longer term</i>	An investigation was carried out of appropriate Internet resources that could be delivered through portals. Meetings were held with Indian Affairs to broaden existing portals. The future development of multilingual / multicultural resources is dependent on the development of systems capability for non-Roman scripts.	These important cultural resources are widely available.
<i>Secure additional long-term funding and support for collection-building from a variety of sources</i>	The Library's base budget for acquisitions has been significantly affected by the decline in purchasing power of the Canadian dollar as well as inflation and price increases. No base increases were obtained to the budget during 2000-2001.	Sustained collection building and the ability to respond to fleeting opportunities for rare materials are significantly diminished.

Strategic Outcome:

⇒ **the preservation of published Canadiana**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Assess the current state of preservation and conservation activities in the National Library by conducting a needs assessment</i>	The Canadian Conservation Institute began this assessment process by reviewing the policy framework established by the Library, interviewing key Library staff and evaluating current practices. The conclusion of this first phase is that the Library is under-resourced in this key area of its mandate. There is also a strong link to the need for substantially improved facilities for the housing of its collections, essential for preserving collection materials.	Long-term accessibility for Canadians to Canadian publications in all forms when appropriate conservation treatments and accommodations are in place.
<i>Prepare a multi-year plan for a sustained program for preservation / conservation treatment, based on collection preservation plans</i>	A multi-year plan is to be developed as a further phase of the work begun by the Canadian Conservation Institute. Based on a request from the Department of Canadian Heritage plans and resources for the treatment of sound recordings were developed.	Long-term availability of fragile original materials to future generations of Canadians.
<i>Build the business case for the additional resources required to implement the preservation / conservation treatment strategy and plan</i>	No progress was made during 2000-2001 on obtaining additional base resources. However, one-time funding of \$2,000,000 was approved by Treasury Board in 2000-2001 to address the urgent need to take preventive action to reduce damage to collections at risk.	A greater range of library collection material is preserved for the long term.

Strategic Outcome:

⇒ **client satisfaction with reference and research support services**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Undertake market research to identify information needs.</i>	A survey of the Library's clients was undertaken. Some 87% rated the Library's services and products as good or excellent. Clients called for extended service hours during the week and on weekends.	Access to Canadian information resources.

Strategic Outcome:

⇒ **timely and equitable information services in both official languages**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Bring the collections of the National Library to the classrooms, homes and businesses of the nation through digitization</i>	<p>With the financial support of Canadian Heritage over a three year period, the Library has launched the Digital Library of Canada, a large-scale program to make portions of its collections available in digital form. Projects completed during 2000-2001 included:</p> <ul style="list-style-type: none">• Oscar Peterson: A Jazz Sensation• Celebrating Women's Achievements 2000: Women in Sport• Read Up On It! 2000: A Symphony of Words• Virtual Gramophone (Phase II): First World War Era• Sheet Music from Canada's Past: First World War Era• From Colony to Country: A Reader's Guide to Canadian Military History <p>During 2000-2001, there was a tripling of page requests and use of the National Library's website and digital products from the previous year to almost 28 million page views (4.6 million user sessions, 87 million hits on the website)</p>	<p>Canadians are assisted in locating significant Canadian content cultural materials on the Internet.</p> <p>Collections in Canada's National Library are made more easily accessible and more widely known.</p>

2000-2001 Priority	Results Achieved	Benefit to Canadians
<p><i>Take advantage of opportunities within government to orient services to meet Canadians' needs for information for the purposes of education, employment, enjoyment and lifelong learning</i></p>	<p>As above, the Digital Library of Canada, with the financial support of Canadian Heritage, is making portions of the Library's collections available in digital form together with innovative teaching materials.</p> <p>The Service Improvement Initiative was a key factor in the planning for a Centre for the Study of Canada. Helping Canadians: Reference Service in the 21st Century was a project to consolidate and streamline access to the Library's collections and expertise.</p> <p>Free access on the Web to AMICUS provides access to items in the National Library collection as well as to which libraries across Canada have particular items. Users are able to use this service to determine which libraries have the item they are looking for or to view a library's policy information. Making the service free to users has resulted in an increase in the number of libraries using the service of 100% and six times the number of individual users.</p> <p>The Library and the Depository Services Program of Public Works and Government Services Canada signed a Memorandum of Understanding to collaborate on a number of projects related to access to federal publications and the Library's Canadian Information By Subject service.</p>	<p>Equitable and easy access to timely and accurate information.</p>

Strategic Outcome:

⇒ **public exhibitions and events**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<p><i>Attract support for a comprehensive exhibition plan with appropriate resources, staff and expertise for exhibition projects presented by National Library collection specialists</i></p>	<p>The Library completed the preparation and mounting of the exhibition <i>Oscar Peterson: A Jazz Sensation</i>, which opened to the public on July 1st, 2000 at the National Library building and on the NLC Web site. Private sector partners contributed to the success of this exhibition.</p> <p>Smaller exhibits were done in partnership with outside agencies and diplomatic missions featured rare books and children's collections.</p>	<p>Onsite exhibitions and their Web versions provide Canadians with the opportunity to appreciate treasures of Canada's published and musical heritage.</p>
<p><i>Promote National Library outreach activities and services nationally and locally through media relations, Web site development, and attendance at major conferences</i></p>	<p>The National Library is increasing its participation at professional and public events. Public events such as the Salons du livre in Montreal and Quebec attract thousands of Canadian readers. A new look for its Website was developed with the theme of "Knowledge within Reach" together with a promotional program for the Digital Library of Canada program and its various component products.</p>	<p>Increased awareness of National Library services, collections and products.</p>
<p><i>Broaden the National Library's network of contacts within the federal government, including more effective coordination of collections and services with federal libraries</i></p>	<p>The Council of Federal Libraries (CFL) adopted a plan to focus on government-wide priorities – government on-line agenda, information management, community renewal and communications. A study of library staff and future services was completed with TBS funding with input from the managers of library service and increased communication with central agencies. The community is more visible and is in a strategic position to increase the coordination of collections and services. The CFL Consortium brought a collection of electronic books to the desktop of 40 departments.</p>	<p>Improved access to the services and to the wealth of materials of federal libraries.</p>

Strategic Outcome:

⇒ **universal and equitable access to the nation’s collective library resources**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<p><i>Form partnerships with other libraries to deliver information services to Canadians</i></p>	<p>The Collaborative Digital Reference Service (CDRS) took shape in collaboration with Canadian and international partners. Technical, policy and procedural issues for a Canadian ‘node’ of CDRS are being investigated.</p> <p>The Government On-Line Task Force continues to pursue partnership opportunities with Canadian Heritage and its Portfolio members as well as with other departments such as the Depository Services Program of Public Works and Government Services Canada.</p> <p>An initial partnership has been formed to produce Images Canada, a large iconographic project of the Digital Library of Canada with participation from the Toronto Public Library, the library of the Glenbow Foundation and the Earth Sciences Information Centre.</p>	<p>A global authoritative electronic reference service and resources available 24 hours a day, 7 days a week in both official languages.</p>
<p><i>Examine the effectiveness of relationships and memberships in national and international organizations</i></p>	<p>The Library began an extensive review of its financial commitments to a number of national and international organizations. In 2000 the Library ceased providing support for a core program of the International Federation of Library Associations and Institutions.</p>	<p>A renewed focus on support for national and international organizations of the most relevance to the Library.</p>

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Provide Canadians with a choice of accessing the National Library directly or through a local or community library</i>	<p>The Canadian Library Gateway continued to expand its features and functionality (see: http://www.nlc-bnc.ca/gatepasse/index_e.htm for more information). In addition, the AMICUS database continued to be enriched with the addition of the collection holdings of more Canadian libraries and new records from existing contributors. Building the AMICUS web service and making it available free to Canadians, either directly or through their local libraries removed a financial disincentive to use the services of the National Library.</p> <p>The National Library is in charge, under the aegis of the International Organization for Standardization, of the maintenance of the Interlibrary Loan protocol.</p>	More choice for Canadians and a larger more integrated suite of client services as part of a dynamic, revitalized network.
<i>Prepare a strategy and plan for implementing the recommendations from Fulfilling the Promise: Report of the Task Force on Access to Information for Print-Disabled Canadians</i>	The Library established the Council on Access for Print-Disabled Canadians. Their strategy and workplan are available at: http://www.nlc-bnc.ca	When implemented the 3,000,000 Canadians who have a print disability of some form will have significantly improved access to the information they require.
<i>Be instrumental in the development of a portal that offers an entrance into the collections and services of cultural institutions across the country</i>	The Library has contributed to the development and planning for Canadian Heritage's Canada Place cultural portal contributing the provision of subject access to the resources of the portal.	Easy, seamless access to the collections and services of Canadian cultural institutions.

2000-2001 Priority	Results Achieved	Benefit to Canadians
<p><i>Develop a system for access to the holdings of the National Archives of Canada</i></p>	<p>There are two major projects underway to make available archival holdings of the National Archives and other archives in Canada through technology developed for the Library's AMICUS database. The Canadian Archival Information Network project, or CAIN, is a union list of archival holdings available in archives across Canada. It will also provide links to collections of archival material already available in digital form. CAIN will be complete in June of 2001 for launch in October.</p> <p>The second project, MIKAN, is an integrated Archival Holdings Control System. MIKAN will make it possible for Canadians to access archival information available at the National Archives through the Internet as well as a tool to capture and manage descriptive information about collections and to exchange that information with others.</p> <p>At the end of March 2001, the requirements phase of development was completed. The project is scheduled for completion in early 2002.</p>	<p>Canadians have access to the holdings of Canadian archives and libraries.</p>
<p><i>Take the lead on convergence, interoperability and preservation issues in the Digital Cultural Heritage initiative</i></p>	<p>Discussion of a Digital Cultural Heritage initiative triggered a major assessment by the National Library of the various components and requirements to wholly transform itself into a digital institution. The Library initiated an interoperability discussion group among major Canadian Heritage portfolio agencies that has now been formalized as the Interdepartmental Interoperability Forum chaired by Canadian Heritage.</p>	<p>The Library contributes leadership and expertise to a rapidly evolving environment.</p>
<p><i>Measure the impact of Canadian libraries on the lives of citizens in collaboration with other organizations and government departments</i></p>	<p>National Library staff initiated a series of consultations with members of the community and federal departments. The National Library contracted with Statistics Canada to determine what information on school libraries exists in its databases. Statistical data for 1999 were collected and compiled, in preparation for a study of a three-year trend analysis of Canadian libraries.</p>	<p>Increased knowledge of the value of libraries.</p>

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Develop a business case to create a statistical profile of the library community in Canada, building on the existing National Core Library Statistics Program</i>	The National Library worked with the library community in 2000/2001 to determine the methodology on which a business case can be built and funded. The National Librarian advocated the importance of including school libraries and information literacy to ensure a solid base for life long learning.	Increased awareness of the contribution libraries make to Canadian society.

Strategic Outcome:

⇒ **an integrated approach to the management of federal library resources**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Offer a range of training and developmental opportunities related to Information Management / Information Technology within government for members of the federal library community</i>	Information sessions were given by National Library staff to federal library staff throughout the year. The National Library organized content and programming at Government on the Net, held in April 2001, and staff contributed to the Council of Federal Library's Fall Seminar, which attracted more than 2000 participants.	Increased professionalism and training results in renewal and improved services for federal library community.

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Contribute to the review of the Government's Management of Government Information Holdings (MGIH) policy and program</i>	The National Library has a critical role in the management of the Government of Canada's published information resources. It has been a key player in a review initiated by the Treasury Board last year and scheduled to be completed later in 2001. Departments and agencies are required to deposit copies of their publications in all formats with the Library. As well as cataloguing and preserving these materials, the Library also has an oversight role with respect to the organization and availability of these publications through federal libraries.	Improved access to the information resources of the federal government is provided through AMICUS, the National Library's national database.
<i>Assist with a review and assessment of the requirements for the transformation of federal libraries' services to citizens and federal public servants</i>	National Library staff provided expertise and experience for federal scientific and technical libraries working to increase access to their collective holdings and services. Federal libraries developed some clustering by subject strengths of collections and services to expand and improve service to users.	Improved library services for Canadians and for public servants.

Strategic Outcome:

⇒ **assistance to Canadian libraries in developing services for diverse client groups**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<p><i>Pay special attention to the knowledge needs of young Canadians and to those whose first language is neither English nor French</i></p>	<p>The Digital Library of Canada developed several products that were designed and written to appeal to young audiences, including:</p> <ul style="list-style-type: none"> • Page by Page: Creating a Children’s Book • First Among Equals: The Prime Ministers in Canadian Life and Politics • Confederation for Kids <p>Work began on developing lesson plans for teachers to assist in using National Library sites in the classroom.</p> <p>Read Up On It 2000: A Symphony of Words had a special section on alternate format materials for print-disabled young readers. The Library continued to advocate on behalf of stronger services for school libraries and as well added a Children’s Literature Specialist to its staff.</p>	<p>Authoritative knowledge about their country for young Canadians.</p>
<p><i>Accelerate the implementation of the technological infrastructure needed to display and manipulate information in non-Roman alphabets</i></p>	<p>The Library is investigating the development of an enhanced infrastructure to support multilingual scripts, using UNICODE as a standard way of representing non-Roman scripts or syllabics.</p> <p>Potential services or products might include:</p> <ul style="list-style-type: none"> • Access to digitized Aboriginal materials • Client support for configuration of their personal computers to be able to display, print or input using either de facto standards for multilingual processing or UNICODE and specifically the Canadian syllabics font • An HTML based directory of Aboriginal resources 	<p>Access to Aboriginal and other language publications and services in non-Roman alphabets.</p>

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Support the development of technologies, services and resources that increase access to information for citizens with print, perceptual and other disabilities</i>	The Council on Access to Information for Print Disabled Canadians was established in February 2001 by the National Librarian to implement recommendations of the Task Force report. A work plan has been established with the aim of increasing access to materials in multiple formats required by the 3 million print disabled Canadians. Projects and programs are being developed within the Federal Disability Agenda and departmental plans.	Improved access to relevant information for print-disabled Canadians.

Strategic Outcome:

⇒ **staff capacity to manage information and deliver quality services in a rapidly changing environment**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Staff professional positions in public affairs, marketing and media relations</i>	Staffing of these key positions is planned for 2001-2002.	Increased awareness of the National Library, its strengths and its weaknesses.
<i>Develop a common strategy for National Library partnerships</i>	Significant partnerships are emerging across government and with parts of the private sector. To date no one model or common strategy has been put in place.	Maximize scarce resources and build on the strengths of various partners.

Strategic Outcome:

⇒ **an infrastructure responsive to the Library's mission and strategic objectives**

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Make stakeholders aware of the Library's accommodation crisis and collections at risk</i>	A number of external organizations have voiced their concerns about the Library's lack of suitable collection preservation facilities. Within Government there has been critical recognition of the need for a substantial investment in the housing of collections. As part of the Government's recognition of the need to take preventive action to avoid recurring damage to collections, the Treasury Board approved additional funding in 2001.	The nation's priceless collection of its published heritage will be housed in environmentally secure facilities, guaranteeing its availability to future generations of Canadians.
<i>Develop strategic plans to address both short and long-term accommodation requirements</i>	The Library, in collaboration with the National Archives, the Department of Canadian Heritage and Public Works and Government Services Canada, developed strategic accommodation plans.	Make the best use of scarce resources to meet significant pressures of growth of collections and need for facilities to better serve Canadians.
<i>Implement solutions for collections in crisis and collections at significant risk</i>	Throughout the year the Library continued to experience incidents causing significant damage to collection materials. Public Works and Government Services has upgraded the cooling system in one major collections facility and has announced plans to introduce improved heating and cooling systems in another. Collections in existing facilities remain at risk	Continued access to important collections such as the Library's national collection of print newspapers.

2000-2001 Priority	Results Achieved	Benefit to Canadians
<i>Move materials from the Library's Preservation Collection of Canadiana to the National Archives' Gatineau Preservation Centre</i>	The National Archives has made four collection vaults available to the Library for the Preservation Collection. The first vault was occupied by the end of March, the additional vaults will be occupied by the end of October 2001. The move of this portion of the Preservation Collection out of the Library's Headquarters Building removes these particular materials from risk of further damage. The Treasury Board recognized the need to take preventive measures to reduce the risk of further damage.	A significant portion of the Preservation Collection is housed in appropriate facilities with minimal risk for damage.
<i>Develop a communications package in support of accommodation planning</i>	Damages to the Library's collections and the need for a collections preservation facility have been the subject of ongoing interest in the media. As well, there has been a significant interest in the building of a new headquarters building for the Library's Service Collection and public services.	Clear messages about the severity of the accommodation issues facing the Library.
<i>Separate all Preservation Collection copies and house them apart from the Service Collection, as a fundamental protective measure to reduce the risk of damage</i>	Current acquisitions to the Preservation Collection are housed separately from other collections significantly reducing the risk of damage that frequently damages all copies of Canadiana titles. Funding received from the Treasury Board will be used to identify and separate copies of Canadian Literature, Canadian History and Canadian Law to be added to the Preservation Collection. This project has been delayed due to a lack of space. Given the resource intensive nature of the work it is unlikely that any other materials will be identified without significant resources.	Preservation Collection materials will be given the best possible conditions to ensure their long-term survival.
<i>Carry out preventive measures on building systems in existing collection facilities to improve environments and avoid recurrences of leaks and other incidents that damage collections</i>	Public Works and Government Services Canada initiated a project to examine all of the pipes in the Library's Headquarters building as a preventive step given a history of water-related incidents. As noted above, conditions at the Jean Edmonds Towers have been improved and planning for upgrades to the 151 Bentley facility were underway by the end of the fiscal year.	Reduced risk for damage to collections.

Performance Accomplishments by Business Line

Canadiana Collections & Access Services

Planned Spending	\$ 15,642,000
<i>Total Authorities</i>	\$ 17,788,616
2000-2001 Actual	\$ 18,807,778

Planned Spending shows the department's plan at the beginning of fiscal year 2000-2001.

Total Authorities includes any additional spending approved by Parliament during the year, to reflect changing priorities and unforeseen events.

Actual expenditures are the final total of funds expended, including spending from the proceeds from the Disposal of Crown Assets. For additional details, see Financial Tables 1 and 2.

Performance Results -- Key Statistical Indicators

	1998-99 Actual	1999-2000 Actual	2000-2001 Forecast	2000-2001 Actual
<i>Canadiana Acquisitions</i> ¹				
New titles acquired	64,442	58,269	45,000	55,719
Canadian serial titles currently received	33,070	33,772	34,000	33,974
Collection items deacidified ²	43,775	63,627	50,000	44,276
Bibliographic records created	66,664	69,957	60,000	65,260
Authority records created	17,023	18,397	17,000	18,235
Reference requests answered	27,089	23,375	27,500	24,380
Items circulated	169,072	185,872	172,000	198,515

¹ Includes both: a) Canadian publications, and b) works published outside Canada written by Canadian authors or on Canadian subjects

² Mass deacidification treats materials printed on acidic paper to neutralize the acid content, to ensure that they do not disintegrate over time and become unreadable to future generations of Canadians.

Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>2000-2001 Results</i>
National Bibliography		
Records for publications covered by the Canadian Cataloguing in Publication (CIP) program and for federal government publications available to libraries participating in the federal government's Depository Services Program (DSP) will be added to the Library's database within 10 days of receipt of the publication by the National Library. (Publications in these two categories account for approximately 20% of the total number of publications listed annually in the national bibliography, <i>Canadiana</i> .)	100%	90% ¹
Records for at least half of all other current publications listed in <i>Canadiana</i> will be added to the database within three months of receipt of the publication.	50%	77% ²
Research Support		
Requests for simple, factual reference information will be answered within two business days.	100%	99%
Information requests requiring extended analysis and research will be answered within five to ten business days.	100%	97%
The Library will deliver requested materials to clients: + within one hour of receipt of the request, for materials located in the main building; + within 24 hours, for materials stored in off-site locations; + on the same day, for requests for photocopies of collection material.	100%	100%

¹ Although this year's turnaround time was the best achieved since this service standard was defined in 1995, the Library is continuing its efforts to improve throughput for this category of material.

² These results have been made possible by extensive coordination between the Acquisitions and Bibliographic Access directorates in streamlining processing workflows.

Library Networking

Planned Spending	\$ 9,779,000
<i>Total Authorities</i>	\$ 11,791,915
2000-2001 Actual	\$ 12,284,138

Planned Spending shows the department's plan at the beginning of fiscal year 2000-2001.

Total Authorities includes any additional spending approved by Parliament during the year, to reflect changing priorities and unforeseen events.

Actual expenditures are the final total of funds expended, including spending from the proceeds from the Disposal of Crown Assets. For additional details, see Financial Tables 1 and 2.

Performance Results -- Key Statistical Indicators

	1998-99 Actual	1999-2000 Actual	2000-2001 Forecast	2000-2001 Actual
Records added to AMICUS database	2,600,000	2,856,000	1,500,000	1,600,000
Hours of AMICUS on-line use	275,839	294,529	260,000	266,546
Interlibrary loan requests answered	159,823	159,365	139,300	152,271
Items redistributed through Canadian Book Exchange Centre	233,888	337,208	300,000	313,942

Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>2000-2001 Results</i>
Database Services		
The Library's national bibliographic database service, AMICUS, will be available 98% of the time during scheduled service hours	98%	98.8%
Downtime over a one-year period will not exceed 3,600 minutes	3,600	6,167 ¹
There will be no period of continuous downtime lasting longer than 24 hours (= 1,440 minutes)	1,440	1,559 ¹
Resource Sharing		
Responses to Basic interlibrary loan (ILL) search requests will be provided within two to four business days of receipt of the request	100%	75%
Responses to In-Depth ILL search request will be provided within ten business days of receipt of the request.	100%	92%

Corporate and Branch Administration

Planned Spending	\$ 6,649,000
<i>Total Authorities</i>	\$ 9,008,403
2000-2001 Actual	\$ 6,205,950

Planned Spending shows the department's plan at the beginning of fiscal year 2000-2001.

Total Authorities includes any additional spending approved by Parliament during the year, to reflect changing priorities and unforeseen events.

Actual expenditures are the final total of funds expended, including spending from the proceeds from the Disposal of Crown Assets. For additional details, see Financial Tables 1 and 2.

¹ The target limits for system downtime were exceeded due to persistent bugs and instability in the CA-Ingres database management software, and a malfunctioning tape drive and tape management system software, which prevented the timely restoration of the AMICUS database. The National Library is implementing a database stabilization plan as well as improved system backup and restoration procedures.

Section III: Consolidating Reporting

Modernizing Comptrollership

The National Library completed the implementation of the Financial Information Strategy (FIS), an initiative of the Government of Canada related to modernizing comptrollership. FIS will change the basis of accounting from modified accrual to full accrual. The agency has completed the capitalization of its fixed assets and has put in place the mechanisms required to record the amortization in its financial statements. New policies and procedures have been developed, and training for managers, officers and support personnel has been completed.

The new Financial Management Model introduced last year continues to improve the financial management function and accountability for managers, and assists in providing a better results-based planning process.

These two initiatives as well as other initiative under the umbrella of Modern Comptrollership will help the National Library to integrate financial and non-financial performance information, to properly assess and manage risk, and to ensure appropriate control systems are in place.

Section IV: Financial Performance

Financial Performance Overview

The National Library of Canada's Main Estimates for 2000-2001 were \$32,695,000 (see table 1), which includes the contribution to employee benefit plans. The National Library carried forward \$698,150 from fiscal year 1999-2000 to 2000-2001. The authority to spend these funds was granted through Supplementary Estimates in the fall of 2000. In addition, the department received \$2,500,000 for the Canadian Digital Cultural content Initiative and another \$2,000,000 for the preservation of collections at risk. These amounts, plus compensation for new collective agreements and other smaller adjustments brought the total funds available for the year to \$38,588,934 (see table 2). The National Library used \$37,297,866 (see table 3).

Revenues in the amount of \$160,432 generated by the National Library came from user fees for the use of the Library's AMICUS database, library delivery services and reprography services (see table 4). Since October 1, 2000, the National Library has been providing AMICUS services to Canadians free of charge.

The National Library continued to provide funding to support the International Serials Data System and the International Federation of Library Associations (see table 5).

The following required Financial Tables are included:

Table Number	Title of Financial Table
1	Summary of Voted Appropriations
2	Comparison of Total Planned Spending to Actual Spending
3	Historical Comparison of Total Planned Spending to Actual Spending
4	Revenue
5	Transfer Payments

Financial Table 1: Summary of Voted Appropriations

Financial Requirements by Authority (\$ thousands)				
		2000-2001		
<i>Vote</i>		Planned Spending	Total Authorities	Actual
National Library				
105	Program expenditures	28,919.0	34,336.8	33,059.9
(S)	Contributions to Employee Benefit Plans	3,776.0	4238.0	4,238.0
Total Agency		32,695.0	38,574.8	37,297.9
<p><i>Note:</i> Total Authorities are Main Estimates plus Supplementary Estimates. They do not include the proceeds from the Disposal of Crown Assets (\$14,174). Planned Spending includes a Frozen Allotment of \$625,000.</p>				

Financial Table 2: Comparison of Total Planned Spending to Actual Spending

Agency Planned versus Actual Spending by Business Line (\$ thousands)						
Business Lines	FTEs	Operating Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Canadiana Collections & Access Services						
(Planned Spending)	236.0	15,607.0	35.0	15,642.0		15,642.0
<i>(Total Authorities)</i>	<i>236.0</i>	<i>17,753.6</i>	<i>35.0</i>	<i>17,778.6</i>		<i>17,788.6</i>
(Actuals)	238.9	18,789.8	18.0	18,807.8		18,807.8
Library Networking						
(Planned Spending)	127.0	9,768.0	11.0	9,779.0		9,779.0
<i>(Total Authorities)</i>	<i>127.0</i>	<i>11,780.9</i>	<i>11.0</i>	<i>11,791.9</i>		<i>11,791.9</i>
(Actuals)	122.8	12,273.1	11.0	12,284.1		12,284.1
Corporate & Branch Administration						
(Planned Spending)	62.0	6,649.0		6,649.0		6,649.0
<i>(Total Authorities)</i>	<i>62.0</i>	<i>9,008.4</i>		<i>9,008.4</i>		<i>9,008.4</i>
(Actuals)	69.4	6,206.0		6,206.0		6,206.0
Total						
(Planned Spending)	425.0	32,024.0	46.0	32,070.0		32,070.0
<i>(Total Authorities)</i>	<i>425.0</i>	<i>38,542.9</i>	<i>46.0</i>	<i>38,588.9</i>		<i>38,588.9</i>
(Actuals)	431.1	37,268.9	29.0	37,297.9		37,297.9
Other Revenues and Expenditures						
Non-Respendable Revenues						
(Planned Spending)						(565.0)
<i>(Total Authorities)</i>						<i>(565.0)</i>
(Actuals)						(160.4)
Cost of services provided by other departments						
(Planned Spending)						10,899.0
<i>(Total Authorities)</i>						<i>12,174.2</i>
(Actuals)						12,174.2
Net Cost of the Program						
(Planned Spending)						42,404.0
<i>(Total Authorities)</i>						<i>50,198.1</i>
(Actuals)						49,311.7
<i>Note:</i>						
Numbers in italics denote Total Authorities for 2000-2001: Main and Supplementary Estimates and proceeds from the Disposal of Crown Assets.						
Bolded numbers denote actual expenditures/revenues in 2000-2001.						
Due to rounding, figures may not add up to totals shown.						

Financial Table 3: Historical Comparison of Total Planned Spending to Actual Spending

In 2000-2001, the National Library received funding for the Canadian Digital Cultural Content Initiative (\$2.5 million), for the preservation of collections at risk (\$2 million) and for compensation for collective agreement and other smaller adjustments, which explain the variance between Planned Spending and Total Authorities.

Historical Comparison of Agency Planned versus Actual Spending by Business Line (\$ thousands)					
Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	Total Authorities	Actual
Canadiana Collections & Access Services	16,015.0	15,693.7	15,642.0	17,788.6	18,807.8
Library Networking	12,014.0	11,189.2	9,779.0	11,791.9	12,284.1
Corporate and Branch Administration	5,950.0	6,603.1	6,649.0	9,008.4	6,206.0
Total	33,978.0	33,468.0	32,070.0	35,588.9	37,297.9
<p><i>Note:</i> Total Authorities are Main and Supplementary Estimates plus proceeds from the Disposal of Crown Assets. Planned Spending does not include the Frozen Allotment of \$625,000. Due to rounding, figures may not add up to totals shown.</p>					

Financial Table 4: Revenue

Revenues come from the delivery of the Library's AMICUS database, Library delivery services and duplication services. Since October 1, 2000, the National Library has been delivering AMICUS services free of charge to Canadians.

Revenues by Business Line (\$ thousands)					
Non-Respendable Revenues					
Business Lines	Actual 1998- 1999	Actual 1999- 2000	2000-2001		
			Planned Revenues	Total Authoritie s	Actual
Canadiana Collections and Access Services	37.0	36.7	120.0	120.0	41.5
Library Networking	577.0	454.9	445.0	455.0	118.9
Corporate and Branch Administration	-	-	-	-	-
Total Non-Respendable Revenues	614.0	491.6	565.0	565.0	160.4
Total Revenues	614.0	491.6	565.0	565.0	160.4
<i>Note:</i> Non-Respendable Revenues does not include proceeds from the Disposal of Crown Assets.					

Financial Table 5: Transfer Payments

Transfer Payments by Business Line (\$ thousands)					
Business Lines	Actual 1998- 1999	Actual 1999- 2000	2000-2001		Actual
			Planned Spending	Total Authorities	
GRANTS					
Canadiana Collections and Access Services	23.0	25.1	35.0	35.	18.0
Library Networking	11.0	11.0	11.0	11.0	11.0
Corporate and Branch Administration	-	-	-	-	-
Total Grants	34.0	36.1	46.0	46.0	29.0
Total Transfer Payments	34.0	36.1	46.0	46.0	29.0

Section V: Departmental Overview

Mandate, Mission and Vision

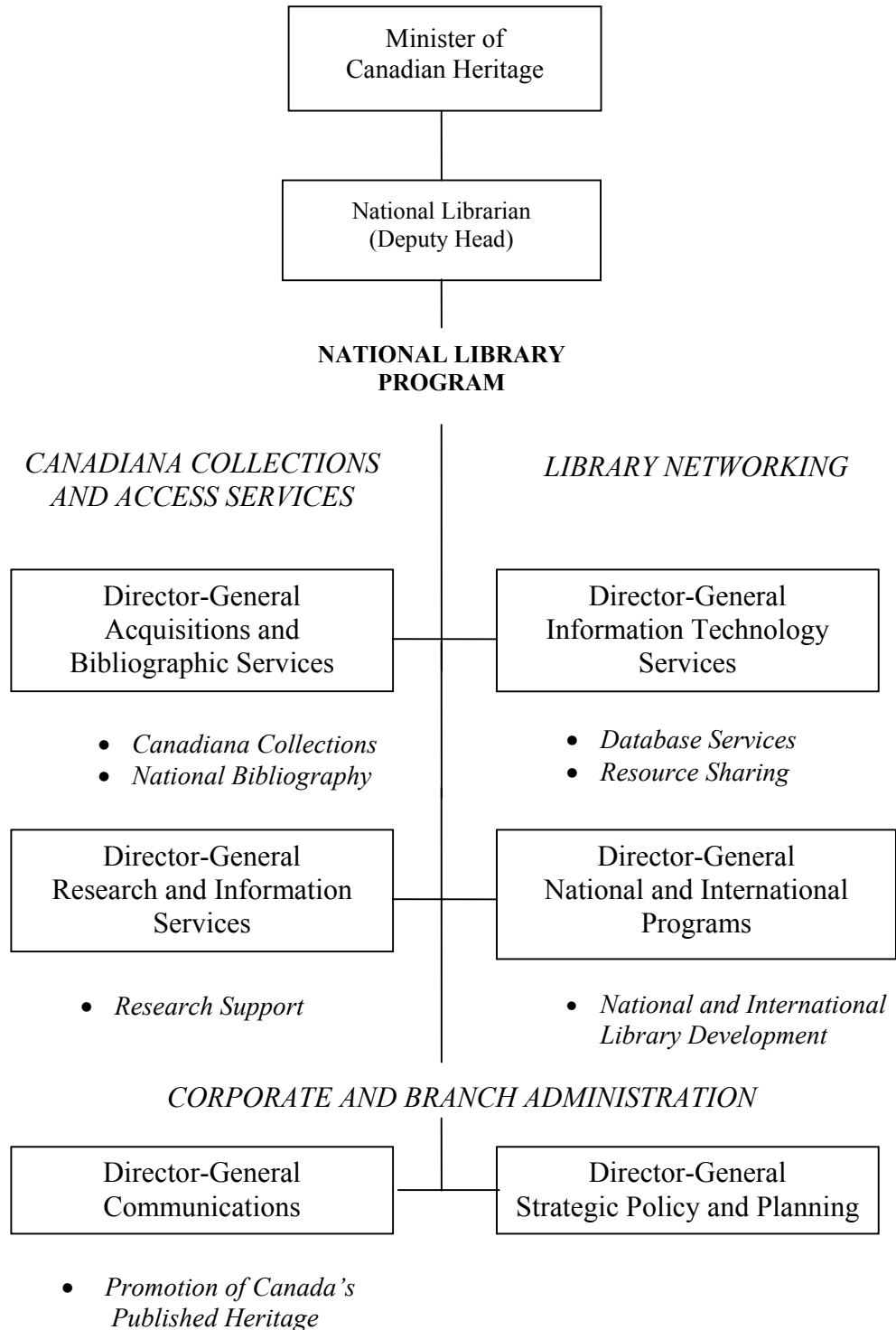
The National Library was established by act of Parliament in 1953. The National Librarian reports to Parliament through the Minister of Canadian Heritage, and under the *National Library Act* has the authority to:

- develop, preserve, and make accessible collections to support its own services and those of other Canadian libraries;
- create and maintain a national resource sharing database listing the holdings of Canadian libraries;
- compile and publish the national bibliography;
- coordinate federal library services;
- transfer and dispose of surplus library materials from other federal departments
- enter into agreements relating to library services with other institutions.

The *National Library Act* also requires publishers in Canada to deposit with the Library copies of newly released publications including books and periodicals, sound recordings, videos, microforms and CD-ROMs.

Departmental Organization

Organizational Structure of the National Library of Canada



Business Line Descriptions

Canadiana Collections and Access Services

Objective: To build a strong national resource for the study and appreciation of Canada's published cultural heritage and its development as a nation.

The Canadiana Collections and Access Services business line incorporates four service lines:

Canadiana Collections:

The National Library builds and preserves a comprehensive collection of published Canadiana, to serve as an information and cultural resource for Canadians both now and in the future.

- ✪ The Library's collection currently comprises over 18 million items (books, periodicals, sound and video recordings, microforms and electronic documents), representing 3 million unique titles. The collection grows at a rate of 500,000 items per year.

National Bibliography:

The National Library builds a bibliographic database to serve as a comprehensive record of Canadian publishing output, to facilitate access to the collection, and to assist libraries, the book trade and other information providers in identifying, acquiring and making available Canadiana materials

- ✪ The database for *Canadiana*, the national bibliography, currently contains over 2.1 million records, representing 250 years of Canadian publishing.

Research Support:

Reference, research and referral services to Canadians and Canadian libraries are based on the Library's Canadiana collection, several collections of wider scope supporting Canadian Studies, and staff expertise -- all of which ensure a rich suite of client services that are integral to the Library's support of the study of Canada.

- ✪ Each year the National Library registers over 5,000 new clients as on-site researchers, and receives 25,000 reference requests.

Promotion of Canada's Published Heritage:

The Library sponsors exhibitions, readings, lectures, concerts and other events in order to provide Canadians with opportunities to explore, understand and appreciate their cultural heritage.

- ✪ The National Library hosts a range of events for writers, publishers, booksellers and performers. Its major exhibition in 2000-2001, *Oscar Peterson: A Jazz Sensation*, attracted an estimated 25,000 visitors.

Library Networking

Objective: To facilitate access for all Canadians to national and international networks of information resources.

The Library Networking business line incorporates three service lines:

Database Services:

The National Library facilitates public access to information about its own holdings as well as the holdings of other libraries in Canada.

- ✪ The Library's AMICUS database contains over 22 million bibliographic records, and grows by over one million records each year. The database includes records of items in the National Library's collection, as well as holdings currently reported by 450 Canadian libraries. Over 1100 Canadian libraries and other information institutions use the National Library's AMICUS service to search for library materials for their clients.

Resource Sharing:

The National Library works with libraries throughout Canada to develop and implement policies, procedures, standards, products and systems that support the sharing of information resources among libraries, to optimize the delivery of library services to Canadians in all regions of the country.

- ✪ The Library's Interlibrary Loan Division responds to 400 requests per day, from over 3,000 libraries per year.

National and International Library Development:

The Library coordinates cooperative library services among the departments and agencies of the federal government and provides strategic policy and professional support for library development and coordination in Canada and at the international level.

- ✪ The National Library of Canada has acquired a world-wide reputation, in bodies such as International Organization for Standardization (ISO), for its leadership role in the development of standards for the exchange of bibliographic data, the preservation of

library materials, the application of information technology to library services, and the promotion of universal and equitable access to basic information services, especially in the developing world.

Corporate and Branch Administration

Objective: To provide efficient and effective financial, administrative, informatics, human resource and external communication and executive support services that respond to the Library's needs.

The Corporate and Branch Administration business line includes:

- support for the Office of the National Librarian, to facilitate the National Librarian's role in liaising with the Library's stakeholders in the library, publishing, research, cultural and government communities
- information resource management, to coordinate policies for the organization, preservation and accessibility of the Library's collections and administrative records, as well as Government of Canada publications
- corporate policy development and strategic planning
- marketing, publishing and communications
- staff development and training
- office systems
- administration services
- internal audit and program evaluation.

Facilities management, personnel and finance operate as common services for both the National Library and the National Archives.

Section VI: Other Information

Contacts for Further Information

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References

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The National Library of Canada's website contains detailed information about the programs, services and collections of the Library.

WWW site address: <http://www.nlc-bnc.ca>

2001-2002 Estimates Part III -- Report on Plans and Priorities

<http://www.nlc-bnc.ca/obj/a8/f2/rpp01-e.pdf>

National Library of Canada *Service Standards Declaration*

<http://www.nlc-bnc.ca/obj/a8/f2/eservst.pdf>

Legislation Administered

The National Librarian has sole responsibility to Parliament for the following Act:

National Library of Canada Act

R.S.C., 1985, c. N-12

Listing of Statutory and Departmental Reports

- *Estimates, Part I*
- *Estimates, Part II*
- *Report on Plans and Priorities*
- *Performance Report*
- Employment Equity Action Plan and Annual Report
- Official Languages Action Plan and Annual Report
- Annual Report on the Operation of the *Canadian Multiculturalism Act*
- Reports on the *Access to Information Act* and the *Privacy Act*

Annual Report: The *Annual Report* of the National Library of Canada was last published in 1995/1996. Between 1996 and 1998, an annual review was published in the *National Library News*. In 1999, the *National Library Activities and Projects: Semi-Annual Update* report replaced the annual review.