



National Library of Canada

Performance Report

For the period ending
March 31, 1998

Canada

Improved Reporting to Parliament Pilot Document

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*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "*Managing For Results*" report.

This *Departmental Performance Report*, covering the period ending March 31, 1998, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions can be directed to the TBS Internet site or to:

Planning, Performance and Reporting Sector
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A 0R5
Tel: (613) 957-7042
Fax (613) 957-7044



National Library
of Canada

Bibliothèque nationale
du Canada

National Library of Canada

Performance Report

**For the
period ending
March 31, 1998**

Sheila Copps

Minister of Canadian Heritage

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Section I: Messages

The Minister's Message:

The Canadian Heritage Portfolio *Strengthening and Celebrating Canada*

The main objective of the National Library of Canada is to acquire, preserve, promote and provide access to the published heritage of Canada for all Canadians.

The Canadian Heritage Portfolio was created in June 1993 to consolidate national policies and programs that maintain Canada's culture and promote Canadian identity.

The National Library of Canada, with its specific mandate, plays an important role in the Canadian Heritage Portfolio's goal of strengthening and celebrating Canada. Working together for Canadians, the Department, agencies and Crown corporations all contribute to the growth and development of Canadian cultural life, the promotion of a fairer, more equitable society, the nation's linguistic duality and multicultural character, and the preservation of Canada's national parks, national historic sites and heritage.

As Minister responsible for the Canadian Heritage Portfolio, it is my pleasure to present this report on the accomplishments of the National Library of Canada: its ongoing and special endeavours are a driving force in helping us build a strong, prosperous Canadian presence and community.

Sheila Copps

Minister of Canadian Heritage

The Canadian Heritage Portfolio includes:

the **Department of Canadian Heritage**, responsible for broadcasting policy, cultural industries, arts policy, heritage, Canadian identity, multiculturalism, official languages, sport and national parks and national historic sites; as well as the Canadian Conservation Institute, the Canadian Heritage Information Network, the Cultural Property Export Review Board and the Historic Sites and Monuments Board of Canada.

six departmental agencies: the Canadian Radio-television and Telecommunications Commission (an independent regulatory agency), the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada and Status of Women Canada.

ten Crown corporations: the Canada Council, the Canadian Broadcasting Corporation, the Canadian Film Development Corporation (Telefilm Canada), the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Gallery of Canada, the National Arts Centre, the National Capital Commission and the National Museum of Science and Technology.

As well, the Public Service Commission reports to Parliament through the Minister of Canadian Heritage.

Section II: Departmental Overview

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.

Mandate, Roles, and Responsibilities

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.

Operating Environment

Position Within Government: The National Library of Canada is one of six departmental agencies in the Canadian Heritage Portfolio, along with Canada Information Office, the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, and Status of Women Canada. The National Library's work with Canada's published heritage contributes to the Portfolio's objective of maintaining Canada's cultural sovereignty and promoting Canadian identity.

Co-Delivery Partners: The National Library shares common administrative support services with the National Archives, and works closely with the Archives to ensure comprehensiveness while avoiding duplication in collecting the nation's documentary heritage, and in providing reference services to clients, who frequently call upon the resources of both institutions to answer their information needs.

The Library works with other federal government cultural agencies to coordinate the acquisition, preservation and public promotion of Canada's cultural materials. In 1997/98, for example, a memorandum of agreement was signed by the National Archives, the National Library of Canada and the National Gallery of Canada to provide mutual assistance in the event of a disaster affecting one or more of the said institutions. In partnership with the National Gallery of Canada, staff of the Library's Preservation Services Unit offered training sessions in basic disaster response, ensuring a wider pool of staff trained to salvage and protect collections in case of a disaster.

To make its collections more widely accessible to Canadians, the National Library has undertaken many digitization projects under the aegis of the Industry Canada SchoolNet Digital Collections Program. The Library has also had a long-standing relationship with Public Works and Government Services Canada in delivering the Depository Services Program, which ensures that major Canadian public and academic libraries have comprehensive collections of Government of Canada publications.

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

- ⇒ Canadians in all walks of life who are engaged in study or **research** on Canadian topics of personal, professional or academic interest
- ⇒ Canadian **libraries** of all types, and the communities, institutions, and businesses they serve
- ⇒ Canadian **publishers** and **producers** of sound recordings, videos and multimedia works, and the writers, musicians and artists whose work is represented in Canadian cultural products
- ⇒ the **international community of scholars** and researchers whose interests relate to Canadian studies
- ⇒ the Canadian **academic community**, including universities and community colleges and organizations such as the Humanities and Social Sciences Federation of Canada
- ⇒ 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 (Asted), the Alliance for Canada's Audio-Visual Heritage, the Alliance of Libraries, Archives and Records Management, and the Canadian National Institute for the Blind
- ⇒ **national libraries** in other countries, and the **international library community** through fora such as the International Federation of Library Associations
- ⇒ the creators and users of information resources published by the **Government of Canada** organizations in Canada and abroad who are working toward improved access to information resources, at both national and international levels.

Strategic Objectives

- * To build a strong national resource for the study and appreciation of Canada's cultural heritage and its development as a nation.
- * To provide leadership in coordinating library and information services within the federal government.
- * To act as an advocate for equitable access to information for all Canadians.
- * To provide leadership in the networking of libraries to meet the information needs of Canadians.

Strategic Priorities

The National Library has identified the following priorities for the 3-year planning horizon 1998/99 through 2000/2001:

- ◆ Strengthen the Library's holdings of Canadian publications in hard-copy and digital formats
- ◆ Enhance access to the Library's collections through digital technologies
- ◆ Promote the richness of Canada's heritage through a program of exhibitions and cultural events centred on the Library's collections
- ◆ Enhance the services provided to Canadians through the Library's AMICUS database
- ◆ Work with partners in the public sector to improve access to the Government of Canada's information resources
- ◆ Promote the principle of universal, equitable and affordable access to information
- ◆ Establish and maintain a technical and service infrastructure that is responsive to the Library's mission and strategic objectives
 - specific initiatives under this priority include obtaining an environmentally secure facility of sufficient size to accommodate the Library's off-site collections that are currently scattered in five inadequate storage buildings, and a computing platform with the requisite capacity and functionality to manage and provide access to the growing number of publications in electronic form.
- ◆ Develop the staff capacity to manage information and deliver quality services in a rapidly changing environment
- ◆ Manage the organization with increased efficiency.

Challenges

1. The Emergence of Digital Information

Creation and Distribution

The National Library of Canada, like all libraries in today's knowledge-based economy, is faced with rapidly increasing volumes of information in digital media. This information appears both through electronic publishing and the conversion of library collection materials from traditional media into digital form. Library clients, among them the citizens of Canada who use the collections and services of the National Library, expect libraries to integrate digital materials into their overall collections, and to utilize networking technology to enhance access to these items. The expanded use of digital media is taking place in a context of sustained publishing output in traditional formats such as print, sound recordings, and microform, so that libraries cannot count on a reduction of workload in established functions to make human, financial and computing resources available to deal with digital materials.

Access

One of the National Library's strategic priorities is to ensure that the citizens of Canada have equitable, universal and affordable access to the information resources of the nation. Not all Canadians can afford to own the multimedia PCs and Internet connections that are increasingly required to access information for purposes of education, employment, health and personal development. Recognizing this reality, the National Library is a strong supporter of government initiatives to utilize public institutions to provide means of access to information for all groups Canadian society, regardless of income or geographic location. The Library is convinced that this provision of broad access is a legitimate role for Canada's public libraries, and one that these libraries can fulfill effectively.

Another emerging access issue for libraries is the evolving application of copyright in the digital environment. As a leader in the Canadian library community, the National Library is concerned that some of the potential benefits of more widespread access to publications in digital form may not be realized as the creators and distributors of these materials lobby for stronger protection of their intellectual property rights in the networked environment, to the detriment of access rights that have traditionally been viewed as a necessary counterbalance in copyright law. It is a strategic priority of the National Library to work with creators' and publishers' groups to define and implement a balanced vision of copyright in the networked digital information environment, so that the concept of fair use for purposes of research and education can be maintained.

Preservation

The proliferation and rapid obsolescence of electronic publishing and digitization formats pose a particular challenge to libraries, as they endeavor to preserve for future access the legacy of electronic publications and digital library materials. The creators and users of government publications, for example, are concerned about the long-term preservation of the government's publishing record in the form of electronic documents that often exist in transitory, non-standard formats.

2. *Demand for Access to Government Publications*

A strong demand has developed, both from public servants inside government and from Canadian citizens who require access to government information, for improved organization and delivery of government publications, especially those in electronic form. As a government agency with the mandate and expertise to organize, preserve and provide access to Canada's published heritage, the National Library sees meeting the challenge of ensuring effective access to government publications for the citizens of Canada as a major priority.

3. *Consultations on the Future Role of the National Library and National Archives*

In March 1998 the Minister of Canadian Heritage announced a consultation with stakeholders on the future role of the National Library and the National Archives of Canada in the evolving information society, with emphasis on the contributions that the two institutions can make to enhancing the Government of Canada's role and responsibilities for information management and ensuring access to Canadian content. The consultation, being conducted by Dr. John English of the University of Waterloo and involving a broad range of representatives from the library, archival, and user communities, will take place during the Summer of 1998, with a final report expected in the Fall.

Departmental Organization

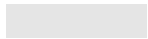
Crosswalk From Old Reporting Structure:

The following table depicts the relationship between National Library functions as organized into business lines under the new Planning, Reporting and Accountability Structure (PRAS), approved by Treasury Board in 1997. The new business lines, identified in bold type on the horizontal axis in the table, are compared to the business lines used in the old reporting structure, identified in italics on the vertical axis.

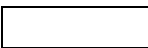
<i>Old Business Lines</i>	New Business Lines		
	Canadiana Collections and Access Services	Library Networking	Corporate and Branch Administration
<i>Policy, Planning & Liaison</i>			
<i>Information Technology Services</i>			
<i>Research and Information Services</i>			
<i>Acquisition and Bibliographic Services</i>			



-- Dark shading shows where a majority, or a significant proportion, of resources from an old business line have been allocated under the Library's new business lines.



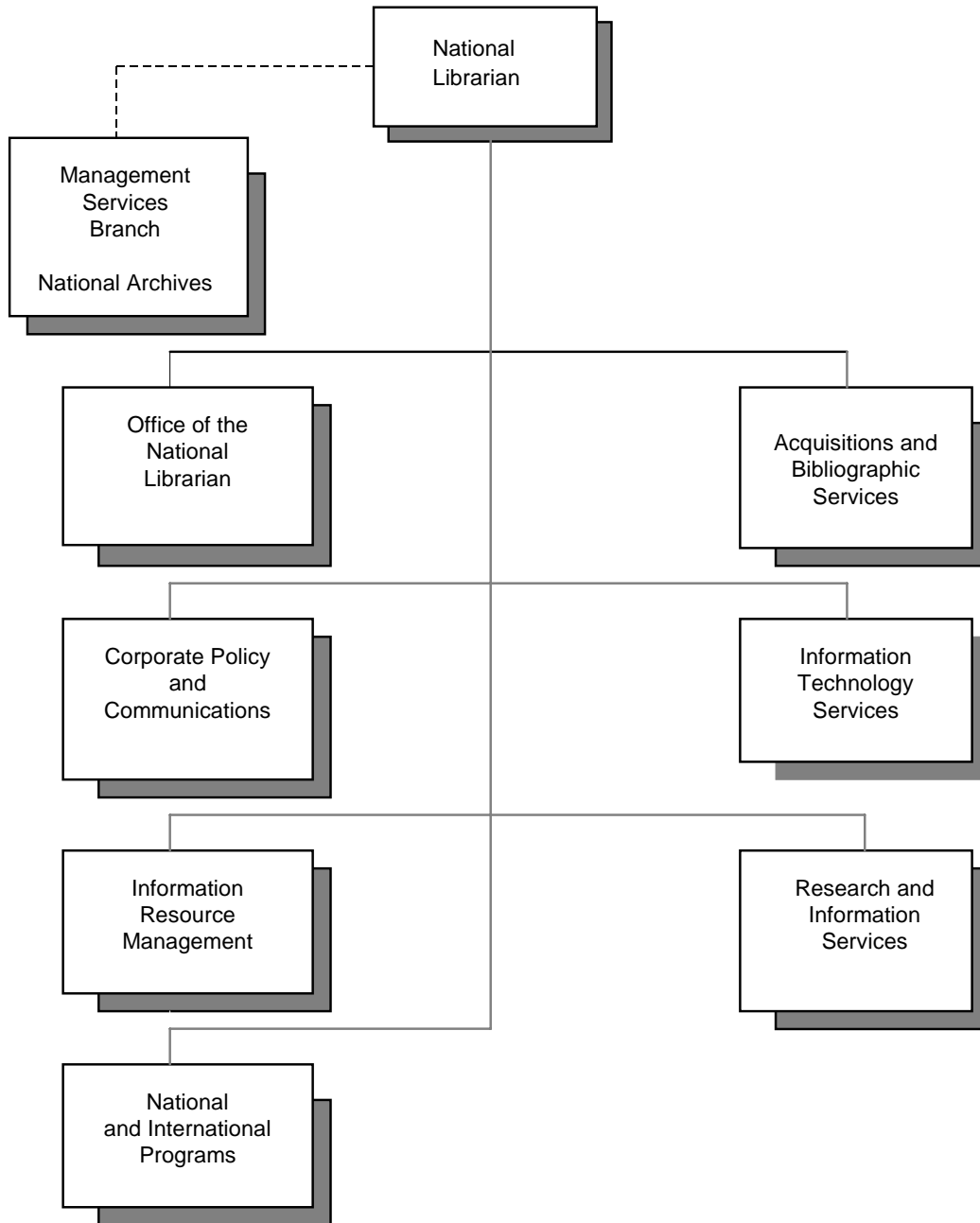
-- Light shading shows where a minority proportion of old business line resources have been allocated under the new business lines.



-- No shading shows that either no resources, or a very small proportion, from an old business line have been allocated to the new business lines

A financial representation of the crosswalk between the old and new reporting structures is given in Financial Table 4 in Section IV, Financial Performance.

National Library of Canada: Organization Chart



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.

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 15 million items (books, periodicals, sound and video recordings, microforms and electronic documents), and grows at a rate of 500,000 items per year.
- *National Bibliography:* The National Library also 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 1.35 million records, representing all Canadian publications and their authors since 1950, as well a large proportion of older materials.
- *Research Support:* Reference, research and referral services to Canadians and to 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 wide range of client services that are integral to the Library's support of the study of Canada.
 - The National Library registered 4,287 new clients as onsite researchers in 1997/98. 70% of the 32,000 reference requests received each year are entirely or partly on Canadian subjects.
- *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.
 - Over 24,000 visitors attended exhibitions and cultural events held at the National Library in 1997/98. The Library's Web site had over 4 million hits in 1997/98.

Performance Measurement Strategy:

- The Library monitors and reports annually on: performance against service standard delivery targets for the timeliness of production of bibliographic records and responses to reference requests; the number of Canadiana and Canadian Studies collection

- materials acquired; the number of bibliographic and authority records created; and the number of reference requests answered.
- The Library is developing a reporting capability to gauge the comprehensiveness of its Canadiana collections.
 - The Library periodically conducts user surveys and evaluations to determine levels of satisfaction and the effectiveness of services and public programming.

LIBRARY NETWORKING

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

Service Lines:

- *Database Services:* The National Library facilitates public access to information on its own holdings as well as the holdings of other libraries in Canada.
 - The Library's AMICUS database contains over 12 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 reported by over 350 Canadian libraries. More than 800 Canadian libraries and other information institutions use the National Library's Access AMICUS service to search for library materials for their clients. The resAnet interface provides easy-to-use access to the Library's collection on AMICUS for individual searchers in Canada and around the world.
- *Resource Sharing:* The Library works with libraries throughout Canada to develop and implement appropriate policies, procedures, standards, products and systems to support resource sharing among libraries.
 - The Library's Interlibrary Loan Division receives 400 requests per day, from over 3,000 different libraries per year. 87% of these requests come from Canadian libraries.
 - The Library's Canadian Book Exchange Centre has, since its debut in 1973, redistributed over 11 million surplus publications, 99% of which went to build collections in Canadian libraries.
- *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 fora such as Unesco and the International Federation of Library Associations, for its leadership on issues such as 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.

Performance Measurement Strategy:

- The Library monitors and reports annually on: performance against service standard delivery targets for systems availability; turnaround times for document retrievals and interlibrary loans and location services; items circulated; interlibrary loan requests answered; collection materials redistributed through the Canadian Book Exchange Centre; records added and on-line use of the Library's database.
- The Library is developing a reporting capability to gauge the effectiveness of resource sharing on a national level.
- The Library periodically conduct user surveys and evaluations to determine levels of satisfaction and effectiveness of services.

CORPORATE AND BRANCH ADMINISTRATION

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

Description: The Corporate and Branch Administration business line includes support for the Office of the National Librarian, corporate policy and strategic planning, internal audit, program evaluation, information resource management, office systems, corporate communications and branch administration. Administrative services, accommodation services, personnel and financial services operate as a common service for both the National Library and the National Archives.

Performance Measurement Strategy:

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

Section III: Departmental Performance

Key Results Commitments: National Library of Canada (NLC)

<i>To provide Canadians with:</i>	<i>To be demonstrated by:</i>	<i>Achievements reported in:</i>
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, to ensure that Canadians may know their complete documentary heritage ▪ the preservation of published Canadiana, to ensure the future availability of their printed heritage to Canadians ▪ reference and research support services available in response to user needs ▪ timely and equitable access to information in both official languages ▪ public exhibitions and events, to afford to Canadians the opportunity to know and experience their literary and musical heritage 	DPR, section III
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, to increase their availability to Canadians ▪ assistance to Canadian libraries in developing services for diverse client groups, such as the disabled 	DPR, section III
a government body that is efficiently and effectively managed in support of service delivery to Canadians	<ul style="list-style-type: none"> ▪ staff capacity to manage information and deliver quality services in a rapidly changing environment ▪ an infrastructure responsive to the Library's mission and strategic objectives 	DPR, section III

Performance Expectations and Accomplishments 1997 / 98

The National Library identified the following key department-wide initiatives for the three-year planning period 1997/98 through 1999/2000. This table presents accomplishments made during 1997/98. The benefits identified in the “Benefits to Clients” column relate to the priority statement, not specifically to the results achieved.

1997/98 Priority	Results Achieved	Benefit to Clients
<p>Review and re-align reference and research support services to centre these services more clearly on defined areas of strength and user needs.</p>	<p>Continued to respond to clients’ growing demand for electronic access to information, by making the Library’s collections known and accessible to a wider audience. The following new electronic products were just some of those made available on the Library’s Web site in 1997-98:</p> <ul style="list-style-type: none"> ▪ <i>Glenn Gould Archive</i>, phases 2 and 3 ▪ <i>Incunabula, Hebraica and Judaica</i> ▪ <i>The André Prévost Fonds</i> ▪ <i>Canadian Newspapers on Microform held by the National Library of Canada</i> ▪ <i>The Search for Franklin and Franklin Relics 1847-1880: A Guide to Primary Sources</i> ▪ <i>Guide to Canadian Political Science Resources: Federal Institutions and their Structure.</i> <p>The National Library and National Archives are working closely together to coordinate collections and research support services for genealogists, who have become one of the largest client groups in both institutions (30% of the Library’s reference requests are in the field of genealogy). Researchers are now receiving a more single-window service to needed resources.</p> <p>Initiated a comprehensive examination of the needs of researchers and the resources available in the fields of military history and genealogy. The Library conducted a consultation session with information providers and researchers in the Ottawa military history community, at which participating institutions learned about complementary resources and identified areas of potential cooperation. The information gathered will contribute to better decision-making for all organizations and to providing information more effectively to clients, colleagues and students. Participants included the National Archives of Canada, the Canadian War Museum, the Departments of Veterans Affairs, National Defense, and Foreign Affairs and International Trade, historians from local universities, the Association for Canadian Studies, and National Library researchers.</p>	<p>The creation of electronic products based on the National Library’s core collections in Canadian literature, music, and history and society makes these materials accessible to all Canadians, not just those researchers who are able to come to Ottawa.</p> <p>The National Library is exploiting its collection strengths and staff expertise to respond to the topical research and information needs of clients.</p>

<p>Strengthen relationships with Canadian publishers and information providers in the government and non-government sectors.</p>	<p>Launched the <i>Publishers' Window</i> on the National Library Web site in September 1997. The Publishers' Window provides direct links to a wide range of federal government programs and services of interest to publishers, including National Library services such as standard numbering of publications and Cataloguing-In-Publication, and services available from the Department of Canadian Heritage, Industry Canada and Revenue Canada.</p> <p>Negotiated permission from 13 federal government departments and agencies and 10 private sector publishers to archive their electronic publications on the National Library's server, and to make these publications accessible to the Library's users, both on-site and via the Internet, under agreed-upon conditions which respect creators' rights and the commercial interests of publishers. The Library's collection of electronic titles has grown to over 1,200 items</p>	<p>Extended and enhanced access for the Canadian publishing community to needed government information.</p> <p>Strengthened relationships between the Library and publishers; a clearer understanding of the technical and service issues involved, for both libraries and publishers, in archiving and providing access to electronic publications.</p> <p>Clients have access to a growing number of electronic publications, and publishers are assured of the preservation and long-term access of their output.</p>
<p>Review and re-align cataloguing priorities and data requirements to centre bibliographic services more clearly on defined areas of strength and user needs.</p>	<p>Reviewed the impact of the Library's revised cataloguing levels, introduced in April 1996, through a telephone survey of external users of the Library's cataloguing records across Canada, a cataloguing Open House during the 1997 conference of the Canadian Library Association, and a review of internal productivity and timeliness in cataloguing using the new levels during 1997/98. The review confirmed that the revised cataloguing levels have succeeded in improving timeliness of service to clients.</p> <p>Reduced overall Canadiana cataloguing backlogs of some 40,000 items by 2%, continuing a 2-year downward trend. These results indicate that the new levels, coupled with improvements in efficiency in cataloguing, are enabling staff to process more materials, more quickly.</p> <p>Completed input of authority records for <i>Canadian Subject Headings</i>, the Library's authoritative published list of subject headings for Canadian topics, on AMICUS.</p>	<p>Bibliographic records and the collections materials themselves are accessible to users sooner.</p> <p>Core bibliographic tools are available online, enhancing access for Canadian libraries.</p>

<p>Review and re-align cataloguing priorities and data requirements to centre bibliographic services more clearly on defined areas of strength and user needs.</p> <p>(continued)</p>	<p>Jointly with la Bibliothèque nationale de France, la Bibliothèque nationale du Québec, and Asted, translated the 21st edition of the Dewey Decimal Classification into French.</p> <p>Developed access to <i>Répertoire de vedettes-matière</i>, the authoritative list of French-language Canadian subject headings, on the National Library Web site.</p>	<p>Major cataloguing tools are available to La Francophonie and to Canadian libraries who have collections of French-language material.</p>
<p>Upgrade the computing platform on which the AMICUS system operates in order to meet projected growth in service demand and to provide further performance improvements.</p>	<p>Completed the migration of its flagship AMICUS bibliographic management system to a new Unix platform. This infrastructure conversion has provided the necessary capacity to accommodate projected growth in the number of online users, and has improved system response time. The upgrade also ensures that AMICUS is running on hardware and software that are strategic products in their suppliers' portfolio, which includes being Year 2000-compliant.</p>	<p>Canadian libraries and individual researchers who rely on AMICUS as their authoritative source of Canadian bibliographic and library holdings data are assured of system availability and timely access beyond the year 2000.</p>
<p>Develop an effective technical and service infrastructure to support access to and management of electronic information resources.</p>	<p>Achieved significant progress in the second phase of its Digital Library Infrastructure Project (DLIP), which is assessing and piloting hardware and software tools that are required to organize and make accessible library collections and services in the digital environment. Overall, the National Library did not make as much progress in 1997/98 on this critical priority as it would have liked.</p> <p>The Library has indicated to Government of Canada central agencies that it will require additional resources to proceed to Phase III of the digital infrastructure project. The objective is to mount production-capacity digital services and applications on the Library's Web server, and to migrate the Library's collection of electronic documents from the current pilot platform to a strategic, scaleable computing infrastructure.</p>	<p>Once a computing platform of sufficient capacity is in place, the Library can accommodate the growth in output of electronic publications and in users' demand for access to digital library materials, and will be able to fulfill its mandate to preserve Canada's published heritage, in this case electronic documents, for use by future generations of Canadians.</p>

<p>Work with partners to initiate virtual Canadian union catalogue pilot projects and conduct cost analyses.</p>	<p>With the participation of 35 partners in the Canadian library community, the National Library completed the virtual Canadian union catalogue (vCuc) pilot project. This project demonstrated that a network of library systems, using a standard inter-system protocol for information retrieval, can be utilized effectively now for library functions such as searching for bibliographic records for copy cataloguing and, with further refinement, for national services such as interlibrary loan. The National Library continues to play a leading role in coordinating and advising libraries and library software vendors, both in Canada and internationally, on the implementation of the standard protocol.</p>	<p>The implementation of standard protocols for searching bibliographic data across heterogeneous computing platforms will result in greatly increased efficiencies in library services throughout the community, and will facilitate the direct searching of information by end users.</p>
<p>Develop and implement national strategies for Canadian electronic library resources and preservation of Canadian library collections.</p>	<p>The National Library spearheaded the creation of the Canadian Initiative on Digital Libraries (CIDL), which has a membership of 56 institutions from the academic, public and special library sectors in Canada. CIDL is examining and making recommendations in the areas of: the creation and production of digital materials for library collections; organizational and access issues, including metadata, user authentication and rights management; and awareness, advocacy and fundraising.</p>	<p>Canadian libraries and their clients benefit from the development of strategies, standards and best practices for the cost-effective digitization of materials in their library collections, extending and enhancing access to this priceless Canadian heritage resource.</p>

Performance Accomplishments by Business Line

Canadiana Collections & Access Services

	(,000s)
Planned Spending	\$ 14,038
<i>Total Authorities</i>	\$ 14,861
1997-98 Actuals	\$ 14,031

(*Total Authorities* are Main Estimates plus Supplementary Estimates. **Actual** expenditures include spending from the proceeds from the disposal of crown assets. For additional details, see Financial Tables 1 and 2.)

1997-98 Priority	Results Achieved	Benefit to Clients
Review collections policies to align them with current priorities and resource constraints.	<p>Began defining collection policies for online electronic publications that take account of existing legal deposit provisions in the <i>National Library Act</i>, the availability of the material in tangible formats that are subject to the deposit provisions, and the limited resources available in the Library to acquire the rapidly growing volume of material on the Internet. The creation of an Electronic Publications Unit has afforded an opportunity to field-test these policies in actual acquisitions activities.</p> <p>Began a review of existing library exchange arrangements with other countries, based on the net benefit to the Library and its users, and the relevance of the material received to the Library's collecting guidelines. The first stage of the review covered agreements with China, Italy and Germany. Exchanges with many Canadian Studies centres abroad are also being reviewed.</p>	<p>The Library's collections accommodate the important new format of online electronic publications.</p> <p>The Library's collections reflect and respond to the research needs of clients.</p>
Carry out continuous process improvement of the Library's collections management activities	Prioritized collections management activities and identified areas for improvement in work processes, including better collaboration with other divisions within the Library. These steps enabled the Library to maintain service levels while absorbing Program Review salary budget cuts totaling \$165,000 across 1997/98 and 1998/99.	Materials from the Library's collection are delivered more quickly to researchers, both on-site and through interlibrary loan.

<p>Carry out continuous process improvement of the Library's collections management activities</p> <p>(continued)</p>	<p>Heavily used collections such as Canadian student and ethnic newspapers were reorganized, properly housed in acid-free boxes, and catalogued on the Library's bibliographic systems with complete holdings and shelf locations.</p> <p>Consolidated preservation services staff were into an expanded workspace more adequately equipped for their specialized work in stabilizing and repairing collection materials, preparing collections for conservation treatment, and building specialized mounts for exhibiting library collections. This resulted in improved workflow and a 25% increase in the number of collection materials microfilmed.</p>	<p>Electronic access makes the catalogue of these collections accessible to researchers world-wide.</p> <p>One of the National Library's core functions, the preservation of Canada's published literary heritage, is delivered more efficiently.</p>
<p>Promote scholarship and research at the National Library by fostering interaction between and among researchers and staff</p>	<p>The Library's "Savoir Faire" series of seminars in French and English presented by researchers and staff of the Library entered its second year. These seminars focus on scholarly activity at the National Library, describe staff initiatives in creating access tools to the collections of the National Library, and provide a forum for researchers to provide direct feedback on Library collections and services to staff.</p>	<p>Research in Canadian Studies is promoted; National Library support services to researchers are improved.</p>
<p>Develop public programs that focus on National Library collections to give voice and expression to Canada's cultural heritage</p>	<p>The Library's major exhibition for 1997 was <i>The Art of Illustration: A Celebration of Contemporary Canadian Children's Book Illustrators</i>; for 1998, <i>Cultivating Canadian Gardens: The History of Gardening in Canada</i>. These events attracted residents and visitors to the National Capital Region, as the National Library played its role in the National Capital Commission's West on Wellington initiative to get Canadians to experience the country's cultural treasures located in the capital.</p>	<p><i>The Art of Illustration</i> exhibit celebrates the best Canadian children's books, which introduce children to good writing and illustration, and offers a sense of the country and its culture.</p>

<p>Develop public programs that focus on National Library collections to give voice and expression to Canada's cultural heritage</p> <p>(continued)</p>	<p>The first cultural evening organized by the Lowy Council, in support of the Library's Jacob M. Lowy Collection of rare Hebraica and Judaica was a fundraiser featuring the film <i>Nothing to Be Written Here</i>, written and directed by Wendy Oberlander. Two hundred people attended.</p> <p>The National Library curated the exhibition <i>From John Cabot to Samuel Hearne, Early Travel and Exploration in North America</i>, which was displayed at the Canadian Embassy in Washington, DC from June through August 1997. Featuring a selection of 34 early printed travel narratives from the Library's Rare Books collection, the exhibition attracted some 2,000 visitors.</p>	<p>Exhibitions, cultural events and other public programs provide Canadians with an opportunity to experience their cultural heritage first-hand, from the creators and their works. Events such as this testify to the vitality of Canada's literary culture and the continuing importance of the written word in the lives of Canadians.</p>
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Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>1997-98 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%	86.9% 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%	71.4%
Research Support		
Requests for simple, factual reference information will be answered within two business days.	100%	99.73%
Information requests requiring extended analysis and research will be answered within five to ten business days.	100%	97.58%
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%	99.93%

¹ The Library has made changes to the processing workflow in its acquisitions and cataloguing areas, and expects to achieve turnaround time targets for expedited items in 1998/99.

Performance Results -- Key Statistical Indicators

	1995-96 Actual	1996-97 Actual	1997-98 Forecast	1997-98 Actual
<i>Canadiana Acquisitions</i> ¹				
New titles acquired	56,123	60,257	56,000	53,609
Canadian serial titles currently received	31,420	30,367	32,000	32,176
<i>Non-Canadiana Acquisitions</i>				
New titles acquired	3,124	547	400	2,478
Current subscriptions to serials	3,292	3,390	2,500	3,276
Items treated in mass ² deacidification unit	30,450	38,866	35,000	22,228
Bibliographic records created	37,590	67,351	60,000	63,066
Authority records created	15,601	16,723	18,000	15,962
Reference requests answered	53,500	31,639 ³	33,991	32,404
Items circulated	215,207 ²	194,420	193,193	180,322

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

² The number of items treated in the mass deacidification unit was lower than forecast, to the loss of support staff in the unit as of November 1996. When the Library engaged contract staff in December 1997, a slow climb back to regular processing levels resumed. Mass deacidification treats materials printed on acidic paper, to ensure that they do not disintegrate over time and become unreadable to future generations of Canadians.

³ Previously reported as 48,509. Recalculated to reflect the change in the way the National Library counts reference requests, which took effect in 1997/98.

Library Networking

	(,000s)
Planned Spending	\$ 10,130
<i>Total Authorities</i>	\$ 11,062
1997-98 Actuals	\$ 11,507

(*Total Authorities* are Main Estimates plus Supplementary Estimates. **Actual** expenditures include spending from the proceeds from the disposal of crown assets. For additional details, see Financial Tables 1 and 2.)

1997-98 Priority	Results Achieved	Benefit to Clients
Work with other federal departments and agencies to develop a more integrated approach to the management of federal library resources	Working with the Council of Federal Libraries (CFL), the National Library helped strengthen the CFL Consortium, in which federal libraries join to secure group discounts for information products and services. The Consortium now has 90 member libraries, representing 40 federal departments. Members are saving an average of 10 - 15% on procurement costs.	Clients of federal government libraries have access to a broader range of information services; taxpayers' resources are utilized more efficiently.
Continue to work with Treasury Board Secretariat and other key federal partners on the development and implementation of a model for networked access to federal government information /	The National Librarian co-chaired, with the VP - Technology and Industry Support from the National Research Council, the federal government's Task Force on Digitization. The Task Force made comprehensive recommendations to the Departments of Canadian Heritage and Industry on applying digital information technologies to improve the creation, organization, preservation and access to the Government of Canada's information resources in electronic form.	Once implemented, the Task Force's recommendations will greatly extend and enhance the access that Canadians have to the information resources of their federal government.
Contribute to the development of standards, best practices, policies and services related to the provision of single-window access to federal government information.	The National Library contributed requirements for published documents to central agencies' analysis of ways to improve the organization and distribution of government information. The Library's particular interest is the Depository Service Program, which ensures that major public and academic libraries across Canada receive all significant government publications.	Canadians will have access to all federal government publications intended for distribution, whether created in print or electronic formats.

<p>Act as a catalyst and a focus for the involvement and representation of all sectors of Canadian society, particularly end users, in the development of policies and services based on the principles of universality, equality and affordability.</p>	<p>The Library continues its work with groups in the Canadian library community (e.g., LibraryNet) and within the federal government (e.g., the Depository Services Program) to develop standards to ensure that Canadian library users have barrier-free access to library facilities and services, including information that is available in electronic form.</p> <p>The Library contributed to the update of <i>The Accessible Canadian Library</i>, a guide for libraries in removing barriers to access to facilities and information for their clients who have disabilities. Library staff also participated in 30 training sessions held across Canada to introduce this guide to Canadian libraries.</p>	<p>All Canadians, regardless of geographic location, income level, or disability, will have access to basic information needed to function in Canada's knowledge-based economy and information society.</p>
<p>Work with other national libraries on harmonization of formats for machine-readable records and on a computer protocol which will permit enhanced international use of library databases.</p>	<p>Achieved agreement with the US Library of Congress for changes to be made to achieve the harmonization of the MARC (MACHine-Readable Cataloguing) format that is used to exchange bibliographic data between computer systems. Harmonization of the two nations' previously distinct formats, due to be completed in late 1999, will simplify format conversions of National Library cataloguing data by Canadian and foreign libraries, and will simplify the design of the vendor-supplied MARC-based computerized library systems used by these libraries.</p>	<p>Reduced costs and greater efficiency for libraries, in Canada and internationally, in loading records from national bibliographic agencies.</p>

Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>1997-98 Results</i>
Database Services		
The Library's national bibliographic database service, AMICUS, will be available 98% of the time during scheduled service hours	98%	90.77%
Downtime over a one-year period will not exceed 3,600 minutes	3,600	32,676 ¹
There will be no period of continuous downtime lasting longer than 24 hours (= 1,440 minutes)	1,440	6,795 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%	n/a ²
Responses to In-Depth ILL search request will be provided within ten business days of receipt of the request.	100%	n/a

¹ The negative variance in the system downtime target is due to power outages caused by the January 1998 ice storm, which resulted in AMICUS not being available to external clients for four days, and by chronic bugs in the commercial database management software used in the AMICUS system, which were finally resolved in March 1998.

² The statistics management module in the National Library's new Interlibrary Loan system was not ready in 1997-98, so no data on turnaround times for ILL requests is available.

Performance Results -- Key Statistical Indicators

	1995-96 Actual	1996-97 Actual	1997-98 Forecast	1997-98 Actual
Records added to database	1,073,000	1,230,000	1,600,000	1,450,000
Hours of online use ¹	232,640	323,569	310,000	267,000
Interlibrary loan requests answered	198,900	171,435	159,434	160,946
Items redistributed through CBEC	367,357	348,792	350,000	380,700

¹ The shortfall in hours of online use of the AMICUS database is explained by the high figures of system downtime (see note 1 in the previous table).

Corporate and Branch Administration

	(,000s)
Planned Spending	\$ 5,493
<i>Total Authorities</i>	\$ 5,314
1997-98 Actuals	\$ 5,696

(*Total Authorities* are Main Estimates plus Supplementary Estimates.
Actual expenditures include proceeds from the disposal of crown assets.
 For additional details, see Financial Tables 1 and 2.)

1997-98 Priority	Results Achieved	Benefit to Clients
Develop and obtain approval for a long-term accommodation strategy, together with solutions to urgent short- and medium-term requirements.	The National Library created a joint project team with Public Works and Government Services Canada to develop a Treasury Board submission for approval of the Library's functional accommodation program and the development of a single off-site facility to store the Preservation Collection of Canadiana.	Canada's priceless collection of its published heritage will be housed in environmentally secure facilities, guaranteeing its availability to future generations of Canadians.

Enhance disaster recovery planning and system security.	Completed the first phase of its plan to implement a dual site / dual server configuration that would ensure the availability of its national bibliographic system. The January 1998 ice storm, which resulted in the AMICUS system being down for several days due to the prolonged power outage, confirmed the priority of disaster recovery planning.	The Library's national database service will continue to be available in the event of a disaster at the primary computing site.

Year 2000 Preparedness

The National Library is on schedule for ensuring that all of its informatics infrastructure and applications will continue to function at the turn of the year 2000. To date, the Library:

- ✓ has completed an inventory of all hardware, software and custom applications;
- ✓ has completed testing all of its mission-critical application software. The National Library's AMICUS bibliographic system, which supports a national database and search service used by over 800 Canadian libraries, was designed and implemented in the mid-1990's and uses four-digit fields to represent the year in all of its internal processing. In consultation with Legal Services in the Department of Canadian Heritage, the Library has prepared a Year 2000 statement for AMICUS clients, which avers that "all reasonable efforts are being made to avoid any interruption or disruption of the service provided by the National Library of Canada", and that "the National Library expects all AMICUS clients to ensure their systems are Year 2000-compliant".

In the Fall of 1998, the National Library will be testing the Year 2000 readiness of the commercial hardware and operating system, database management, and telecommunications software that underlie the AMICUS application;

- ✓ has identified which products from hardware and software suppliers are not yet Year 2000-compliant, and is following up with each vendor to implement a repair or replacement strategy for each product;
- ✓ is repairing or replacing all non-compliant products, and testing for compliance any products that have been repaired. The Library is on schedule for verifying that all of its over 600 personal computers are Y2K-compliant.

All of the National Library's own systems will be compliant in time for January 1, 2000. In addition, the Library is working with the Year 2000 Committee of federal government tenants at the Les Terrasses de la Chaudière complex to review embedded systems (e.g., building security, elevators, water, electricity) and to ensure that these systems are Year 2000-compliant. A similar review is underway with PWGSC and the National Archives for embedded systems at 395 Wellington, and with PWGSC for other buildings in which the National Library stores collections.

In the Fall of 1998, the National Library will re-test all of its informatics systems to confirm compliance. The Library will conduct an internal audit of its Year 2000 readiness in 1998/99.

Section IV Financial Performance

Financial Performance Overview

The National Library of Canada's Main Estimates for 1997-98 were \$29,661,000 (see table 1), which include the contribution to employee benefit plans. The government's operating budget policy allows departments to carry forward funds unspent at the end of a fiscal year to the following year up to a maximum of 5% of their operating budget. The National Library carried forward \$891,368 from fiscal year 1996-97 to 1997-98. The authority to spend these funds was granted through Supplementary Estimates in the Fall of 1997. In addition, the department received \$11,525 from the proceeds of the sale of surplus crown assets and had carried forward \$3,565 in proceeds from the previous fiscal year. These funds were used in the general operations of the department.

The total funds available for the year were \$31,237,068 (see table 2). The National Library used \$31,234,862 (see table 3). Part of the department's expenditures include \$1,634,400 for the acquisition of materials for the Canadiana collection.

The National Library manages its program with a structure comprised of three business lines. Two business lines account for 81.5% of the total spending for the department: these are "Canadiana Collections & Access Services" and "Library Networking" (see table 5).

Revenues in the amount of \$750,100 generated by the National Library came mainly from user fees for the use of the Library's AMICUS bibliographic database, from library delivery services, sale of national bibliographic products and machine-readable records on tape, and subscriptions (see table 7).

The National Library continued to provide funding to support the International Serials Data System and the International Federation of Library Associations (see table 9).

Financial Table 1

A. Authorities for 1997-98

Financial Requirements by Authority (thousands of dollars)

Vote		1997-98 Planned Spending	1997-98 Total Authorities	1997-98 Actual
	Program Name			
125	Program expenditures	26,759	28,320	28,332
(S)	Contribution to employee benefit plans	2,902	2,902	2,902
	Total Agency	29,661	31,222	31,234

Total Authorities are Main Estimates plus Supplementary Estimates. They do not include the proceeds from the disposal of crown assets (\$15,090). **Actual** expenditures include spending from the proceeds from the disposal of crown assets (\$13,237).

Financial Table 2

Agency Planned versus Actual Spending by Business Line (thousands of dollars)									
Business Lines	FTEs	Operating	Capital	Voted Grants & Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
Canadiana Collections & Access Services	239.4	13,977		61	14,038		14,038		14,038
<i>(total authorities)</i>	<i>233.7</i>	<i>14,808</i>		<i>53</i>	<i>14,861</i>		<i>14,861</i>		<i>14,861</i>
(actuals)	233.7	13,978		53	14,031		14,031		14,031
Library Networking	133.3	10,119		11	10,130		10,130		10,130
<i>(total authorities)</i>	<i>137.8</i>	<i>11,051</i>		<i>11</i>	<i>11,062</i>		<i>11,062</i>		<i>11,062</i>
(actuals)	137.8	11,496		11	11,507		11,507		11,507
Corporate & Branch Administration	64.3	5,493			5,493		5,493		5,493
<i>(total authorities)</i>	<i>62.7</i>	<i>5,314</i>			<i>5,314</i>		<i>5,314</i>		<i>5,314</i>
(actuals)	62.7	5,696			5,696		5,696		5,696
Total	437.0	29,589		72	29,661		29,661		29,661
<i>(total authorities)</i>	<i>434.2</i>	<i>31,173</i>		<i>64</i>	<i>31,237</i>		<i>31,237</i>		<i>31,237</i>
(actuals)	434.2	31,170		64	31,234		31,234		31,234
Other Revenues and Expenditures									
Revenues credited to the Consolidated Revenue Fund									(1,108)
<i>(total authorities)</i>									<i>(762)</i>
(actuals)									(762)
Cost of services provided by other departments									10,575
<i>(total authorities)</i>									<i>10,575</i>
(actuals)									10,544
Net Cost of the Program									39,128
<i>(total authorities)</i>									<i>41,050</i>
(actuals)									41,016
Note: Numbers in italics denote Total Authorities for 1997-98 (main and supplementary estimates and proceeds from the disposal of crown assets)									
Bolded numbers denote actual expenditures/revenues in 1997-98									
Due to rounding figures may not add to totals shown									

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending (thousands of dollars)					
Business Lines	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Canadiana Collections & Access Services	16,775	15,025	14,038	<i>14,861</i>	14,031
Library Networking	13,502	11,913	10,130	<i>11,062</i>	11,507
Corporate and Branch Administration	6,609	5,626	5,493	<i>5,314</i>	5,696
Total	36,886	32,565	29,661	<i>31,237</i>	31,234

Total Authorities are main estimates plus supplementary estimates plus proceeds from the disposal of crown assets.

Financial Table 4

Crosswalk between Old Structure and New Structure - 1997-98 Planned Spending (thousands of dollars)						
Old Structure	New Structure			Old Structure		
	Canadiana Collections & Access Services	Library Networking	Corporate & Branch Administration	Total (\$\$\$)	FTEs	% of Total
Policy, Planning & Liaison	492	357	3,714	4,563	46.00	15.38
Information Technology Services	-	6,029	1,105	7,134	64.00	24.05
Research & Information Services	3,790	2,371	335	6,496	128.00	21.90
Acquisition & Bibliographic Services	9,756	1,373	339	11,468	199.00	38.67
New Structure Total (\$\$\$)	14,038	10,130	5,493	29,661		
FTEs	239.40	133.30	64.30		437.00	
% of Total	47.30	34.20	18.50			100.00
Note: Due to rounding, figures may not add to total shown						

Crosswalk between Old Structure and New Structure - 1997-98 Actual (thousands of dollars)						
Old Structure	New Structure			Old Structure		
	Canadiana Collections & Access Services	Library Networking	Corporate & Branch Administration	Total (\$\$\$)	FTEs	% of Total
Policy, Planning & Liaison	452	1,064	2,751	4,267	46.36	14.84
Information Technology Services	-	6,880	619	7,499	66.64	24.00
Research Information Services	4,010	1,896	1,309	7,214	129.43	23.09
Acquisition & Bibliographic Services	9,569	1,668	1,017	12,254	191.78	39.23
New Structure Total (\$\$\$)	14,031	11,507	5,696	31,234		
FTEs	233.70	137.82	62.69		434.21	
% of Total	47.30	34.20	18.50			100.00
Note: Due to rounding, figures may not add to total shown						

Financial Table 5

Comparison of 1997-98 Planned Spending, and Total Authorities to Actual Expenditures by Organization and Business Line (thousands of dollars)				
Business Lines				
Organization	Canadiana Collections & Access Services	Library Networking	Corporate & Branch Administration	TOTALS
Acquisitions and Bibliographic Services	9,756	1,373	339	11,468
<i>(total authorities)</i>	<i>10,417</i>	<i>1,425</i>	<i>612</i>	<i>12,454</i>
(actuals)	9,569	1,668	1,017	12,254
Research and Information Services	3,790	2,371	335	6,496
<i>(total authorities)</i>	<i>4,013</i>	<i>2,442</i>	<i>554</i>	<i>7,009</i>
(actuals)	4,010	1,896	1,308	7,214
Information Technology Services		6,029	1,105	7,134
<i>(total authorities)</i>		<i>6,251</i>	<i>1,160</i>	<i>7,411</i>
(actuals)		6,880	619	7,499
Office of the National Librarian		11	2,139	2,150
<i>(total authorities)</i>		<i>511</i>	<i>1,362</i>	<i>1,873</i>
(actuals)	7	547	1,319	1,873
Corporate Policy and communications	372	154	987	1,513
<i>(total authorities)</i>	<i>309</i>	<i>154</i>	<i>993</i>	<i>1,456</i>
(actuals)	323	163	970	1,456
Information Resource Management	120		352	472
<i>(total authorities)</i>	<i>122</i>	<i>77</i>	<i>357</i>	<i>556</i>
(actuals)	103	47	311	461
National and International Programs		192	236	428
<i>(total authorities)</i>		<i>202</i>	<i>275</i>	<i>477</i>
(actuals)	20	307	150	477
TOTALS	14,038	10,130	5,493	29,661
<i>(total authorities)</i>	<i>14,861</i>	<i>11,062</i>	<i>5,314</i>	<i>31,237</i>
(actuals)	14,031	11,507	5,696	31,234
% of TOTAL	45.0	36.8	18.2	100.0
Note:	Numbers in italics denote Total Authorities for 1997-98 (main and supplementary estimates and other authorities). Bold numbers denote actual expenditures/revenues in 1997/98 Due to rounding figures may not add to totals shown			

Table 6: Revenues Credited to the Vote by Business Line

The National Library of Canada has no revenues credited to the Vote

Financial Table 7**Revenues Credited to the Consolidated Revenue Fund by Business Line (thousands of dollars)**

Business Lines	Actual 1995-96	Actual 1996-97	Planned Revenues 1997-98	Total Authorities 1997-98	Actual 1997-98
Canadiana Collections & Access Services	130	78	998	108	108
Library Networking	754	988	110	642	642
Corporate & Branch Administration					
Sub total	884	1,066	1,108	750	750
Unplanned				12	12
Total Revenues Credited to the CRF	884	1,066	1,108	762	762

Total Authorities are main estimates plus supplementary estimates plus proceeds from the disposal of crown assets.

Note: The unplanned revenues represent the revenues from the Proceeds from the disposal of Crown Assets. The total available for 1997-1998 is composed of the amount generated during the current year \$11,524 and the amount available from the previous year \$ 3,565. The amount spent during the current year was \$ 13,237. This expenditure is included in Operating Costs.

Table 8: Statutory Payments by Business Line

The National Library of Canada has no statutory payments

Financial Table 9

Transfer Payments by Business Line (thousands of dollars)					
Business Lines	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actuals 1997-98
GRANTS					
Canadiana Collections & Access Services	61	55	61	53	53
Library Networking	11	11	11	11	11
Corporate & Branch Administration					
Total Grants	72	66	72	64	64
CONTRIBUTIONS					
Canadiana Collections & Access Services					
Library Networking					
Corporate & Branch Administration	380				
Total Contributions	380				
Total Transfer Payments	452	66	72	64	64

Table 10: Capital Spending by Business Line

The National Library of Canada has no capital spending

Table 11: Capital Projects

The National Library of Canada has no capital projects

Table 12: Status of Major Crown Projects

The National Library of Canada has no major crown projects

Table 13: Loans, Investments and Advances by Business Line

The National Library of Canada has no loans, investments or advances

Table 14: Revolving Fund Financial Summaries

The National Library of Canada has no revolving fund

Table 15: Contingent Liabilities

The National Library of Canada has no contingent liabilities

Section V Consolidated Reporting

Not applicable to the National Library.

Section VI Other Information

Contacts for Further Information

Scott Valentine
Director - Planning and Policy
Corporate Policy and Communications Branch
National Library of Canada
395 Wellington St.
Ottawa, Ontario
K1A 0N4

voice: (613) 995-4135
fax: (613) 996-7491
e-mail: scott.valentine@nlc-bnc.ca

Legislation Administered by the National Library of Canada

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

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*

References

National Library of Canada
Marketing and Publishing Services
395 Wellington St.
Ottawa, Ontario
K1A 0N4

voice: (613) 995-7969

fax: (613) 991-9871

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

National Library of Canada *1998-99 Estimates Part III -- Report on Plans and Priorities*
National Library of Canada *Service Standards Declaration*