Library and Archives Canada

2004-2005

Performance Report

Minister of Canadian Heritage

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Minister of Canadian Heritage and
Minister responsible for Status of Women

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As Minister of Canadian Heritage and Minister responsible for Status of Women, I am proud to present this Departmental Performance Report (2004-2005) for Library and Archives Canada to Parliament and to all Canadians. This report details how Library and Archives Canada has worked toward its goals and objectives over the past year, and indicates how it has contributed to a more cohesive and creative Canada.

An essential part of the Canadian Heritage Portfolio, Library and Archives Canada is an innovative knowledge institution. It combines the collections, services and staff expertise of the former National Library of Canada and National Archives of Canada. Its objective is to provide all Canadians with easy, one-stop access to the texts, photographs and other documents that reflect our cultural, social and political development.

I am pleased to be able to count on the support and commitment of Crown corporations and Agencies, like Library and Archives Canada, to help carry out the many responsibilities of this Portfolio, which include increasing the cultural vitality of our communities, preserving our multicultural heritage, promoting our official languages, ensuring equal opportunity, and strengthening Canada's cultural sovereignty.

Together, we ensure that citizens of all ages can make the most of their creativity, talent and skills, so that our entire society can benefit. Together, we work to make Canada a prosperous country, distinguished by its diversity, cultural vitality, and spirit of innovation.

Liza Frulla

Message from the Librarian and Archivist of Canada

From April 1 to May 20, 2004 I was the National Archivist working closely with Mr. Roch Carrier, then National Librarian. On May 21, 2004, the *Library and Archives of Canada Act* was proclaimed, I was appointed acting Librarian and Archivist of Canada and then confirmed in the position on September 21, 2004. Based on a solid commitment to work together as we had been doing since the 2002 Speech from the Throne, and in anticipation of new legislation officially creating Library and Archives Canada, the National Library and the National Archives submitted a joint *2004-2005 Report on Plans and Priorities*. We knew, however that the plans and priorities presented would evolve because 2004-2005 would be a critical transition year.

Indeed, as 2004-2005 unfolded and Library and Archives Canada officially came into being, plans were aligned with the new institution's *Directions for Change* to shape the new institution *(http://www.collectionscanada.ca/consultation/012012-200-e.html*). We focused on our transformation agenda: implementing the *Act*; integrating our multi-media holdings, services, systems and facilities; harmonizing work practices; responding to the recommendations in the 2003 Auditor General's Report; fostering connections with Canada's diverse communities; and upholding government commitments to sound financial management and accountability.

Although the complete transformation process will take several more years, I am pleased to report that we have made significant progress in establishing the governance and integration structure of the new institution. We defined our approach and business strategies, and organized ourselves to implement our broad change concepts. We established a new management board; integrated the top level of our Web site and combined the interlibrary/inter-institutional loans services; began to rethink our national role as Canada's lead knowledge institution; sought partnerships with communities; and established multicultural and Aboriginal heritage initiatives. Investing in our innovation agenda, we defined the scope of four initiatives that are key to the future of the new institution. They include: to design the next generation AMICAN system to present Library and Archives Canada holdings in a single database; to meet the challenges of digital collections; to develop a framework for using metadata; and to transform our concept of client service.

We continued to build Canada's documentary heritage collection of published and archival materials with notable new material such as drawings by Canadian artist and Group of Seven member Alexander Young Jackson; the World War I and immediate post war drawings of William Redvers Stark; and approximately 400,000 photographs as part of the Rt. Hon. Jean Chrétien fonds. The eventual acquisition of the whole Jean Chrétien fonds, which will take place over the next four years, will provide a rich, fascinating window on his 40 year political career and our nation's development. Our Lowy Collection of Hebraica and Judaica was enriched with a second complete set of the "Montreal Talmud" printed in 1919, the year of the first printing of the Talmud in North America and a landmark in the cultural history of the Canadian Jewish community. These selected items and many more enhanced the unique value of Canada's documentary heritage collection, which is an unparalleled record of the development and achievements of Canadian society and reflection of the rich and creative output of its people.

We defined a vision and strategy for our long-term accommodation needs. Together with the Department of Canadian Heritage, and Public Works and Government Services Canada we

relocated a large number of staff to Place de la Cité, in Gatineau, Québec, and planned the move of some of our collections that are at risk to an interim storage facility also in Gatineau, Québec. With effective project approval from the Treasury Board of Canada, we advanced the Portrait Gallery of Canada building project.

As a first step in responding to the recommendations in Chapter 6 of the November 2003 Auditor General's report on the *Protection of Cultural Heritage in the Federal Government*, we drafted a framework to improve how we manage and care for our collection. Also in response to the Auditor General's call for improved methods of acquiring records generated by federal institutions and federal ministers' offices, we reengineered the Government Records Appraisal and Disposition Program.

In our legislated role to facilitate information management in the federal government, we continued to work with the Treasury Board Secretariat on an Information Management (IM) program for the Government of Canada, and continued to develop tools to manage government records and information.

Over the past five years, with assistance from the Canadian Culture Online Program of the Department of Canadian Heritage and other partners, our investment in developing Web resources and tools has created unprecedented growth in access to the contents of our collection. While we welcome this new visibility, it has placed immense pressure on staff to meet user demands.

Our documentary heritage collection is the largest and most complex body of records subject to the *Access to Information Act* and *Privacy Act.* Compared with other government departments we deal with a very high volume of these types of requests. With 2005 being the Year of the Veteran, requests for access to our Second World War personnel files more than doubled. With today's prominent legal issues such as First Nation Land Claims and Residential Schools, our Access to Information and Privacy Unit has been deluged with demands. While we invested heavily in technology and training to respond more quickly to Canadians' demands for information, we are still dealing with a significant backlog.

Library and Archives Canada supports diversity as a fundamental Canadian value as we have demonstrated on our Web site and in our outreach programs to connect with a variety of community groups, partners and stakeholders. We encouraged Aboriginal communities to explore their past and the richness of their documentary heritage by digitizing over 1,000 maps of reserves and settlements throughout Canada, and working with the government, youth and elders from Nunavut on *Project Naming.* Through our partnership in the TD Summer Reading Club, we encouraged young Canadians to develop a love for reading. We hosted many international delegations on records preservation, and we were particularly honoured to host President and Mrs. Bush and their party on a visit to our Preservation Centre in Gatineau, Québec on November 30, 2004.

The establishment of Library and Archives Canada is a work in progress. Yet last year, with the assistance of employees, managers and partners such as the Department of Canadian Heritage, the Treasury Board Secretariat and Public Works and Government Services Canada, we ensured that the foundation as laid down by our legislation was in place, and proceeded in a strategic and

coherent manner to build a knowledge institution for all Canadians. We have aligned our resources with our strategic outcomes and soundly managed our financial and non-financial resources to end another fiscal year without deficit or lapsing funds. While much remains to be done, we are succeeding in making the new institution a reality.

Ian E. Wilson

Management Representation Statement

I submit for tabling in Parliament, the *2004-2005 Departmental Performance Report (DPR)* for

Library and Archives Canada

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Ian E. Wilson
Librarian and Archivist of Canada

Summary Information

Mandate of Library and Archives Canada

The *Library and Archives of Canada Act* was proclaimed in Parliament on May 21, 2004. As stated in the preamble of our enabling legislation, the mandate of Library and Archives Canada is:

- to preserve the documentary heritage of Canada for the benefit of present and future generations;
- to serve as a source of enduring knowledge accessible to all, contributing to the cultural, social and economic advancement of Canada as a free and democratic society;
- to facilitate in Canada cooperation among the communities involved in the acquisition, preservation and diffusion of knowledge; and
- to serve as the continuing memory of the Government of Canada and its institutions.

The *Library and Archives of Canada Act* introduced the new concept "documentary heritage", which includes publications and records in all media related to Canada. The *Act* strengthens the mandate of the new institution to preserve this documentary heritage by providing for online publications and future new media to be included in legal deposit, for archiving Web sites of interest to Canada, and for the transfer of any government records deemed to be at risk. The legislation also provides an explicit mandate to make Canada's documentary heritage known and understood by Canadians and those interested in Canada, and to facilitate the management of information by government institutions.

Library and Archives Canada's strategic outcomes reflect our mandate and ensure that:

1. Canada's documentary heritage is known, accessible and used;
2. Canada's documentary heritage is safeguarded and organized for current and future generations;
3. Information and knowledge are effectively managed within the government of Canada.

Total Financial Resources:

Planned	Authorities	Actual
$143,472,000	$114,569,400	$113,201,100

Note: The total Planned Spending includes $47,011,000 re-profiled into future years.

Total Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
1,168 FTEs	1,147 FTEs	(21) FTEs

Performance Context

This section provides an overview of Library and Archives Canada's operating environment and strategic context for the reporting period. The institution works within the overall planning context of the Government of Canada, and is largely funded through operating expenditures, with the authority to spend revenues received from its reproduction services.

Over the past year, we showed strong progress in implementing our new mandate. At the same time we faced many challenges to better serve Canadians in the 21st century—challenges in completing our transformation; becoming a truly national institution and learning destination; facilitating information management in government institutions; and advancing our long-term infrastructure strategy.

We aimed to provide value to Canadians and to provide the kind of service that they want and deserve by making the best use of resources and improving the way we manage. However, major accommodation projects, investments in technology, preservation and digitization of collections that are critical to our ability to better serve Canadians will need new funding sources.

Our Challenge: Transformation to Library and Archives Canada

Canada's newest knowledge institution was created when the *Library and Archives of Canada Act* came into force on May 21, 2004. Our new legislation puts a greater emphasis on making Canada's documentary heritage known to Canadians and to those with an interest in Canada through interpretive programs, exhibitions and publications. Modernized provisions of the *Act* permit the extension of legal deposit to Internet publications, and the periodic archiving of Web-based material of interest to Canada. We have a stronger leadership role in information management and in the preservation of government records, and a new power to request from other government departments and agencies the transfer of records of historical or archival value that are at risk of serious damage or destruction.

Over the past year, we began to implement our transformation agenda guided by: access as a primary driver, a focus on the client, effective stewardship through the management of risk, new approaches to describing Canada's documentary heritage, a view of digital information as mainstream, strengthened leadership and strategic focus, and integrated and holistic perspectives.

We began to rethink the way we work, established a new structure, developed strategies to ensure we have the people, tools, information, and resources to achieve what we set out as directions for change. Equally important, we determined the scope of major initiatives for digital collections, a metadata strategy, service delivery transformation, and enhanced information technology architecture to move the institution forward into the future. Our challenges have been and remain significant. We know it will take several more years to fully achieve our goals and to stabilize the organization.

Our Challenge: Being Truly National

Canadians from all cultures and regions expect Library and Archives Canada to be a national institution that is relevant to their needs, and enhances the quality of their lives. In a nation-wide

consultation (over 6,400 libraries and 800 archives) carried out in 2004-2005, stakeholders confirmed that they look to Library and Archives Canada for support and national leadership within the Canadian information environment. Their feedback helped us to shape our national role.

Our challenge is to extend the consultation into a focused national dialogue on what is to be achieved and the means to achieve it. We must make a deliberate effort to have a pan-national presence—both through collaboration with partners and through the latest advancements in virtual information technology. In this way the concept of a national documentary collection will extend beyond Library and Archives Canada to involve libraries, archives and all types of cultural centres, other heritage institutions and even the creators of cultural and documentary resources. We have begun to formulate purposeful partnerships so that all Canadians will find their own communities' heritage and culture within our collection. Our new Aboriginal Heritage and Multicultural Resources and Services initiatives have demonstrated our commitment to ensure that the documentary heritage of these communities is represented in the collection, and that we provide relevant services that help them to find and use documentary heritage resources in a convenient time, place and format.

Our Challenge: Making Canada's Documentary Heritage Known

Our legislation introduced a new concept: the documentary heritage of Canada. This is an all-inclusive term for the extraordinary material gathered over 184 years of active collecting. It ranges from incunabula (the earliest printed books, dating from the invention of the printing press in the 15th century) and the earliest printed publications documenting exploration and discovery to the official records of government in electronic form. It includes the papers of our writers, poets and musicians; the archives of politicians and business leaders, Canadian newspapers, local histories, sound recordings, feature films, maps, photographs, broadcast recordings, documentary art and portraits of Canadians. Also in our documentary heritage are the constitutional records that document the sovereignty of Canada over its territory and provide the essential evidence for a host of continuing legal issues; the full records of war; the details of Canada's social, cultural and economic development; and the daily records of life in this country. This collection is a Canadian treasure and arguably the most valuable asset, certainly one of the most fragile, owned by the people of Canada.

Technology is essential to achieve our vision. Its effective use will enable us to acquire, manage, preserve and access digital and non-digital content. To increase our capacity to make our collection known and available to Canadians, we have begun to use emerging technology and improved systems architecture to develop the AMICAN system, and we are finding new ways to make many more digital collections and resources available to the public. While information technology is enabling us to open our collection in important new ways, it also brings with it a monumental challenge.

The electronic environment is volatile and while superb for communication, it does not yet offer a secure platform for preservation. We have been closely monitoring developments internationally and have implemented solutions for electronic publications, graduate theses, and some email systems. In the course of the next three years, we will propose solutions for other electronic materials including Canadian Web sites and electronic record keeping systems.

In making digital collections known, a second challenge is to keep up with the exponential growth requirements for Internet connection speed and for online storage. Even though the cost

per unit of network and storage capacity continues to decline, it is not declining as fast as the growth of digital collections or as fast as the demand for access to these collections.

The new institution also began life with a new legislated mandate to be proactive in making these unique resources known and available to all Canadians. New technologies, modern environment-controlled buildings and advanced technical processes coupled with the opportunities of the Internet for access to the collection give us the opportunity to balance careful preservation of our collection and appropriate access to it now and for future generations to come. However, much remains to be done to achieve this balance.

The objects and powers of our *Act* support the establishment of programs and activities including exhibitions, readings, performances and other events to make known and interpret Canada's documentary heritage. As we gain a better understanding of our audiences, we will develop and implement a strategy to deliver public programming that meets the diverse information and cultural needs of Canadians.

Our Challenge: Becoming a Prime Learning Destination

Knowledge and learning are essential to Canada's social cohesion—helping Canadians grow and develop and keeping us together as a people. Knowledge and learning are also key elements in Canada's economic success and the prosperity of its people. Recognizing this, Library and Archives Canada with the assistance of the Department of Canadian Heritage's Canadian Culture Online Program launched the Learning Centre, a bilingual educational portal for students and teachers in May 2004. In 2004-2005, following an examination of our current approach to the Learning Centre, we developed a three-year plan to broaden our role as a resource centre for learning. The findings supported the informed discussions that we have had with educators and other experts to promote the use of Library and Archives Canada resources as authoritative curriculum-based learning tools that can be distributed on the Web to teachers at the intermediate and secondary levels.

The ceremony for the Governor General's Awards for Excellence in Teaching Canadian History was held at Library and Archives Canada's Gatineau Preservation Centre on October 15, 2004. The theme "There's a lot to be learned from historical documents" focussed on the use of primary documents in the classrooms of our nation to inspire and challenge students to explore Canada's past. Teachers whom the Governor General saluted for inspiring and challenging students to explore Canada's past came away from this event with an even greater understanding of Library and Archives Canada's role as a learning destination, a greater knowledge of the richness of its documentary heritage collection, and how to access and use primary documents in its collection to bring Canadian history and culture directly to students to enrich their projects with evidence from the past.

We continued to make our documentary heritage collection better known as our staff participated in educational conferences, workshops and history fairs such as those sponsored by the Ottawa-Carleton Elementary Teachers' Federation, the Association canadienne d'éducation en langue française in Laval, Québec, the Alberta Teachers' Association Social Studies Council, and the Ontario Library Association 2005 Super-conference in Toronto, to name a few. Our presence at such venues provides opportunities to network with teachers, educators and teacher-librarians from across Canada. Library and Archives Canada also continued to thrive as a learning destination as history teachers used our *Lest We Forget* Web site to help students learn about and remember the contributions of those who died in the First World War. Since its inception in

2001, the *Lest We Forget* project has expanded into a partnership with the Royal Canadian Legion, Veterans Affairs, the Upper Canada District School Board and the Renfrew County District School Board.

Canadians of all ages, who pursue life-long learning have shown a great interest in the *Dictionary of Canadian Biography Online* available on our Web site at (*http://www.biographi.ca /EN/index.html*), a collaborative project between the University of Toronto, Université Laval, the Department of Canadian Heritage and Library and Archives Canada. Since its launch in October 2003, there have been over 23,000 visits to this site averaging 756 visits per day by those interested in stories of fascinating people who have contributed to the development of our country.

These examples demonstrate just some of the ways that we are using the Web to overcome territorial boundaries that have arisen over the decades when the past was broken up and some of it placed in museums, archives, libraries and historic sites. We can reassemble these parts on the Web and present them in a connected way to facilitate learning and knowledge discovery.

Our Challenge: Facilitating Information Management in Government Institutions

The Auditor General and the Information Commissioner both pointed to the significant challenges faced by the government in managing information and maintaining its record keeping systems. Library and Archives Canada has a key leadership mandate in concert with central agencies and the information management community to develop processes, standards, training and practical tools to address the challenges of paper and electronic records, to provide authoritative descriptions of the publications of federal departments and agencies, and to work with federal libraries to provide information to government users through both traditional and electronic means.

Challenges facing both Library and Archives Canada and federal government departments include ensuring that information is understood and embraced as a critical asset and enabler of government business and service to Canadians. We must develop government-wide systems to facilitate the management of information so that it is available, useful, reliable, interoperable and re-used as needed, and directly supports well-informed policy and decision-making, as well as government transparency and accountability. A particularly critical challenge will be to implement systems to manage the explosive growth of electronic information assets, including electronic mail, data, documents and publications. Information, when effectively managed, enables client-centered government and service delivery transformation, and reduces cost and risk to the Government of Canada.

We will continue to champion information management in the federal government and to promote a culture of information management in which all players are aware of the value of well-managed information and appreciate their role in supporting government. We will also continue to support the role of federal departmental libraries in improving information and knowledge management in the Government of Canada.

Our Challenge: Infrastructure

A major challenge facing Library and Archives Canada is that our current accommodation infrastructure capacity is insufficient. The November 2003 Auditor General's report on the

Protection of Cultural Heritage in the Federal Government (http://www.oag-bvg.gc.ca/domino/reports.nsf/a1b15d892a1f761a852565c40068a492/eb4fe16e8720cd9585256e2b00533d6d?OpenDocument) made it imperative for us to justify that we have made the best choices possible with regards to our collection facilities and the protection of the collection. The report stipulated that Canada's published heritage is at risk because our continually growing collection is geographically dispersed and most buildings where collections are housed (with the exception of the Preservation Centre in Gatineau, Québec) do not meet standards for temperature, humidity and space needed to preserve our documents. The Auditor General also underlined the fact that management practices alone cannot fully compensate for the shortcomings of the physical infrastructure. Adequate infrastructure lies at the heart of the preservation of Canada's documentary heritage. Significant investments from the Government of Canada will be required to ensure that one of the most valuable assets of the Canadian people is protected and remains accessible for future generations.

Summary of Library and Archives Canada Performance

In anticipation of the proclamation of the *Act* creating Library and Archives Canada, the National Library of Canada and the National Archives of Canada presented a joint *2004-2005 Report on Plans and Priorities (RPP)* to ensure that the objectives reflected as much as possible the new institution that they would become. The *Act* establishing the new Library and Archives Canada (LAC) was proclaimed on May 21, 2004.

Our *2004-2005 RPP* was a transitional planning document because both institutions (the former National Library and National Archives) were in the midst of fundamental change, where transition and transformation dominated the agenda and plans would evolve. As the fiscal year unfolded, this proved true. We adjusted our plans and priorities to keep our multi-year transformation journey on course and achieve the outcomes expected by Parliament. This summary table reflects these adjustments. The 2004-2005 commitments below are grouped by program activity within each strategic outcome.

Strategic Outcome	Program Activity	2004–2005 Commitments	Results	Current Status
Canada's documentary heritage is widely known, easily accessed and broadly used.	Services	▪ Focus on client with the aim of fine-tuning the institution's understanding of current and potential users.	We consulted stakeholders on our *Directions for Change* and planned a user survey. We established Aboriginal heritage initiatives and multicultural initiatives.	Not fully met.
		▪ Begin to implement key components of Library and Archives Canada's initiative to transform the way it delivers service to Canadians.	We defined the scope and approach of this 2-year service delivery transformation initiative.	Not yet fully met this 2-year commitment.
		▪ Test the effectiveness of our public services against a new evaluation framework.	This commitment became part of our 2-year service delivery transformation initiative.	See above.
		▪ Initiate a 3-year project to develop a joint LAC system, AMICAN.	We defined the scope of this 3-year initiative to provide integrated access to the LAC collection through a new system, AMICAN.	Not yet fully met this 3-year commitment.
		▪ Expand the Canadian Genealogy Centre and Virtual Reference Canada.	We added content to the Canadian Genealogy Web site. Virtual Reference Canada completed its second year of operation.	Successfully met.
		▪ Assess national access services for clients with print, perceptual and other disabilities; and facilitate their access to the resources of Library and Archives Canada.	We spearheaded a study on access to academic materials for post-secondary students with print disabilities. We started to prepare for the implementation of a national network for equitable public library services to Canadians with print disabilities.	Successfully met.
		▪ Catalogue the British Columbia Audiobook preservation masters.	We decided that this was not a priority since the items were not transferred to us.	Commitment cancelled.

Strategic Outcome	Program Activity	2004–2005 Commitments	Results	Current Status
Canada's documentary heritage is widely known, easily accessed and broadly used. (continued)	Services (continued)	▪ Renew Library and Archives Canada's authority for grants and contributions.	We consulted with provincial and territorial archives in preparation for the renewal of our grants and contributions program to the archival community. Authority for the program was extended until March 2006.	Successfully met.
		▪ Continue to develop mutually beneficial relationships with the book and sound-recording industries.	We decided that this commitment was part of the transformation activity to integrate special and multimedia collections (Music and Literary Arts) and harmonize acquisition strategies and policies.	Commitment merged with another.
	Programs	▪ Develop a Virtual Learning Centre.	Some content was added to the existing Web site. In 2005-2006, we will further analyze the scope of the Learning Centre.	Not fully met.
		▪ Increase access to Canadian digital content, resources and electronic services.	With the support of the Canadian Culture Online Program of the Department of Canadian Heritage, we added new Canadian digital content and resources to our Web site.	Successfully met.
		▪ As part of the Canadian Initiative on Digital Libraries, work with various organizations to develop a digital cultural strategy.	This commitment was deferred to 2005-2006.	Not fully met.
		▪ Carry out strategies developed by the Centre for Newspapers and News in Canada for better access to a wide range of news material in the collection.	This commitment became part of our 2-year service delivery transformation initiative.	Commitment merged with another.
		▪ Support multi-year national tour of the exhibition *Where Are the Children?*	The exhibition was shown in Edmonton, Alberta, St. John, New Brunswick and Winnipeg, Manitoba.	Successfully met.
		▪ Support the international tour of the O*scar Peterson* exhibition.	The exhibition was shown in Australia and Japan.	Successfully met.
		▪ Manage the TD Summer Reading Club.	We successfully managed this summer reading club.	Successfully met.
	Portrait Gallery of Canada	▪ Improve public awareness of the portrait collections.	Public awareness of the Portrait Gallery's program grew through media interest and association with national and international audiences.	Successfully met.
		▪ Strengthen the portrait holdings and finalize the Portrait Gallery of Canada's acquisition and commissioning policies.	Drafts of both policies are underway. New portrait holdings were added to the collection.	Successfully met.

Strategic Outcome	Program Activity	2004–2005 Commitments	Results	Current Status
Canada's documentary heritage is safeguarded and organized for current and future generations.	Development of Collection	▪ Build collection of Canadian publications.	We exceeded the target set for acquiring different categories of published material.	Successfully met this ongoing commitment.
		▪ Collect and preserve important records created by both the private sector and the government regardless of medium.	We continued to acquire historically valuable records of the Government of Canada and records created by private individuals and organizations.	Successfully met this ongoing commitment.
		▪ Continue the review of Records Disposition Authorities.	We reviewed the Records Disposition Program and implemented new mechanisms to modernize it and expedite processes.	Not fully met.
		▪ Hold consultations on the new legal deposit requirements, and assess the impact of the new directions for legal deposit of electronic resources.	We consulted with a cross-section of publishers prior to completion of the drafting of the Legal Deposit of Publications Regulations.	Successfully met.
		▪ Harmonize acquisition strategies and policies.	We drafted a collection development framework at the end of March 2005.	Not fully met.
		▪ Further develop Aboriginal and multicultural collections and work with these communities to safeguard their documentary heritage.	Work remains to be done to build our capacity to implement the framework in consultation with the Aboriginal and multicultural communities. Our work with these communities was addressed in our first commitment to focus on the client under our Services program activity.	Not fully met.
		▪ Acquire more electronic Canadian theses.	A pilot project successfully tested the capture of electronic theses and metadata directly from four Canadian universities.	Successfully met.
		▪ Continue discussions with Public Works and Government Services Canada in order to resolve the best possible placement for the Depository Services Program.	A joint steering committee concluded in February 2005 that the operations of the Depository Services Program would not be transferred to LAC.	Successfully met.
	Description of Collection	▪ Use metadata to improve access to digital library and archival resources.	We defined the scope of a 2-year metadata initiative to develop and implement a strategy for a collaborative approach to description that facilitates integrated access to published and unpublished resources in all media.	Not yet successfully met this 2-year initiative.
	Care of Collection	▪ Operate in a risk-smart culture and assess risks to the collections.	We deemed this commitment was part of our response to the Auditor General of Canada's report.	See below.
		▪ Put in place strategic directions in response to the Auditor General's report on the protection of cultural heritage in the federal government.	We established a Collection Management Infrastructure Working Group to address the need for an improved regime for the care of the collection and for more appropriate accommodation. Work will continue into 2005-2006.	Not fully met.
		▪ Establish a task force to provide solutions for the acquisition, management and preservation of digital collections.	We defined the scope of a 2-year initiative to address the challenges of acquiring, managing and preserving digital collections.	Not yet successfully met this 2-year initiative.

Strategic Outcome	Program Activity	2004–2005 Commitments	Results	Current Status
Canada's documentary heritage is safeguarded and organized for current and future generations. (continued)	Care of Collection (continued)	▪ Set policy directions for preserving Canada's digital heritage and address needs for preventive actions.	We decided that this commitment was part of the scope of our 2-year initiative to address the challenges of acquiring, managing and preserving digital collections.	See above.
		▪ Under the Canadian Feature Film Policy, preserve films funded by Telefilm Canada, and acquire describe, preserve, store and restore feature films.	We acquired, described, preserved, stored and restored many categories of Canadian feature films.	Successfully met.
		▪ Implement lessons learned from the Symposium on Preservation of Electronic Records.	The main goals of the symposium were achieved. Delegates left with a sense of the broader issues involved in collecting and preserving electronic records. We are implementing some of best practices gleaned from the Symposium, and developing policies on the preservation of electronic records and Web sites.	Successfully met.
		▪ Implement the Capital Replacement Plan.	As resources permitted, we purchased new and replaced old digital and analog equipment, which enhanced our capacity to manage the collection and to serve our clients.	Successfully met.
		▪ Participate in the Canadian Musical Memories program to acquire and preserve sound recordings.	With $360,000 from the Department of Canadian Heritage's Canada Music Fund, we continued to participate in the program. The funding has been extended to 2005-2006 under the Department's "tomorrow starts today" program.	Successfully met.
Information and knowledge are effectively managed within the government of Canada.	Information Management Strategies	▪ Take a leadership role in the Management of Government Information Policy in cooperation with the Treasury Board Secretariat and with Public Works and Government Services Canada.	We collaborated with the Treasury Board Secretariat/Chief Information Officer Branch, and Public Works and Government Services Canada, to establish an enterprise-wide IM program in the Government of Canada with a strong client focus, and clear roles and responsibilities. The IM program implementation plan led by Treasury Board Secretariat originally expected in January 2005 is now expected for Summer 2006. In accordance with responsibilities assigned to us by the Management of Government Information Policy to develop IM tools, standards and guidelines, we developed a draft Records Management Metadata Standard for the Government of Canada, and carried out research on managing electronic information. Library and Archives Canada also provided bibliographic descriptions for currently published federal publications in all formats, including Internet publications.	Successfully met.

Strategic Outcome	Program Activity	2004–2005 Commitments	Results	Current Status
Information and knowledge are effectively managed within the government of Canada. (continued)	Information Management Strategies (continued)	▪ Increase awareness and understanding of information management (IM) as a core discipline.	We provided support to the Librarian and Archivist of Canada in his role as co-champion for IM excellence in the Government of Canada, and continued to participate in senior-level government IM committees, and make presentations to IM practitioners in departments and agencies and at IM events. We provided an IM reference service to clients in departments and agencies, and conducted a study to improve our client services and communication. We analyzed the use that departments and agencies have made of the IM Capacity Check and the results served as strategic input into development of the IM Program, and the future development of IM tools, standards, and guidance.	Successfully met the fiscal-year goal for this ongoing commitment.
	Information Management Solutions	▪ Create a functional classification system for government records.	We developed two prototype model classification structures for the common administrative functions of Real Property Management and Materiel Management. We drafted an implementation guide to facilitate development and customization of the function-based classification models. Our work on a functional classification system for government records will continue into 2005-2006.	Successfully met the fiscal-year goal for this ongoing commitment.
		▪ Develop a generic approach for clearing the backlog of legacy business records.	This commitment was postponed and incorporated into our 2005-2006 plan to develop an integrated strategy concerning a national government information storage service using the Federal Records Centres, and will be gradually implemented over the next 3 years.	Not fully met.
	Information Management Services	▪ Strengthen ties to the Council of Federal Libraries to support the role of libraries in managing information resources of government departments and agencies.	We began to broaden the traditional understanding of IM as records management and archives-centric to encompass the initiatives and services provided to federal libraries in government departments and agencies. We began to determine the role of the Council of Federal Libraries Secretariat and Consortium within LAC's newly created Government Information Management Office, and within the context of the Government of Canada-wide IM agenda. The Council of Federal Libraries Consortium ensured cost-effective procurement of library materials and services for federal libraries.	Successfully met the fiscal-year goal for this ongoing commitment.

Overall Library and Archives Canada Performance

In 2004-2005, in anticipation of the proclamation of the *Act* creating Library and Archives Canada, the National Library of Canada and the National Archives of Canada presented a joint *Report on Plans and Priorities* to ensure that objectives for 2004-2005 were reflective of the new institution that they would become. The plans were organized by strategic outcomes reflecting the mandate of the new institution, now articulated in Library and Archives Canada's Program Activity Architecture. However, until the legislation creating Library and Archives Canada came into force (which it did on May 21, 2004), financial resources in the joint *Report on Plans and Priorities* had to be presented by the business lines of each institution. The following crosswalk is provided to show the relationship between the business lines of the former National Archives and National Library and the new Program Activity Architecture of Library and Archives Canada. The figures were based on proportional spending in previous years.

2004-2005										
	Program Activity 1	Program Activity 2	Program Activity 3	Program Activity 4	Program Activity 5	Program Activity 6	Program Activity 7	Program Activity 8	Program Activity 9	Total
Old Business Lines	Development of Collection	Description of Collection	Care of Collection	Services	Programs	Portrait Gallery	Information Management Strategies	Information Management Solutions	Information Management Services	
NATIONAL LIBRARY										
Related Financial Information:	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Canadiana Collections & Access Services										
Main Estimates	6,844.3	6,616.7	2,197.8	3,259.9	-	-	37.2	52.1	-	19,008.0
Planned Spending	6,844.3	6,616.7	2,197.8	3,259.9	-	-	37.2	52.1	-	19,008.0
Total Authorities	13,192.8	4,248.9	2,126.1	3,516.6	-	-	57.6	33.0	-	23,175.0
Actual Spending	8,373.7	5,006.8	2,149.3	3,497.6	-	-	36.5	39.5	-	19,103.4
Library Networking										
Main Estimates	2,539.9	4,615.1	2,522.0	4,788.9	268.1	-	411.1	11.9	-	15,157.0
Planned Spending	2,539.9	4,615.1	2,522.0	4,788.9	268.1	-	411.1	11.9	-	15,157.0
Total Authorities	5,788.5	4,124.9	2,779.8	5,563.6	795.4	-	580.9	11.0	-	19,644.1
Actual Spending	3,125.0	4,524.6	2,771.4	5,506.0	777.6	-	451.9	11.6	-	17,168.1
Corporate and Branch Administration										
Main Estimates	2,499.2	1,227.3	1,238.9	587.7	96.9	0.0	121.9	248.9	438.2	6,459.0
Planned Spending	2,499.2	1,285.0	1,238.9	587.7	96.9	0.0	121.9	191.2	438.2	6,459.0
Total Authorities	3,556.7	1,115.6	1,459.8	641.2	121.9	0.0	163.5	274.9	551.2	7,884.8
Actual Spending	3,081.7	1,173.1	1,446.1	637.2	120.0	0.0	141.7	278.3	542.7	7,420.8

	Program Activity 1	Program Activity 2	Program Activity 3	Program Activity 4	Program Activity 5	Program Activity 6	Program Activity 7	Program Activity 8	Program Activity 9	Total
Old Business Lines	Development of Collection	Description of Collection	Care of Collection	Services	Programs	Portrait Gallery	Information Management Strategies	Information Management Solutions	Information Management Services	
NATIONAL ARCHIVES										
Related Financial Information:	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Acquisition and Holdings Management										
Main Estimates	7,313.9	475.5	6,852.9	-	-	-	258.3	642.2	1,597.2	17,140.0
Planned Spending	8,041.9	475.5	6,852.9	-	-	-	258.3	642.2	1,597.2	17,868.0
Total Authorities	4,345.0	1,224.7	6,560.4	-	-	-	402.3	393.6	1,642.2	14,568.2
Actual Spending	8,942.1	351.9	6,639.3	-	-	-	250.5	475.8	1,789.5	18,449.1
Management of Government Information										
Main Estimates	3,200.0	14.0	842.0	-	-	-	452.0	1,127.0	2,804.0	8,439.0
Planned Spending	3,200.0	14.0	842.0	-	-	-	452.0	1,127.0	2,804.0	8,439.0
Total Authorities	1,539.0	455.1	798.7	-	-	-	707.9	669.4	2,864.3	7,034.4
Actual Spending	3,910.9	10.2	809.2	-	-	-	434.7	818.7	3,132.0	9,115.7
Services, Awareness and Assistance										
Main Estimates	883.7	41.5	358.3	9,718.7	1,622.9	-	31.4	76.7	189.8	12,923.0
Planned Spending	883.7	41.5	358.3	9,718.7	1,622.9	-	31.4	76.7	189.8	12,923.0
Total Authorities	647.2	126.0	376.8	10,888.0	6,488.1	-	48.5	59.0	210.6	18,844.2
Actual Spending	1,115.9	36.0	377.9	10,801.3	6,330.4	-	33.1	66.6	223.8	18,985.0
Corporate Services										
Main Estimates	7,185.4	2,204.6	3,920.5	316.8	523.8	159.0	373.6	784.9	1,866.4	17,335.0
Planned Spending	8,305.4	2,706.9	22,524.5	946.8	628.8	25,003.0	443.6	947.6	2,111.4	63,618.0
Total Authorities	8,994.2	2,765.9	4,912.4	492.4	804.1	1,654.4	468.5	987.1	2,339.7	23,418.7
Actual Spending	8,863.1	2,723.0	4,838.3	479.1	793.1	1,533.7	461.4	972.0	2,304.3	22,968.0
TOTAL LIBRARY AND ARCHIVES CANADA										
Main Estimates	30,466.4	15,194.7	17,932.4	18,672.0	2,511.7	159.0	1,685.5	2,943.7	6,895.6	96,461.0
Planned Spending	32,314.4	15,754.7	36,536.4	19,302.0	2,616.7	25,003.0	1,755.5	3,048.7	7,140.6	143,472.0
Total Authorities	38,063.4	14,061.1	19,014.0	21,101.8	8,209.5	1,654.4	2,429.2	2,428.0	7,608.0	114,569.4
Actual Spending	37,412.4	13,825.6	19,031.5	20,921.2	8,021.1	1,533.7	1,809.8	2,662.5	7,992.3	113,210.1

Notes:

1. The total Planned Spending includes an amount of $47,011,000 re-profiled into future years.
2. Total authorities include spending approvals obtained subsequent to Main Estimates.
3. Corporate Services costs have been distributed to each of the Program Activities as per the distribution formula approved by the Treasury Board Secretariat.
4. The Main Estimates and Planned Spending figures correspond to the sum of the National Library and National Archives Main Estimates and Planned Spending.

Detailed Performance

Strategic Outcome: Canada's documentary heritage is widely known, easily accessed and broadly used.

This Strategic Outcome is comprised of three Program Activities: Services, Programs, and the Portrait Gallery of Canada.

Description of Program Activity—Services

This program activity is instrumental in making existing knowledge about the Canadian experience and the role of Canada on the international scene known and in creating new knowledge on this topic. Library and Archives Canada's information services, consultation services, rights management (including Access to Information and Privacy, personnel records and rights clearance) and lending services facilitate access to Canada's documentary heritage. Based on identified client needs and preferences, these services are available through multiple channels including in person, by telephone, regular mail, e-mail and the Internet. The general public, both in Canada and abroad, use these services for research and education purposes; government employees use them in the conduct of their work; and other libraries and archives use them to augment the services they offer to their clients.

Expected Results—Services

<table>
<tr><th>Immediate Results</th><th>Intermediate Results</th><th>Long-term Results</th></tr>
<tr><td>Clients satisfied with responses to enquiries for information and reproductions</td><td rowspan="2">Clients have better access to the documentary heritage</td><td rowspan="4">Clients use the documentary heritage for personal enrichment, life long learning and to produce works of value to Canada</td></tr>
<tr><td>Clients have access to more content and research tools</td></tr>
<tr><td>Clients have access to increased information about libraries and archives across Canada and their holdings</td><td rowspan="2">Increased capacity of library and archives communities to deliver quality services to clients</td></tr>
<tr><td>More effective resource sharing among libraries and archives</td></tr>
</table>

Financial Resources:

Planned	Authorities	Actual
$19,302,000	$21,101,800	$20,921,200

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
208 FTEs	219 FTEs	(11) FTEs

2004-2005 Performance Against Commitments—Services

- **Focus on the client with the aim of fine-tuning the institution's understanding of current and potential users.**

  The essence of our change agenda is a clear focus on the client. Based on a better understanding of stakeholder and user needs, and the diverse approaches they use to seek out information, we will be better able to provide a variety of channels for them to interface with Library and Archives Canada's collection and services. To this end, we carried out a broad consultation with stakeholders (the library and archival communities, the conservation community, Government of Canada information managers, the publishing community, cultural communities, historical and genealogical societies) on the strategic directions proposed for our new institution. We prepared a document called "New Directions for Library and Archives Canada" (*http://www.collectionscanada.ca/consultation/012012-200-e.html*) to provide an overview of the directions for the new institution and pose questions to stakeholders. Approximately 150 groups were invited to comment on it via a Web form, email, letter or telephone. In return we received 54 written responses. With some stakeholder communities, there were additional specific issues upon which we wished to consult. In these cases we supplemented the survey with consultation sessions, focus groups or interviews. An overview of the findings of our consultation with stakeholders is available at (*http://www.collectionscanada.ca/consultation/012012-300-e.html*). This feedback remains, at once gratifying and a challenge to us. We were gratified by the expressions of support for Library and Archives Canada, and the clear endorsement of the broad directions that we have set for our future. But we were also challenged: to digest and analyze the feedback we received; to think about it; to internalize and learn from it; and to consider it carefully and work out how to act on it. We have asked, we have listened; the challenge now is to hear. And there were key messages to be heard. Library and Archives Canada must work collaboratively to achieve its mandate and goals. We must be more strategic in our programs and national role. And we must be more proactive in preserving Canada's documentary heritage, and more creative in delivering it back to Canadians.

  Our effort to consult with stakeholders is being complemented by a broad study of Library and Archives Canada's users and usage. When this work is completed, we will have a richer set of data on various client groups, on the interests and information seeking behaviours of Canadians.
  We established Aboriginal heritage initiatives and multicultural initiatives within our Strategic Office for a coordinated approach to meeting the information needs and special interests of Canada's Aboriginal and multicultural communities, both through our documentary heritage collection and services, and in partnership with Aboriginal and multicultural communities, associations, cultural and resource centres, and educational organizations. Plans are underway to study the state of library, archival and cultural centres in Canada's Aboriginal communities and to determine the information needs of these

communities. We conducted similar research into the needs of Canada' s Chinese and South Asian communities through electronic mail surveys of community associations and phone interviews with professionals serving these populations. A survey of the Black community in Canada was commissioned with presentation of the findings scheduled for early Fall 2005. We continued to meet the needs of Aboriginal and multicultural communities through the Aboriginal Resources and Services Web site (*http://www.collectionscanada.ca /aboriginal/index-e.html*) and the Multicultural Resources and Services Web site *(http://www.collectionscanada.ca/multicultural/index-e.html*). The greatest challenge to fulfilling the first year commitments of the Aboriginal heritage initiatives and the multicultural initiatives was a lack of human resources capacity. Staffing is underway and should be completed in 2005-2006.

- **Begin to implement key components of Library and Archives Canada's initiative to transform the way it delivers service to Canadians.**

  We defined the scope and approach for a 2-year service delivery transformation initiative, which will ultimately modernize our concept of client service, and ensure that we deliver our services in innovative and proactive ways. We made progress in integrating our organizational structures and work processes. Initial achievements included the design of functional models for integrated service delivery; the integration of the interlibrary and inter-institutional loan service, improving the turnaround time for the loan of microfilms from 12 to 2 days; the integration of the top level of our Web site, and the creation of a single point of service for Reference and Genealogy.

  We began work on three projects that are key to transforming the way we deliver services to clients: a corporate query management system to improve and monitor our responses to clients; a federated search function for users to access Library and Archives Canada's resources regardless of format (Web pages, files, finding aids, databases, bibliographic records etc.); and a feasibility study for an electronic transactions framework to make all of Library and Archives Canada's products and services, whether free or priced, available over the Internet. In researching the e-transactions functionality, we benefitted from lessons learned from other national libraries and archives around the world that already offer online shopping experiences to their clients.

- **Test the effectiveness of our public services against a new evaluation framework**.

  This commitment has become part of our 2-year service delivery transformation initiative, wherein we aim to strengthen service performance measurement. In conjunction with the finalization of our Management Resources and Results Structure, we have begun to define performance indicators and measures, and the means of data collection.

- **Initiate a 3-year project to develop a joint Library and Archives Canada system, AMICAN.**

  We initiated the 3-year project to develop AMICAN, a new system, which will use new IT architecture to combine the former National Library's AMICUS system with the former

National Archives' MIKAN system. AMICAN will provide integrated access across the combined collection. With AMICAN, the diverse LAC collection will appear to users as an organized aggregate, through a single system interface. AMICAN will allow us to improve business processes, provide integrated services to clients, and be more efficient and effective in using IT solutions for managing the collection of Canada's documentary heritage. The scope of the project is immense. To date we have defined user requirements for all of the AMICAN modules, which include public access, cataloguing and description, serials control, acquisition of published material, and care of collections.

- **Expand the *Canadian Genealogy Centre* and *Virtual Reference Canada*.**

We integrated the genealogical content from the former National Library and National Archives Web sites into Library and Archives *Canada's Canadian Genealogy Centre*. In this way we met user needs and enhanced the value of the *Canadian Genealogy Centre* Web site as a single portal for genealogy research. Because of resource reallocation to other higher priority initiatives of Library and Archives Canada, we scaled back the amount of new resources added to the *Canadian Genealogy Centre* compared with previous years. New data bases included: *Upper and Lower Canada Marriage Bonds* issued respectively between 1803-1865, and 1779-1858*; Divorce in Canada* with references to acts published in official publications between 1841-1968; *Passports* issued between 1891 and 1920; and *Voters' Lists* of the Office of the Electoral Officer for Canada from 1935-1983.

More and more people find pride in seeking out their Aboriginal roots as they turn to Library and Archives Canada for help in their research. A new guide called *Researching Your Aboriginal Ancestry at Library and Archives Canada* was added to the *Canadian Genealogy Centre* Web site, allowing everyone to acquire the proper methodology to do effective genealogical research while avoiding numerous pitfalls. Work is underway with Aboriginal communities and partners on a second part of the guide, which will provide even more information on the sources available to researchers throughout Canada.

Virtual Reference Canada (*VRC*), a collaborative electronic network of libraries, archives, museums and research institutions that deliver reference services to Canadians, completed its second full year of operation in 2004-2005. Forty-four libraries joined *VRC* in 2004-2005 bringing the total to 336 members across Canada. Public library membership in *VRC* increased, particularly in Manitoba, Ontario and Québec, provinces in which *VRC* promotional activities were targeted during 2004-2005. As a national network, *VRC* fills a need for information providers across Canada when their local resources or those of a regional or provincial network cannot provide a response. An analysis of the questions submitted to *VRC* in 2004-2005, together with comments from *VRC* users, indicate that members are submitting their clients' most difficult reference queries to the service. As of the end of 2004-2005, *VRC* had received 440 queries.

- **Assess national access services for clients with print, perceptual and other disabilities; and facilitate their access to the resources of Library and Archives Canada**.

We continued to make it easier for print-disabled to use our resources by providing access through alternate formats, as specified by the Federal Disability Agenda. Working with

partners from the Department of Canadian Heritage, the Canadian Library Association the Bibliothèque nationale du Québec, the Canadian National Institute for the Blind, and the Council on Access to Information for Print-Disabled Canadians, Library and Archives Canada participated in a working group to define the scopes of a nationwide library network for print-disabled Canadians that is equivalent to the library services provided to all Canadians. In the 2005 budget, Parliament provided $1 million per year for 3 years beginning in 2006-2007 to advance the accessibility of information and written culture for Canadians with print-disabilities.

As mentioned in the *2003-2004 Report on Plans and Priorities*, we planned to develop a clearinghouse for publishers' electronic text masters for the purpose of alternate format production. Although the clearinghouse will be a critical component of the National Network for Equitable Library Service, the pilot project will not begin until 2005-2006.

Through the Council on Access to Information for Print-Disabled Canadians, we had research that began in 2003-2004 completed on access to academic materials for print-disabled post-secondary students. The report, which will outline the issues and barriers faced by post-secondary students and make recommendations to improve the situation should be released in 2005-2006.

- **Renew Library and Archives Canada's authority for grants and contributions.**

  Following an evaluation of Library and Archives Canada's Grants and Contributions program conducted in 2004, we consulted with the archival community in every province and territory. The consultation examined the renewal of financial support to archival institutions, as well as a more general discussion of the strategic directions for the new institution. Treasury Board extended Library and Archives Canada's authority for the program until March 2006 so that the design of the new National Archival Development Program could be carried out with extensive community participation. The final evaluation report is available on our Web site at (*http://www.collectionscanada.ca/04/041903_e.html*).

- **Continue to develop mutually beneficial relationships with the book and sound recording industry**.

  We determined that this commitment did not stand on its own but is encapsulated within our transformation activity to integrate our special and multimedia collections (Music and Literary Arts), and to harmonize acquisition strategies and policies.

Description of Program Activity—Programs

Various types of public programs and activities (events, symposia, learning programs, exhibitions and educational tools), particularly those using the Web and other new media, are designed and delivered to give meaning and context to Library and Archives Canada's collection. These programs will give Canadians and people around the world the opportunity to understand Canada's past and present.

Expected Results—Programs

Immediate Results	Intermediate Results	Long-term Results
Library and Archives Canada offers programs that better reflect the needs and interests of an increasingly diverse audience	Greater client knowledge of Library and Archives Canada collection, programs and services Greater engagement by a broad range of clients with Library and Archives Canada collection	Contributes to building social cohesion and an enhanced sense of identity within Canadian society
Increased awareness by clients of programs and services offered by Library and Archives Canada		
An increased number of clients participate (in-person and via internet) with Library and Archives Canada programming		

Financial Resources:

Planned	Authorities	Actual
$2,616,700	$8,209,500	$8,021,100

Note: Total Authorities include spending approvals obtained subsequent to the Main Estimates.

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
45 FTEs	61 FTEs	(16) FTEs

2004-2005 Performance Against Commitments—Programs

- **Develop a Virtual Learning Centre.**

  The Learning Centre (*http://www.collectionscanada.ca/education*) is a bilingual, online education portal for Library and Archives Canada. It offers products and services specifically developed for Canadian teachers and students. In 2004-2005, we completed a study of the Learning Centre's future role, objectives and resource requirements. This was done while maintaining the interim Learning Centre site that was launched with the support of the Department of Canadian Heritage's Canadian Culture Online Program funding at the end of 2003-2004. Library and Archives senior management will consider the recommendations of the study in 2005-2006 and make decisions on its 3-year action plan.

Nevertheless in 2004-2005, eight new educational resources for the existing Learning Centre were developed and field-tested in Canadian classrooms. Over 200 teachers joined the Distribution List, and 100 teachers have asked to be considered for field-testing of educational resources. The portal received 122,000 visitors during 2004-2005. New toolkits were developed offering guidance on using historical maps, interpreting photographs, decoding political cartoons, effective presentations, conducting oral interviews, and on the research value of personal accounts such as diaries and letters. The Evidence Web section of the *Learning Centre* was launched in Spring 2005. It provides access to a searchable collection of English and French primary and secondary sources on the themes of Loyalists, Canadian Confederation, the Cold War and the Great Depression, selected for their inherent interest and relevance to Canadian curricula.

A collaborative partnership was formed with Toronto Public Library, Archives of Ontario and City of Toronto Archives to provide a French translation for the Grade 7 module of the Ontario History Quest (*http://ohq.tpl.toronto.on.ca/*). This project enables students who study in French to use over 3,000 digitized primary sources on Ontario history. We marketed and promoted Library and Archives Canada educational services and products to teachers by participating in many educational and library conferences, presenting workshops, participating in resource displays and professional development events such as teacher institutes across Canada.

- **Increase access to Canadian digital content, resources and electronic services.**

For 2004-2005, the National Library and National Archives submitted separate business plans and received separate funding for the creation of Canadian digital content from the Department of Canadian Heritage's Canadian Culture Online Program. In May 2004 with the creation of Library and Archives Canada, came the merger of the two former digital programmes, their operating budgets and business plans. Over the summer of 2005, the business plan was redrafted; some projects remained the same, while the scope of others changed to better reflect the new environment. Several planned projects were delayed as a direct result of the merger. Also the institution underwent and is still undergoing, a substantial move of people and equipment to new facilities.

Furthermore, to assist the Department of Canadian Heritage's *Culture.ca* portal, Library and Archives Canada also developed a showcase product that was launched in February for the 2005 Expo in Japan. We were excited to undertake this task but its production led to further delays in other digital projects.

Despite the delays, we extended our reach to make Canadians aware of their heritage and culture by completing some high quality Web products including the *Virtual Gramophone: Canadian Historical Sound Recordings (Phase 8*) (*http://www.collectionscanada.ca/gramophone*). This phase of *Virtual Gramophone* continues our retrospective of eminent Canadian classical musicians. Among the 17 new biographies featured in this phase are those of renowned mezzo-soprano Sarah Fischer and tenors, Hubert Eisdell and Arthur Lapierre. As part of our research on Canada's classical music traditions, we expanded the History section of *Virtual Gramophone* with a new survey article on the growth and development of opera performance in Canada. The database grew with the addition of 1,780 entries, bringing to

over 12,000 the number of titles featured. We also added over 300 complete sound recordings (available in both MP3 and RealAudio formats). There are now more than 4,200 audio files available for listening pleasure.

We also enhanced the *Canadian Confederation* (*http://www.collectionscanada.ca/confederation*) with 40 new pages showcasing 930 new digital images of archival documents and historic publications; *Canadian Writers* (*http://www.collectionscanada.ca/writers*) with 160 new digital objects featuring the manuscripts and papers of Hector de Saint-Denys Garneau and Jacques Brault, award-wining novelist, poet and playwright.

As for the development of electronic services, we began to pursue developing our capacity for electronic transactions as part of our Service Delivery Transformation initiative. This work will continue over the next few years.

- **As part of the Canadian Initiative on Digital Libraries, work with various organizations to develop a digital cultural strategy.**

  We deferred this commitment and reframed its scope to explore the potential for the development of a Canadian digital information strategy in partnership and collaboration with others. The strategy will be developed in 2005-2006 and presented in 2006-2007. This decision was in direct response to our consultation with stakeholders who indicated that they expect Library and Archives Canada to lead and take action on this issue as part of our mandate and national role. We are planning a national symposium on a national digital information strategy for Canada for March 2006.

- **Carry out strategies developed by the Centre for Newspapers and News in Canada.**

  In the last quarter of 2004-2005, following close review of a discussion paper on the Centre for Newspapers and the News in Canada, we decided that this commitment did not stand on its own but is encapsulated within our service delivery transformation initiative. Public access to the newspaper collection will be integrated into the access given to Library and Archives Canada's documentary heritage collection in general. Appropriate ways will be also be found to make newspapers accessible, in the context of future public programming.

- **Support the multi-year national tour of the exhibition *Where Are the Children*?**

  The exhibition, *Where Are the Children: Healing the Legacy of Residential Schools* was shown in Edmonton, Alberta, where it was highlighted as part of a national gathering of residential school survivors. Its related Web site, produced by the Aboriginal Healing Foundation with content and technical input from Library and Archives Canada was launched at the end of March 2005. The exhibition also travelled to St. John, New Brunswick and Winnipeg, Manitoba thus increasing public knowledge and dialogue about the issue of residential schools.

- **Support the international tour of the Oscar Peterson exhibition.**

  This exhibition was successfully shown in Australia and at the Canadian Embassy in Japan. However, if we continue to show exhibitions at international venues, additional resources will be needed to manage the projects.

- **Manage the TD Summer Reading Club.**

  We partnered with other Canadian libraries in this Summer Reading Club, funded by the TD Financial Group to help children, aged 12 and under develop a taste for reading, retain their schooling and pick up good reading habits. Seven provincial and territorial library services (Newfoundland and Labrador Public Libraries, Prince Edward Island Provincial Library Service, Nova Scotia Provincial Library, Réseau BIBLIO du Québec, Bibliothèque de Montréal, Nunavut Public Library Services, Northwest Territories Public Library Services, and Yukon Public Libraries) collaborated with us in 2004 program on the theme of "Fire Up Your Imagination: Dragons, Books and Quests". The national launch event in St. John's Newfoundland drew local and regional media interest.

  This three-way partnership between the TD Financial Group, the federal government, and provincial/territorial departments has proven to be efficient and valuable. Statistics indicated that 436 libraries joined the Reading Club and 24,200 children participated. In all provinces the key age groups were 9-12 and 6-8. In general, more girls (59%) participated than boys (41%) and on average each participant read about 10 books for a total of 240,200 books read. Participating libraries felt that the program had a positive impact in improving children's awareness of reading and in motivating them to read. Library and Archives Canada will continue this partnership into 2005-2006.

Description of Program Activity—Portrait Gallery of Canada

The Portrait Gallery of Canada is the largest program of Library and Archives Canada. It will be a major cultural showcase for Canada with activities of national reach and will be a future destination for visitors to the National Capital Region. Its functions include acquisitions and research, strategic initiatives and exhibitions, description and care of portrait collections, public programming and communications.

Expected Results—Portrait Gallery of Canada

Immediate Results	Intermediate Results	Long-term Results
Greater access to an increasingly representative collection of portraits that document those who have made an impact on Canada and continue to do so	Greater engagement by an increased number and diverse public with the Canadian experience through portraits	Contributes to building social cohesion and an enhanced sense of identity within Canadian society

Financial Resources:

Planned	Authorities	Actual
$25,003,000	$1,654,400	$1,533,700

Note: The total Planned Spending includes $24,844,000 re-profiled into future years. Total Authorities include spending approvals obtained subsequent to the Main Estimates.

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
7 FTEs	9 FTEs	(2) FTEs

2004-2005 Performance Against Commitments—Portrait Gallery of Canada

- **Improve public awareness of the portrait collections.**

  Delays encountered in the Portrait Gallery of Canada's building project made it somewhat difficult to develop potential partnerships that were dependant on a specific opening date. However, awareness of the Portrait Gallery of Canada's program grew through continuing media interest. For example, staff of the Portrait Gallery worked with CBC-TV in connection with its "Greatest Canadian" series. It also received a significant boost when the project's concept design was publicly unveiled in March 2005 by the Minister of Canadian Heritage, the Honourable Liza Frulla and by the Minister of Public Works and Government Services Canada, the Honourable Scott Brison. Staff actively promoted the Portrait Gallery at national and international meetings, conferences, lectures and tours.

- **Strengthen the portrait holdings and finalize the Portrait Gallery of Canada's acquisition and commissioning policies.**

  Policies on both acquisitions and commissions were drafted and reviewed, with approval expected in the third quarter of 2005-2006.

  Acquisitions of note to extend and develop the historical, honorific, aesthetic and multi-media strengths in the collection included:

  Two 17th century oil on canvas portraits of Rear-Admiral Sir John Berry (1635-1690), ca. 1688-90 and of his wife, Lady Rebecca, ca. 1696 by Michael Dahl (1656-1743). The significance of Berry portraits to the Canadian national portrait collection cannot be overestimated. They are now the earliest authentic oil portraits in the collection of Library and Archives Canada. Sir John Berry had a prominent role in the establishment of permanent settlements in Newfoundland in the 17th century and was in Newfoundland in 1675. Authenticated formal oil portraits of 17th century figures of such importance to Canadian history and who, in addition actually walked on Canadian soil, almost never come on the market because they are extremely rare and likely very few exist. The artist, Michael Dahl, is of international importance and the acquisition of this portrait by him raises the profile of the national portrait collection significantly.

The fundraising for these portraits established a benchmark for Library and Archives Canada.We received a grant of $52,350 under the terms of the *Cultural Property Export & Import Act* from Canadian Heritage. In addition Library and Archives Canada found several private donors in Newfoundland, including the provincial government, who gave a total of $61,000 towards the purchase. The Portrait Gallery of Canada is organizing an event to be held in St. John's Newfoundland to unveil the paintings at The Rooms and to thank the donors at Government House, courtesy of the Lieutenant-Governor of Newfoundland who was very involved in the fundraising.

Other highlights include a calotype Portrait of Kahkewaquonaby (The Reverend Peter Jones) dating from 1845 by the Scottish photographers Hill and Adamson, a model for the monument to Sir Frederick Arthur Stanley, 1926 by the British sculptor George Herbert Tyson Smith, a self-portrait drawing by aboriginal artist Arthur Shilling, 1982, and 86 black and white portraits by Bryan Adams from his project *Made in Canada*, 1999.

Strategic Outcome: Canada's documentary heritage is safeguarded and organized for current and future generations.

This Strategic Outcome is comprised of three Program Activities: Development of the Collection, Description of the Collection, and Care of the Collection.

Description of Program Activity—Development of Collection

Library and Archives Canada's collection, which includes published and archival materials of national significance in all media is an unparalleled record of the development and achievements of Canadian society and a reflection of the rich intellectual and creative output of its people.

The *Library and Archives of Canada Act* introduced the concept of documentary heritage, an all-inclusive term encompassing publications, archival records both public and private in all media, the legal deposit of online publications and a sampling of Web sites of interest to Canada. We will collect, safeguard and organize Canada's documentary heritage for current and future use. Building a national documentary resource for the study of Canada provides the foundation for the delivery of our services and interpretive programs that strengthen Canadians' collective understanding and appreciation of the nation's past, present and future.

Expected Results—Development of Collection

Immediate Results	Intermediate Results	Long-term Results
Improved coverage of materials published in Canada or published abroad with Canadian content	Increasingly comprehensive collection of materials published in Canada or published abroad with Canadian content	LAC collection increasingly reflects the Canadian experience
Improved coverage of the critical Government of Canada archival and historical records comes under the management of LAC	Increased fulfillment of LAC mandate to preserve archival and historical records of the Government of Canada in collaboration with government institutions	
A more strategic selection of non-governmental documentary heritage is acquired by LAC	Increasingly relevant collection of unpublished heritage	

Financial Resources:

Planned	Authorities	Actual
$32,314,400	$38,063,400	$37,412,400

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
431 FTEs	393 FTEs	(38) FTEs

2004-2005 Performance Against Commitments—Development of Collection

- **Build comprehensive collection of Canadian publications.**

  We establish numerical targets for acquiring different categories of published material. In 2004-2005, those targets were consistently met or exceeded, as with, for example, the receipt of over 29,000 commercial publications and over 4,300 federal government publications on legal deposit. The acquisition activity involves acquiring publications from Aboriginal and multicultural sources, including the development of a collection of newspapers in languages other than English and French. Acquiring these materials results in building an increasingly comprehensive resource of materials published in Canada or published abroad with Canadian content or authorship, which supports both research purposes and the provision of universal bibliographic control of Canada's publishing in all forms.

- **Collect and preserve important records created by both the private sector and the government regardless of medium. Particular emphasis will be on acquiring materials that focus on Canada's Aboriginal peoples and on Canadians of multicultural backgrounds.**

  We continued to acquire the historically valuable records of the Government of Canada, that is, those records which document the development and implementation of policies and programs, the rights of Canadians, Canada's role in the world, and the interaction of Canadians with their national government. Of significance in 2004-2005 were the acquisitions of the field notes of the Canadian Hydrographic Service, 1883-1978─the raw materials used to create navigation charts and other aids to navigation for all navigable waters in Canada. We also acquired more than 70,000 glass plate negatives from Natural Resources Canada documenting the toponymy of Western Canada during the period 1900 to 1920; Orders-in-Council for 1998 and Cabinet records for 1973; and an important series of records from the Department of Foreign Affairs and International Trade and the Canadian Security Intelligence Service.

  Our collection of records created by private individuals and organizations, unparalleled in its breadth and depth, is a resource for all Canadians. Acquisitions made during 2004-2005 built on this existing strength. Particularly notable acquisitions included: approximately 400,000 photos from The Rt. Hon. Jean Chrétien fonds; the papers of author June Callwood; the records of the International Campaign to Ban Land Mines; audio-visual material from Le Groupe TVA and Les Productions Point de Mire; John Elliot Woolford watercolours of Fredericton and Toronto, both c. 1825; a 1784 map of the eastern coast of North America by Carrington Bowles; the archival fonds of Canadian-born pianist Johana Harris and children's singer Raffi. Aboriginal and multicultural material acquired included the records of the Inuit Art Foundation; the Steve Simon portfolio of photographs documenting the pilgrimage of native people to Lac St. Anne; and the photos of Hans Blohm documenting life in Innu Communities of Labrador.

  We recognize that our collection development role will evolve as we work with libraries and cultural centres, other heritage institutions and communities of creators of Canadian cultural and documentary resources.

- **Continue the review of Records Disposition Authorities.**

  In accordance with the Auditor General of Canada's recommendation on protecting cultural heritage in the federal government, we modernized the Records Disposition Program. All of the program components (plans, processes and procedures) were reengineered, approved and implemented in 2004-2005 with the exception of the development of monitoring mechanism for records acquisition, which is planned for in 2005-2006. Tremendous strides were made in reorienting government institutions to the new approach. A pilot project to develop a generic approach to business records legacy was completed with Citizenship and Immigration Canada. Similar projects are now underway with Health Canada and NationalResources Canada and will continue into 2005-2006.

- **Hold consultations on the new legal deposit requirements and assess the impact of the new directions for legal deposit of electronic resources.**

  To facilitate the process of acquiring new electronic media, we saw the importance of making our new legal deposit requirements explicit to publishers. We consulted with a cross-section of publishers prior to completion of the draft Legal Deposit of Publications Regulations because their cooperation is essential in building a comprehensive collection of Canada's electronic resources.

  We also explored the major drivers that will impact the implementation of the new revised regulations for legal deposit of electronic publications, as well as strategies and a resource plan to move forward. It is intended that the regulations will be published in the Canada Gazette in 2005-2006, and brought into force only in January 2007 to enable Library and Archives Canada to strengthen the necessary technical infrastructure, and to permit Canadian publishers to prepare for an expanded legal deposit regime.

  Besides the principal focus on extending legal deposit to electronic publications, there is also the opportunity to extend the regulations to maps. A substantial amount of work was done to plan for and define work processes, workflows and responsibilities, and to determine the resources needed to support the extension of legal deposit to maps.

  Harmonize acquisition strategies and policies.

  Recognizing that our work to integrate the collection and to develop consistent approaches to acquiring new documentary heritage material will take several years, we drafted a collection development framework to harmonize the separate collection policies of the former National Library and National Archives into a joint policy for Library and Archives Canada. The framework combines broad policy direction with specific directions for five key areas of collection development: building one Library and Archives Canada collection from the previously separate National Archives and National Library collections, improving the institution's capacity to acquire and preserve digital materials, strengthening holdings of Aboriginal and multicultural materials, and working with partners in the documentary heritage community to develop the concept and reality of a "national collection" of documentary heritage.

  We have made some progress in developing a total cost of ownership methodology to ensure that the cost of organizing and preserving collection material is fully factored in at the time of acquisition. An internal working group developed a cost model that is under consideration. In the process, we have learned some lessons: defining sub-activities, average costs and making cost projections has been more difficult than anticipated.

- **Further develop Aboriginal and multicultural collections and work with these communities to safeguard their documentary heritage.**

  Our draft collection development framework recognizes the need to take into account the diversity and unique needs of Aboriginal cultures, and the relationship that the Government of Canada has with Aboriginal peoples. It defines strategies for developing the collection of Aboriginal materials, and specifies approaches to ensure that the collection represents

multicultural materials. In 2004-2005, we acquired the Inuit Art Foundation fonds, materials from the Aboriginal Healing Foundation, and from the Gabriel Dumont Institute of Native Studies. We are in the process of acquiring the National Association of Friendship Centres fonds.

In terms of Canada's multicultural documentary heritage we began negotiations to acquire the personal papers of the late Dr. Daniel G. Hill, a prominent member of the Black Canadian community who contributed significantly to improving the rights of ethnic minorities in Canada during the course of his career. As an author of numerous publications on Canadian Black history, he promoted an awareness of the contributions of Blacks to Canadian society. We began the process of negotiating the acquisition of the records of two organizations from the Black community in Canada, and the papers of a prominent member of the Greek community in Canada. We also acquired or are in the process of acquiring more material for the Ukrainian, Belorussian and Jewish fonds; and we catalogued and made available over 175 titles in Korean, Hungarian, Romainian, Arabic, Bengali, Hindi, Punjabi and Urdu as well as a collection of Icelandic Canadiana.

Much work remains to build our capacity to implement the framework in consultation with the Aboriginal and multicultural communities. One important issue is the absence of a Full Time archivist dedicated to the Aboriginal archives program and one dedicated to our multicultural archives program. The assignment of an Aboriginal librarian to work with the Aboriginal archives program will allow Library and Archives Canada to make the Aboriginal Nurses Association of Canada fonds available to researchers in 2005-2006.

- **Acquire more electronic Canadian theses.**

  In a pilot project to develop a harvester and repository based on the Open Archives Initiative Protocol for Metadata Harvesting, we succeeded in capturing electronic theses and metadata directly from four Canadian universities, thus providing international access to them via our *Theses Canada Portal* (*http://www.collectionscanada.ca/thesescanada/index-e.html*).

- **Continue discussions with Public Works and Government Services Canada to resolve the best possible placement for the Depository Services Program.**

  The potential transfer of the Depository Services Program (DSP) to Library and Archives Canada has been the subject of discussions and negotiations since 2002 between the host organization (now Public Works and Government Services Canada), Library and Archives Canada and the Canadian library community. The creation of the new institution, Library and Archives Canada, was viewed as an opportunity to house the functions of the Program in a more supportive environment and to formalize the existence of the Program in the legislation being drafted for the new institution. It is the policy of the Government, however, not to embed specific programs in legislation creating a government body. Following in-depth studies, and a final report with recommendations (*http://dsp-psd.communication.gc.ca/notice_2005_04_15-e.html*), a Steering Committee concluded that the DSP would remain within Public Works and Government Services Canada. However, both institutions agreed to move forward in a new partnership with the library community. As of May 1, 2005, Library and Archives Canada will assume responsibility for the Cataloguing-in-Publication (CIP)

function for federal government publications. Over the longer term to coincide with an expansion of the International Standard Book Numbers (ISBN) scheme to 13 digits, and as part of building its new AMICAN system, Library and Archives Canada will repatriate the ISBN function for federal government publications from PWGSC. This transfer is planned for January 2007.

Description of Program Activity—Description of Collection

Collections must be described so that people can access their content. Description can take many forms and provide various layers of access and is governed by nationally and internationally accepted codes of practice such as the Anglo-American Cataloguing Rules or the Rules for Archival Description.

Expected Results—Description of Collection

Immediate Results	Intermediate Results	Long-term Results
Public has more relevant information about an increased amount of published material	Public is better able to identify, select and locate documentary heritage materials	Improved organization of the documentary heritage for access
Public has more relevant information about an increased amount of un-published materials	National descriptions and standards are used by other institutions to describe their holdings	
Appropriate, up-to-date resource description standards are made available	Greater portion of the documentary heritage is described in accordance with appropriate standards	

Financial Resources:

Planned	Authorities	Actual
$15,754,700	$14,061,100	$13,825,600

Human Resources: (FTE=Full Time Equivalent)

Planned	Authorities	Difference
91 FTEs	112 FTEs	(21) FTEs

2004-2005 Performance Against Commitments—Description of Collection

- **Use metadata to improve access to digital library and archival resources.**

  At Library and Archives Canada, we produce metadata when we catalogue and describe our physical and digital collection. We defined the scope of a 2-year metadata initiative to develop and implement strategy for a collaborative approach to description that facilitates integrated access to published and unpublished resources in all media. This initiative will change our approach to description, enable us to reduce description backlogs and make Canada's documentary heritage more accessible on the Internet.

Description of Program Activity—Care of Collection

Care of Collection consists of the development and implementation of policies, procedures and activities to support the current and long-term accessibility of Canada's documentary heritage. Core activities within preservation include: treatment, copying and management of the collection.

Expected Results—Care of Collection

<table>
<tr><th>Immediate Results</th><th>Intermediate Results</th><th>Long-term Results</th></tr>
<tr><td>Relevant information is available about the condition of the collection and better mitigation of risks</td><td rowspan="2">Better decision-making regarding care of collection and use of preservation resources</td><td rowspan="4">LAC collection is better safeguarded for current and future generations</td></tr>
<tr><td>Increased knowledge of preservation issues facing LAC</td></tr>
<tr><td>Improved condition of the portion of the collection most at risk</td><td rowspan="2">Increased portion of the collection is protected for continued access</td></tr>
<tr><td>Ensure continued access while reducing risks of losing collection content and/or originals</td></tr>
</table>

Financial Resources:

Planned	Authorities	Actual
$36,536,400	$19,014,000	$19,031,500

Note: The total Planned Spending includes $17,939,000 re-profiled into future years.

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
207 FTEs	188 FTEs	(19) FTEs

2004-2005 Performance Against Commitments—Care of Collection

- **Operate in a risk-smart culture and assess risks to the collection.**

  We deemed this commitment was part of our response to the Auditor General of Canada's report immediately below.

- **Put in place strategic directions in response to the Auditor General's report on the protection of cultural heritage in the federal government.**

  We began to respond to recommendations in Chapter 6 of the November 2003 Auditor General's report on the *Protection of Cultural Heritage in the Federal Government*

(*http://www.oag-bvg.gc.ca/domino/reports.nsf/a1b15d892a1f761a852565c40068a492/eb4fe16e8720cd9585256e2b00533d6d?OpenDocument*). The report indicated that Canada's documentary heritage is at risk and among other things, recommended that we implement mechanisms to obtain comprehensive information on the nature and condition of our collection. We established a working group to develop a decision-making tool as part of a wider framework for the management and care of the collection. A high level functional model for the care of the collection has been developed, which will lead to opportunities to harmonize activities that were carried in different ways by the former National Library and National Archives. Collection treatment and copying activities are now based on one integrated plan reflecting the concept of one Library and Archives Canada collection. An interim structure was developed for the Collection Services area and some overlap in work has been eliminated. All of our circulation activities were integrated and we now have an integrated approach to loaning collection materials for exhibition purposes. We now have a single approach to monitoring the collection environment, to space management, and collection moves. Work on the AMICAN care of collection module has enabled us to develop a common set of requirements for the care of our collection.

- **Establish a task force to provide solutions for the acquisition, management and preservation of digital collections.**

  We defined the scope of a 2-year initiative to streamline and enhance the acquisition, management, preservation and accessibility of Canada's digital cultural heritage. Essentially the initiative has six components. The first is the development of a corporate robust, and integrated digital content management solution. The second is an application for seamless online transfer of government electronic records and metadata from contributing federal departments to Library and Archives Canada. The third is the development of a platform and the redesign of document and metadata flow to reduce manual effort and to increase speed of which documents are accessible to users. Our current application is rusting out, and unable to sustain the anticipated increase in volume as a result of the changes in the Legal Deposit provisions of our *Act*. The fourth is to increase our capacity to archive the Canadian Web, particularly to harvest the Government of Canada "gc.ca" domain and provide keyword access to these Web sites. The fifth is to adopt a strategic approach to digitization based on user needs. The sixth is to increase our capacity to acquire, catalogue, and preserve digital music files in collaboration with a Canadian distributor. We have begun to make progress on all of these fronts in terms of defining business and functional requirements; modest upgrades to our current Legal Deposit system in support of archiving Canadian Internet publications; drafting new guidelines for selecting Web sites; and preparing requests for proposals to begin some pilot projects in 2005-2006. Much remains to be done to enable Library and Archives Canada to streamline the way we acquire, manage, preserve and provide access to Canada's digital cultural heritage.

- **Set policy directions for preserving Canada's digital heritage and address the needs for preventive actions.**

  This commitment will be dealt with as part of the scope of the 2-year initiative to address the challenges of acquiring, managing and preserving digital collections.

- **Under the Canadian Feature Film Policy, preserve films funded by Telefilm Canada and acquire, describe, store and restore feature films.**

  Library and Archives Canada received $550,000 under the Preservation and Access Component of the Canadian Feature Film Policy to support the acquisition, preservation, storage and dissemination of the Canadian feature film heritage. We received elements for 50 contemporary film titles including 58 35mm composite prints, 18 digital Betacam videotapes, 24 Betacam SP videotapes, 7 DVDs and 39 VHS videotapes from film producers who are obliged to send us free copies of their films that are produced with Telefilm Canada funding. Apart from the films acquired under the Telefilm Canada agreeement, we purchased 35mm elements for films such as Marine Life (Anne Wheeler) and Drive, She Said (Mina Shum), and negative elements for three high profile feature films: The Red Violin (François Girard), Thirty-two Short Films About Glenn Gould (François Girard), and Last Night (Don McKellar).

  As an example of non-Telefilm funded productions, the acquisition from Cinemavault Releasing Inc. provided further historical examples of the production work of Canadian talent, producers, director, actors (including Christopher Plummer, Donald Sutherland and John Vernon) and production-crew members. The acquisition consisted of film elements and videos for 26 feature films, 3 documentaries and the theatrical trailers of the feature films. Many feature films underwent inspection, preservation treatment, and numbering for access. Some titles that were in various stages of restoration last fiscal year were completed such as The Wishing Ring a 1914 silent film.

- **Implement lessons learned from the Symposium on Preservation of Electronic Records.**

  Together with the Canadian Conservation Institute (CCI) and the Canadian Heritage Information Network (CHIN), we co-hosted the Symposium on the Preservation of Electronic Records. More than 350 registered delegates came together to discuss key issues relating to the preservation of electronic records. The program featured a wide variety of small to medium-sized institutions that included not only archives and libraries, but also cultural institutions such as art galleries and museums that are faced with preserving electronic records. Case histories were arguably the most useful aspect of the program because they highlighted what various institutions have actually done to preserve electronic records and served as models to follow. Among the case histories presented were the preservation of audio language recordings from Aboriginal elders in the Northwest Territories in Canada, the preservation of American poet Robert Creeley's computer files, and the implementation of the Victorian Electronic Records Strategy (VERS) within the Government of the State of Victoria, Australia. The papers presented at the Symposium were published as a book entitled *Preservation of electronic records: new knowledge and decision-making: postprints of a conference, symposium 2003.* In addition to the official

program, a special event called "Preservation Quest: How to preserve your home movies, CDs, videos, and more" (*http://www.cci-icc.gc.ca/symposium2003/publicinfoday_e.shtml*) proved the general public's interest in preserving their electronic records, and that the host institutions are indeed accessible and relevant to Canadians. The main goals of the symposium were achieved. Delegates left with a sense of the broader issues involved in collecting and preserving electronic records, as well as knowledge about the challenges that other institutions are facing and how they are dealing with them. As follow-up to the Symposium, Library and Archives Canada is developing policies on the preservation of electronic records and Web sites.

- **Implement the Capital Replacement Plan.**

  As resources permitted, we implemented the Capital Replacement Plan for digital and analog equipment, in order to enhance our ability to manage technology-dependent records, digitized collections, Web resource tools and image files, and to increase our ability to apply state-of-the-art technologies to our preservation activities. For example, we installed a walk-in storage and blast freezer at our 395 Wellington Street location to allow rapid response to protect Canada's documentary heritage against water damage, insects and mould. For our digital collection we purchased fibre optic equipment to enhance the connectivity of network servers used in digitizing collections, and software to help manage our digital collection inventory and provide rapid and reliable access to the digital collection.

- **Participate in the Canadian Musical Memories Program to acquire and preserve sound recordings.**

  With funding from the Canadian Musical Memories program, we continued to acquire, preserve, catalogue and describe currently released and retrospective sound recordings for the national collection. We purchased significant older sound recordings through auctions and other sources. The funding also permitted staff of Library and Archives Canada to be present at a number of music related conferences and to develop some promotional materials to make the Canadian music industry and Canadians in general more aware of our role in preserving Canada's musical heritage and the Legal Deposit requirement. Also of note was the launch of the *RPM Weekly* Web site (*http://www.collectionscanada.ca/rpm/index-e.html*). The site celebrates the exceptional contributions of Walt Grealis and Stan Klees and the wide-reaching influence of *RPM Weekly*. In partnership with the AV Preservation Trust, we digitized every chart printed during the full publication run of the periodical—over 10,000 charts! The database was designed to allow researchers and fans to search the charts by date, artist, song and chart type, from country hits to top singles. The funding also supported the transfer to digital format of significant holdings of archival sound recordings including the acetate discs of Glenn Gould's performance of the Goldberg Variations. These transfers are kept in a mass digital storage repository, which facilitates access to and the long-term preservation of fragile Canadian sound recordings in obsolete formats. Enhancing access continued through the preparation of cataloguing records in AMICUS (some 477 LPs, 366 cassettes and 2,838 CDs in 2004/2005) and the cataloguing and production of digital versions of early Canadian sound recordings on the Virtual Gramophone Web site.

Strategic Outcome: Information and knowledge are effectively managed within the Government of Canada.

This Strategic Outcome is comprised of three Program Activities: Information Management Strategies, Information Management Solutions, and Information Management Services.

Description of Program Activity—Information Management (IM) Strategies

As the three lead federal government agencies for information management and knowledge management (IM/KM), Library and Archives Canada, the Treasury Board Secretariat/Chief Information Officer Branch, and Public Works and Government Services Canada collaborate with each other and with other government departments and agencies to plan, develop, communicate and execute a strategic IM program that is based on and supports the strategic and operational objectives of the Government of Canada and its departments and agencies. An enterprise-wide approach is taken to develop strategies, policies, standards and initiatives to enable optimal government use and management of information through its life cycle.

Expected Results—Information Management (IM) Strategies

Immediate Results	Intermediate Results	Long-term Results
Government IM program is clearly defined and understood	More consistent approach to IM across government institutions	Enhanced capacity of government to serve Canadians and achieve better business results through sound information management
Relevant information about national and international standards, tools and practices is made available to government institutions and integrated into LAC-developed products	More widespread adoption of cost-effective standards, tools and practices	
Increased awareness of Government of Canada decision-makers of the role and value of IM	Improved understanding and commitment to the use of IM in the business of government	

Financial Resources:

Planned	Authorities	Actual
$1,755,500	$2,429,200	$1,809,800

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
16 FTEs	14 FTEs	(2) FTEs

2004-2005 Performance Against Commitments—Information Management Strategies

- **Take a leadership role in the Management of Government Information Policy in cooperation with the Treasury Board Secretariat and Public Works and Government Services Canada.**

  As one of the three lead agencies for IM in the Government of Canada, we collaborated with the Treasury Board Secretariat/Chief Information Officer Branch, and Public Works and Government Services Canada to establish an enterprise-wide IM program with a strong client focus, and clear roles and responsibilities. The IM program implementation plan, led by Treasury Board Secretariat, originally expected in January 2005, is now expected in the summer of 2006. Initial agreement was reached on broadly defined roles and responsibilities, enabling the three lead agencies to begin to harmonize functions.

  In accordance with responsibilities assigned to Library and Archives Canada by the Management of Government Information Policy, and as part of our stronger client focus, we provided bibliographic descriptions for currently published federal publications in all formats including those published on the Internet; and we developed IM tools and guidance with clients' needs in mind. We continued to revise retention guidance for common administrative records, a guide on using the Federal Records Centres, guidance on records management for Ministers and their staff; and guides on managing photographic and cartographic records. When finalized, these revised guides will replace the current versions, which are available on the Information Management Services section of our Web site at (*http://www.collectionscanada.ca/information-management/06_e.html*).

  Together with an inter-departmental working group composed of a variety of information professionals, records management specialists, librarians, archivists, and Web specialists, chaired by Library and Archives Canada, we drafted a Records Management Metadata Standard for the Government of Canada that specifies the metadata to be captured in electronic and hybrid (electronic and paper) systems. We also recognized the need to develop metadata for executive-level correspondence as another component of the Records, Document and Information Management System (RDIMS) that is being developed by Public Works and Government Services Canada, which is intended for government-wide use. This will be more fully explored in 2005-2006. When finalized, both the Records Management Metadata Standard and metadata for executive-level correspondence will help government departments identify, authenticate, describe, and manage their electronic and paper records in a systematic way to meet business, accountability, interoperability, and archival requirements.

  In order to develop a plan to meet departmental clients' needs for advice and guidance on managing electronic information, we conducted an environmental scan of 10 departments and agencies to determine and understand clients' current needs, trends, enablers and constraints with respect to managing electronic information. Analysis showed that 90% of the departments and agencies surveyed are concerned about electronic records use and disposition, and that the biggest challenge is managing electronic mail. The data that we have gathered will enable us to establish standards for managing electronic mail and

guidelines identifying critical attributes of electronic records for use by departments and agencies to assess their electronic records management infrastructure and policies.

- **Increase awareness and understanding of information management (IM) as a core discipline.**

  To increase awareness and understanding of the fundamental value of Information Management as a core discipline for good governance and as an enabler for transforming the business of government and services to clients, we participated in senior-level government IM committees including the Treasury Board Secretariat's Information Management and Policies Committee; the Information Management Champions Committee; the IM Forum, the Council of Federal Libraries; and as co-chair of the IM Leadership Initiative. The Librarian and Archivist of Canada promoted the value of IM at speaking engagements at venues such as the ARMA Canadian Regional Conference held in Vancouver in June 2004; the Council of Federal Libraries Fall Seminar, September 2004; IM Day, September 2004; GTEC-Government Technology Week October 2004; and at the Canadian International Development Agency 10th Annual Strategic Information Management Program, October 2004.

  We shared the government's strategic perspective on IM and our role in supporting the implementation of the Management of Government Information Policy through presentations on topics such as the IM Capacity Check and on other IM guidance tools that we developed to several departments such as Natural Resources Canada, Canada Mortgage and Housing Corporation, the Department of Canadian Heritage, Health Canada, and to IM communities such as the Association of Records Managers and Administrators (ARMA), and the Records Management Institute.

  Our analysis of available IM Capacity Check assessments indicated that in spite of our efforts to promote the importance of IM, its application would be an ongoing exercise. From April 2003 to March 2005, 24 departments and agencies had completed an IM Capacity Check. Another 19 indicated they had projects planned or under consideration. From available IM Capacity Check results we concluded that there is no consistent understanding of IM among departments and agencies; organizational culture, skills and resources are issues; leadership is lacking; a vision or governance structure is often missing or inadequate; IM tools are often inappropriate or lacking. IM issues will continue to be a blend of strategic and operational (e.g. leadership, governance and IM tools); and our work agenda together with that of the central agencies responsible for IM, IM committees, and the IM communities themselves must continue to recognize and address both of these perspectives and needs concurrently.

Description of Program Activity—Information Management Solutions

Under the Management of Government Information Policy, Library and Archives Canada is accountable for the development of operational solutions including standards, guidelines, tools, initiatives, processes, systems and training to support federal departments and agencies in managing their information resources in all media throughout their life cycle, and for providing professional support to government IM communities.

Expected Results—Information Management Solutions

Immediate Results	Intermediate Results	Long-term Results
IM practitioners are better informed about best practices in IM	IM tools/products and best practices are used more effectively in government institutions	Enhanced capacity of government to serve Canadians and achieve better business results through sound information management
IM practitioners in government institutions have access to better, cost-effective standards, tools and practices	Better coordinated IM community	
Increased opportunities for cooperation and exchange among government institutions as part of an IM community	Better coordinated IM community	

Financial Resources:

Planned	Authorities	Actual
$3,048,700	$2,428,000	$2,662,500

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
33 FTEs	24 FTEs	(9) FTEs

2004-2005 Performance Against Commitments—Information Management Solutions

- **Create a functional classification system for government records.**

  We continued to develop a model function-based classification system for government records, which will make it easier for departments to deliver programs and services, to facilitate accountability, achieve interoperability, and to facilitate the proper identification and preservation of the government's documentary heritage.

  Following the development of two prototype model classification structures for the common administrative functions of Finance Management and Human Resources Management in 2003-2004, two additional model function-based classification structures were developed for the Real Property Management, and Materiel Management functions in 2004-2005. The models were developed in consultation and collaboration with business and program staff in the Real Property, and Materiel Management business areas in the Government of Canada, and validated against the contents of existing common administrative records classification systems in use in four Government of Canada departments (Department of Foreign Affairs, Correctional Services Canada, RCMP, and Public Works and Government Services Canada). The remaining model classification structures for the common administrative functions of

Information Management; Information Technology; Security; and Review (audit and evaluation) will be developed in 2005-2006.

In order to provide step by step guidance to departments considering developing or customizing the function-based classification system model in their own departments, and to provide direction on developing a model classification structure for business records, we drafted an implementation guide, which we will refine in 2005-2006.

The Treasury Board Secretariat recognized the potential of the function-based classification system as a key tool for aligning the information of government with the business of government and business processes, thereby facilitating business efficiency, accountability and interoperability, in addition to the proper identification and preservation of the government's documentary heritage. Our work to develop a function-based classification structure became aligned with the Treasury Board Secretariat's Business Transformation Enablement Program, the Government of Canada's Strategic Reference Model, Program Activity Architecture, and Management Resources and Results Structure. Information and guidance on the function-based classification structure was made available on our Web site at (*http://www.collectionscanada.ca/information-management/0630_e.html)*.

- **Develop a generic approach for clearing the backlog of legacy business records.**

  We postponed this commitment. The broader issue of integrating the development of a strategy for a national storage service for government information with the overarching need to develop a strategy for the Federal Records Centres (located in Vancouver, Edmonton, Winnipeg, Toronto, Montreal, Québec City, Halifax and Ottawa) has been folded into a goal for the next three years 2005 to 2008, which will result in the development of a model for storing Government of Canada records of business value in all media.

  As part of the long-term accommodation strategy for the Federal Records Centres, in partnership with an interdepartmental working group, we put into place a Regional Master Standing Offer (RMSO) that will provide appropriate private sector storage and management of Government of Canada records in the National Capital Region (NCR), when records do not meet the admissibility criteria of the NCR Federal Records Centre, or when space in that Centre is insufficient. We will track use of the RMSO for evidence of the cost of the use of the private records centres, and for building one of the strands that will lead over the next three years to the sizing of the business records legacy issue within the Government of Canada.

Description of Program Activity—Information Management Services

LAC provides IM services to the Government of Canada through Federal Record Centres and the Council of Federal Libraries.

Expected Results—Information Management Services

Immediate Results	Intermediate Results	Long-term Results
Improved management of records of continuing value to government	Records and library materials are accessible to federal departments in a cost-effective manner	Enhanced capacity of government to serve Canadians and achieve better business results through sound information management
Increased capacity of federal libraries to provide quality services to staff and clients		

Financial Resources:

Planned	Authorities	Actual
$7,140,600	$7,608,000	$7,992,300

Human Resources: (FTE = Full Time Equivalent)

Planned	Authorities	Difference
130 FTEs	127 FTEs	(3) FTEs

2004-2005 Performance Against Commitments—Information Management Services

- **Strengthen ties to the Council of Federal Libraries to support the role of libraries in managing information resources of government departments and agencies.**

  Library and Archives Canada is legislated to coordinate library services of government institutions, and provide leadership and support to Government of Canada libraries through the Council of Federal Libraries (CFL). We also assisted Government of Canada institutions to ensure that public servants are well informed by managing the Council of Federal Libraries Consortium, which negotiated with vendors to establish shared and lower prices for information products and services.

  The CFL continued to build stronger links between the federal library community and the federal IM community, in support of the objectives of the CFL Community Renewal Project (*http://collectionscanada.ca/cfl-cbgf/s37-170-e.html*) to reorient, renew and re-define the role of federal libraries within the IM model of the Government of Canada. It promoted integration between the federal library and the larger IM community through representation at senior management level IM fora such as the IM Forum; as one of the hosts of the IM Community Assembly, a component of the Managing Government Information Annual Forum; and via its annual CFL Fall Seminar, and Agatha Bystram Award for Leadership in IM.

  The CFL consulted over thirty federal libraries on their expectations of the role of the Council as the leadership body for libraries in the Government of Canada and on their vision of future models for federal library services. The information collected was used to inform a

first draft of a strategy for federal libraries, which will be further developed in 2005-2006 in broader consultation with both users and non-users of federal library services.

The CFL Consortium developed a Strategic Plan, which is available at (*http://www.collectionscanada.ca/consortium/s38-120-e.html#c)*. Through cost effective procurement of library materials and services the Consortium enabled increased access to information products and services for federal libraries. For example, a service for centrally signed invoices resulted in an immediate 10% savings to all members, which will result in an estimated annual savings of over $1,000,000 in subscriptions to library resources and services. The Consortium also made a successful funding application to Treasury Board Secretariat's Management of Government Information Policy Implementation Fund for a 'proof of concept' project on site licensing of electronic resources (full-text databases), which will be carried out in 2005-2006.

Other Items of Interest

Library and Archives Canada's Corporate Management

2004-2005 Performance Against Commitments

- **Continuing Our Transformation Process**

  We advanced the transformation process in consultation with employees, partners and stakeholders. We implemented our organization and governance structure, defined an integrated functional model for the new institution to facilitate the delivery of our new legislated mandate, and began four major initiatives that are the catalysts for moving the LAC as a knowledge institution into the 21st century. We began to define our national role and assistance programs, and to align our systems, policies, priorities and budgets with the federal government's focus on citizens, values, results and responsible spending.

- **Strengthening Our Capacity to Manage**

  We defined internal enabling strategies to allow us to strengthen our capacity to manage as an outcome focussed organization that is flexible, and technology-enabled, with a strong work force in a healthy and supportive work environment. Emphasis was placed on working horizontally among all sectors of the institution. We developed and implemented a transition plan for the migration of resources and administration to a single institution. A new Chart of Accounts was introduced, and a new Program Activity Architecture was approved and cross-walked from the former Planning Reporting and Accountability Structure of the former National Library and National Archives. We built upon our Modern Management Capacity Check to ensure relevant and evidence-based information on our performance. We strengthened management capacity through training in modern management and providing proper tools. Managers were offered a series of courses on the federal government's Management Accountability Framework (MAF) and were provided with a self-assessment tool of practices based on the elements of the MAF.

- **Developing Human Resources**

  Fiscal Year 2004-2005 was a period of great change and opportunity for Library and Archives Canada. Our new *Act* sanctioned the implementation of a new organization structure. At the same time, construction of the new home of Library and Archives Canada Headquarters at Place de la Cité in Gatineau, Québec was moving towards completion and staff began to move to the new location in November 2004. Prompted in part by these changes, 260 employees, over 20% of the department's workforce, left the institution for myriad reasons. The ongoing challenges created by such significant staff turnover also provided opportunities with respect to employment equity and renewal of our workforce.

  We took steps to modernize human resources (HR) management in line with the *Public Service Modernization Act.* Employees' skills and competencies were assessed and gaps identified. We drafted a learning policy, which recommends the adoption of a competency-

based approach to human resources management. However, no resources have been allocated for the development of key competencies for the organization until the policy is approved. Strengthening Library and Archives Canada's management capacity will continue to be an ongoing priority for the next few years.

We appointed an HR Advisor as the Employment Equity Coordinator, with the responsibility to promote Employment Equity in partnership with the Employment Equity and Diversity Working Group. In addition, all mangers and HR Advisors were deemed responsible for developing strategies and to carry out staffing to ensure that Library and Archives Canada works towards meeting labour market availability targets. We made some progress in increasing the number of two Employment Equity groups. The representation of Aboriginal employees increased by 0.4% and is over the labour market availability. The representation of visible minorities increased by 0.55% but we are still below labour market availability. Some measures were taken to correct this under-representation such as the development of branch Employment Equity Plans tied to management accountability agreements, and the use of Public Service Commission programs specially designed to recruit students and other members of Employment Equity groups. We will continue to recommend the participation of visible minorities on selection boards and recruitment campaigns that target visible minorities.

- **Establishing a Risk Management Framework**

Managers received training on risk management and on audit and evaluation techniques, as their capacity to identify risks to the organization will influence future decisions and strategies. Library and Archives Canada's risk context has been established and working sessions were scheduled to begin in May 2005. Library and Archives Canada's Integrated Risk Management Framework is scheduled for completion by fall 2005.

- **Aligning Information Technology (IT)**

We moved our IT facilities and services to a new location at Place de la Cité in Gatineau, Québec. A new and improved computer room was constructed, and new and faster routers and Internet links were installed. We also converted all staff workstations to a standard desktop environment. This was a critical factor in allowing us to align IT investments with the requirements of the new institution and to reduce the complexity of the IT environment and the overhead of maintaining multiple systems. Standardization of the desktop environment has improved productivity and provided consistency in the ability of staff to communicate with each other and with Canadians.

- **Addressing Accommodation Needs**

It will be a multi-year exercise to fully address our accommodation needs. Our long-term vision is that all of our administration, preservation and storage activities, as well as our many professional activities would be moved to a new location and developed around our existing Preservation Centre in Gatineau, Quebec to form a single campus. Public access to our collection would be preserved by maintaining a presence in Ottawa at a renovated 395 Wellington Street building and the Portrait Gallery of Canada, which is scheduled to open in

late 2007. In 2004-2005 however, we implemented the moves of administrative and professional activities to Place de la Cité in Gatineau, Québec. Of the nine floors, which will house Library and Archives Canada staff, five floors now house staff and operations. Of the four remaining floors, two will be occupied in August 2005, and we will complete the design of the last two floors for moves to take place by early fall 2005. The project schedule has been very tight and resources are limited.

We proceeded to develop a business case to be submitted to Treasury Board for the approval of funds for shelving that we need to maximize the storage capacity and use of space within a temporary collection facility. After Treasury Board in the fall of 2005, the implementation and moves to the interim storage facility will continue into 2006-2007.

Construction of a new collection facility for cellulose nitrate films was to begin in 2004-2005; however, a contractual dispute and insufficient funding delayed the project. Options to address the funding shortfall and the need to vacate the current site were developed and considered. Discussions are underway regarding the most appropriate solutions, and work is proceeding on evaluating the condition of the nitrate collection as well as the extent of nitrate holdings, not in the care of LAC.

- **Developing Performance Information and Measures**

Our work on developing a Performance Measurement Framework was overtaken by our participation in Treasury Board Secretariat's government-wide initiative to develop a Management Resources and Results Structure (MRRS). The process to develop the MRRS included the Program Activity Architecture (PAA), description of program activities and sub-activities, result statements, performance indicators, baseline data and targets for future performance. In 2004-2005 the PAA, with program descriptions and results statements, was approved. Some work has begun on developing performance indicators. Work remains to be done on a logic model for the institution.

Library and Archives Canada's Documentary Heritage Collection

Our collection of Canada's documentary heritage is an unparalleled record of the development and achievements of Canadian society and a reflection of the rich intellectual and creative output of its people. This national resource of inestimable value is open and accessible, and belongs to the people of Canada.

This collection is the most comprehensive collection in the world of materials published in Canada, about Canada and by Canadians, as well as material published abroad with Canadian content or by Canadian authors, composers and performers. It also comprises the Government of Canada's documentary heritage, some of which pre-date Confederation, and documents from individuals, organizations and associations in every imaginable format, including diaries, letters, photographs, documentary art, portraiture, music, film and video, sound recordings, philately, maps, plans, and geomatic data.

Other parts of the collection include literary archives, children's literature, rare books, including Canadian publications before 1867, and the Lowy Collection of Hebraica and Judaica.

Our private archival record collections include the papers of: Governors-General, Supreme Court judges, the Federal Court and its predecessor courts, senior public servants (including diplomats and senior military officers); labour records of individuals and organizations and economic records of individuals and organizations.

We also hold nationally significant personal and political records created by federal politicians and political parties, as well as records of Canada's prime ministers, cabinet ministers, members of Parliament, and senators. Electronic records of all kinds are increasingly prevalent.

By developing, preserving and making Canada's documentary heritage collection accessible, we:

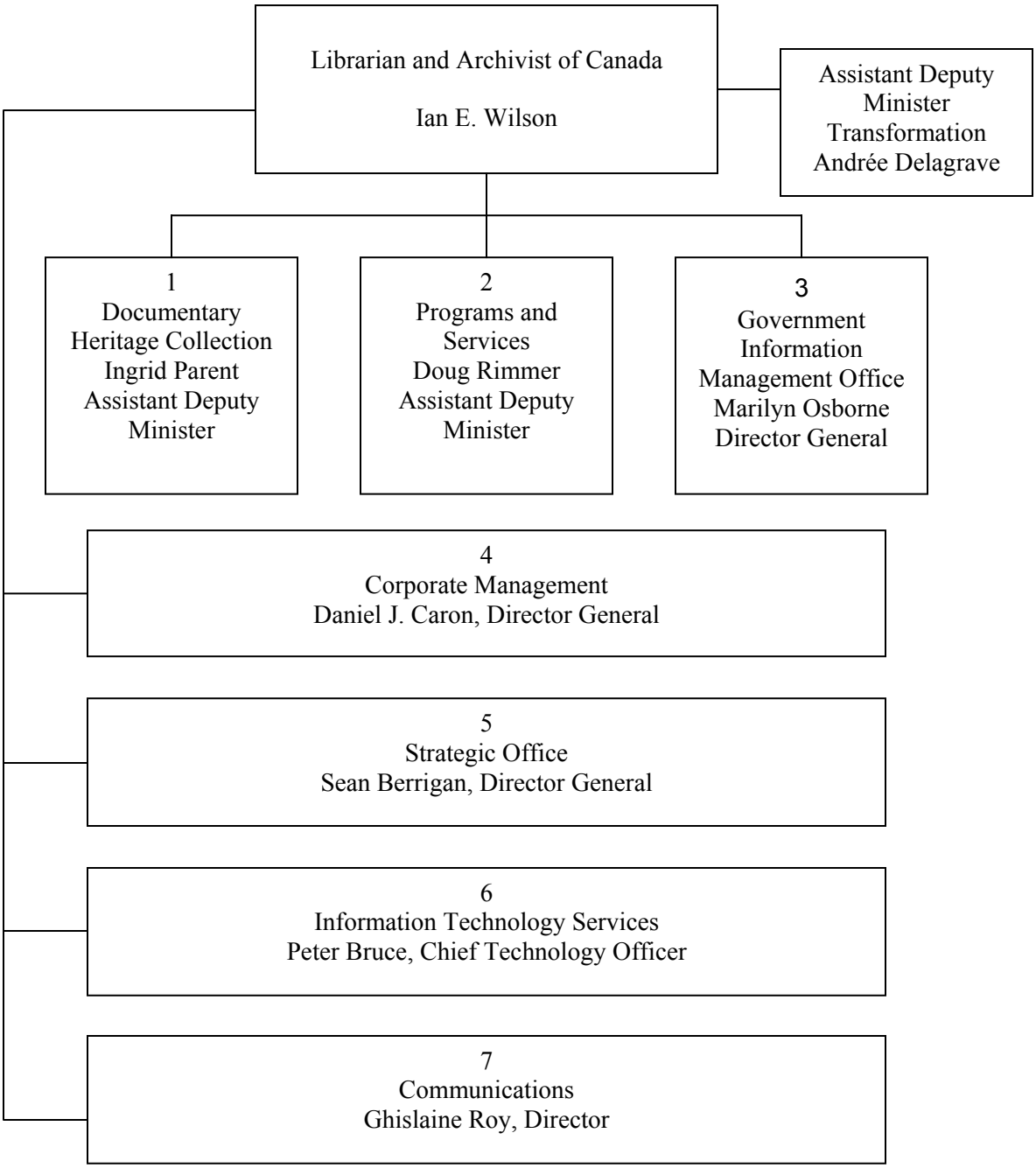
- help Canadians see and understand themselves and their history;
- create and share in networks of learning, literacy, scholarship and cultural discovery;
- keep the institutional memory of the Government of Canada;
- support Canadians' rights of citizenship, pension rights, land claims and sovereignty;
- respond to the needs of Canada as a successful knowledge society.

The table on the following page provides some statistics on Library and Archives Canada's documentary heritage collection.

Extent of Library and Archives Canada Collection					
Published Heritage	**Extent 2004-2005**	**Extent 2003-2004**	**Archival Heritage**	**Extent 2004-2005**	**Extent 2003-2004**
Access and Service Collection	9,059,852 items	8,753,950 items	Government Textual Records	123,509 linear metres	121,264 linear metres
Preservation Collection	2,550,965 items	2,459,296 items	Private Textual Records	45,837 linear metres	45,628 linear metres
Canadian Official Publications Collection	2,193,506 items	2,160,623 items	Electronic Records	44.5 terabytes	3.5 terabytes
Newspaper Collection	651,415 items	631,178 items	Maps and Architectural Drawings	Maps: 1,792,867 Architectural drawings: 1,143,939	Maps: 1,792,715 Architectural drawings: 1,141,899
Music Collection	565,197 items	547,195 items	Film, Sound and Video Recordings	Film: 72,939 hours Sound: 165,389 hours Video: 131,086 hours	Film: 72,698 hours Sound: 164,427 hours Video: 116,123 hours
Rare Book Collection	102,125 items [1]	205,350 items	Documentary Art	366,440 items	357,130 items
Lowy Colllection (Hebraica and Judaica)	27,963 items	27,879 items	Photography	24,610,855 images	24,596,937 images
Staff Resource Centre Collection	35,000 items [2]	80,418 items	Philately	1,015,449 items	1,000,893 items

1. In 2003-2004, Literary Manuscripts were included in this figure; they are now included in Archival Heritage, Private Textual Records
2. Due to the move to Place de la Cité, material was transferred to Published Heritage,Access and Service Collection.

Organization Structure



1, 2 and 3 are the operational sectors of Library and Archives Canada. They reflect our legislated mandate and program activity architecture. Corresponding strategic outcomes are:

1. Canada's documentary heritage is known, accessible and used.
2. Canada's documentary heritage is safeguarded and organized for current and future generations.
3. Information and knowledge are effectively managed within the Government of Canada.

Financial Information

In 2004-2005, the *Library and Archives of Canada Act*, proclaimed on May 21, 2004, created Library and Archives Canada as the successor to the National Library of Canada and the National Archives of Canada. Many changes have occurred with the amalgamation of the agencies including the decision to provide information from 2004-2005 on results according to the strategic outcomes of Library and Archives Canada as defined in its Program Activity Architecture.

The *Main Estimates* and the *Report on Plans and Priorities* for 2004-2005 were prepared separately for the National Library and the National Archives of Canada. For presentation and comparative purposes, the Main Estimates and Planned Spending presented in the following tables correspond to the sum of the National Library of Canada and the National Archives of Canada Main Estimates and Planned Spending.

Library and Archives Canada Financial Performance Overview

Library and Archives Canada's Main Estimates for 2004-2005 were $96,461,000 including contributions to employee benefit plans. The operating amount carried forward from 2003-2004 was $2,694,796. Library and Archives Canada also received funding from Treasury Board to cover the increased salary costs resulting from collective bargaining agreements. Additional temporary funding was received during the year for specific initiatives, including:

- $9.35 million from the Treasury Board for the accommodation of the headquarters at Place de la Cité;
- Transfers from the Department of Canadian Heritage for approximately $5.5 million for the Canadian Culture Online program;
- $0.780 million from the Treasury Board for the Portrait Gallery of Canada;
- $0.652 million from the Treasury Board for the processing and preservation of the Right Honourable Jean Chrétien's personal and political papers.

In return, $500,000 was transferred back to the Department of Canadian Heritage in regards to spending authorities related to the government-wide reallocation initiative in addition to a reduction of $625,000 in our spending authorities. These and other adjustments brought the total funds available for the year to $114,569,351 (see Table 1).

Library and Archives Canada is comprised of 7 sectors managing its program through 3 strategic outcomes and 9 program activities (see Table 6). The administration costs of these activities for 2004-2005 total approximately $42 million representing 37% of the total spending for this year. The costs of Corporate Services are shared between each of the program activities based on a formula approved by the Treasury Board Secretariat.

In 2004-2005, Library and Archives Canada generated revenues in the amount of $754,500 of which $463,100 was respendable. These revenues are from access to and reproduction of archival and collection materials. The organization also received $93,646 during the year from

the sale of surplus Crown Assets, bringing the total available funds for use to $123,451 (including $29,805 available from previous years). Of this, $91,710 was used in general operations this year.

Table 1: Comparison of Planned Spending and Full Time Equivalents

($ thousands)	2002–03 Actual	2003–04 Actual	2004–2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Development of Collection	36,194.6	35,284.9	30,466.4	32,314.4	38,063.4	37,412.4
Description of Collection	11,050.9	10,666.6	15,194.7	15,754.7	14,061.1	13,825.6
Care of Collection	17,956.4	17,484.1	17,932.4	36,536.4	19,014.0	19,031.5
Services	19,554.0	19,030.9	18,672.0	19,302.0	21,101.8	20,921.2
Programs	7,717.7	7,521.8	2,511.7	2,616.7	8,209.5	8,021.1
Portrait Gallery of Canada	1,218.8	1,132.1	159.0	25,003.0	1,654.4	1,533.7
Information Management Strategies	2,051.2	2,013.4	1,685.5	1,755.5	2,429.2	1,809.8
Information Management Solutions	2,368.0	2,299.0	2,943.7	3,048.7	2,428.0	2,662.5
Information Management Services	7,093.2	6,885.6	6,895.6	7,140.6	7,608.0	7,992.3
Total	**105,204.8**	**102,318.4**	**96,461.0**	**143,472.0**	**114,569.4**	**113,210.1**
Less: Non-Respendable revenue	297.7	579.1	N/A	10.0	291.4	291.4
Plus: Cost of services received without charge (see Table 4)	37,215.9	41,115.6	N/A	37,277.0	41,972.2	41,972.2
Net cost of Department	**142,123.0**	**142,854.9**	**96,461.0**	**180,671.0**	**156,250.2**	**154,890.9**
Full Time Equivalents	**1,156**	**1,167**	**N/A**	**1,168**	**N/A**	**1,147**

1. In 2004-2005, the National Archives (NA) and the National Library (NL) were merged to create Library and Archives Canada (LAC). To be consistent and for a better comparison between the 3 years, we combined the figures from NA and NL for the years 2002-2003 and 2003-2004.
2. Following the merger of NA and NL, LAC has revised its presentation of respendable revenues. Figures for previous fiscal years have been modified accordingly with the new presentation standards allowing for a better comparison between the presented 3 fiscal years. These modifications impact on the Net cost of Department. Details of the non-respendable revenues are provided in Table 5.
3. Some fields have been marked as not applicable (N/A) since there is no existing corresponding data.
4. Main Estimates and Planned Spending figures correspond to the sum of the NL and NA Main Estimates and Planned Spending.
5. Total Planned Spending includes $47,011,000 re-profiled into future years.
6. Total Authorities include spending approvals obtained subsequent to the Main Estimates.

Table 2: Use of Resources by Program Activity

2004–2005 ($ thousands)						
Program Activity	Budgetary					Total
	Operating	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	
Development of Collection						
Main Estimates	30,466.4		30,466.4		30,466.4	30,466.4
Planned Spending	32,314.4		32,314.4		32,314.4	32,314.4
Total Authorities	38,063.4		38,063.4		38,063.4	38,063.4
Actual Spending	37,412.4		37,412.4		37,412.4	37,412.4
Description of Collection						
Main Estimates	15,194.7		15,194.7		15,194.7	15,194.7
Planned Spending	15,754.7		15,754.7		15,754.7	15,754.7
Total Authorities	14,061.1		14,061.1		14,061.1	14,061.1
Actual Spending	13,825.6		13,825.6		13,825.6	13,825.6
Care of Collection						
Main Estimates	17,932.4		17,932.4	-	17,932.4	17,932.4
Planned Spending	36,536.4		36,536.4	-	36,536.4	36,536.4
Total Authorities	19,456.4		19,456.4	442.4	19,014.0	19,014.0
Actual Spending	19,386.6		19,386.6	355.1	19,031.5	19,031.5
Services						
Main Estimates	17,465.0	1,776.0	19,241.0	569.0	18,672.0	18,672.0
Planned Spending	18,095.0	1,776.0	19,871.0	569.0	19,302.0	19,302.0
Total Authorities	18,129.9	3,098.5	21,228.4	126.6	21,101.8	21,101.8
Actual Spending	17,930.7	3,098.5	21,029.2	108.0	20,921.2	20,921.2
Programs						
Main Estimates	2,511.7		2,511.7		2,511.7	2,511.7
Planned Spending	2,616.7		2,616.7		2,616.7	2,616.7
Total Authorities	8,209.5		8,209.5		8,209.5	8,209.5
Actual Spending	8,021.1		8,021.1		8,021.1	8,021.1
Portrait Gallery of Canada						
Main Estimates	159.0		159.0		159.0	159.0
Planned Spending	25,003.0		25,003.0		25,003.0	25,003.0
Total Authorities	1,654.4		1,654.4		1,654.4	1,654.4
Actual Spending	1,533.7		1,533.7		1,533.7	1,533.7

Table 2: Use of Resources by Program Activity (continued)

2004–2005 ($ thousands)						
Program Activity	Budgetary					Total
	Operating	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	
Information Management Strategies						
Main Estimates	1,685.5		1,685.5		1,685.5	1,685.5
Planned Spending	1,755.5		1,755.5		1,755.5	1,755.5
Total Authorities	2,429.2		2,429.2		2,429.2	2,429.2
Actual Spending	1,809.8		1,809.8		1,809.8	1,809.8
Information Management Solutions						
Main Estimates	2,943.7		2,943.7		2,943.7	2,943.7
Planned Spending	3,048.7		3,048.7		3,048.7	3,048.7
Total Authorities	2,428.0		2,428.0		2,428.0	2,428.0
Actual Spending	2,662.5		2,662.5		2,662.5	2,662.5
Information Management Services						
Main Estimates	6,895.6		6,895.6		6,895.6	6,895.6
Planned Spending	7,140.6		7,140.6		7,140.6	7,140.6
Total Authorities	7,608.0		7,608.0		7,608.0	7,608.0
Actual Spending	7,992.3		7,992.3		7,992.3	7,992.3

1. The Main Estimates and Planned Spending figures correspond to the sum of the National Library and the National Archives Main Estimates and Planned Spending.
2. The total Planned Spending includes an amount of $47,011,000 re-profiled into future years.
3. Total Authorities include spending approvals obtained subsequent to Main Estimates.

Table 3: Voted and Statutory Elements

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–2005 (thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
46	Operating expenditures	84,275.0	131,286.0	102,882.6	101,555.1
(S)	Contributions to employee benefit plans	12,186.0	12,186.0	11,575.4	11,575.4
(S)	Spending of proceeds from the disposal of surplus Crown Assets	-	-	123.5	91.7
(S)	Refunds of amounts credited to revenues in previous years	-	-	(12.1)	(12.1)
	Total	**96,461.0**	**143,472.0**	**114,569.4**	**113,210.1**

1. The Total Main Estimates and Planned Spending figures correspond to the sum of the National Library and the National Archives Main Estimates and Planned Spending.
2. The total Planned Spending includes an amount of $47,011,000 re-profiled into future years.
3. Total Authorities include spending approvals obtained subsequent to Main Estimates.

Table 4: Net Cost of Department

($ millions)	2004–2005
Total Actual Spending	113,210.1
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services Canada	36,863.9
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds)	5,036.2
Worker's compensation coverage provided by Social Development Canada	66.8
Salary and associated expenditures of legal services provided by Justice Canada	5.3
Less: Non-respendable Revenue	291.4
2004–2005 Net cost of Department	**154,890.9**

Table 5: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue

($ thousands)	Actual 2002-03	Actual 2003-04	2004-2005 Main Estimates	2004-2005 Planned Revenue	2004-2005 Total Authorities	2004-2005 Actual
Care of Collection						
Services Fees					442.4	355.1
Services						
Services Fees	214.8	323.0	569.0	569.0	126.6	108.0
Total Respendable Revenue	**214.8**	**323.0**	**569.0**	**569.0**	**569.0**	**463.1**

Non-Respendable Revenue

($ thousands)	Actual 2002-03	Actual 2003-04	2004-2005 Main Estimates	2004-2005 Planned Revenue	2004-2005 Total Authorities	2004-2005 Actual
Development of Collection						
Refunds of previous years' expenditures			-	-	-	6.7
Adjustments to prior year's payables						55.0
Proceeds from the disposal of surplus Crown Assets						23.7
Other adjustments						(27.6)
Description of Collection						
Refunds of previous years' expenditures			-	-	-	4.6
Adjustments to prior year's payables						25.9
Proceeds from the disposal of surplus Crown Assets						11.6
Other adjustments						(13.0)
Care of Collection						
Refunds of previous years' expenditures			-	-	-	8.1
Adjustments to prior year's payables						30.7
Proceeds from the disposal of surplus Crown Assets						13.7
Other adjustments						(15.4)
Services						
Refunds of previous years' expenditures			-	-	-	18.5
Adjustments to prior year's payables						29.2
Proceeds from the disposal of surplus Crown Assets						13.0
Miscellaneous revenues			-	10.0	-	24.3
Other adjustments						(14.6)

Table 5: Sources of Non-Respendable Revenue (continued)

($ thousands)	Actual 2002-03	Actual 2003-04	2004-2005			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Programs						
Refunds of previous years' expenditures			-	-	-	17.8
Information Management Solutions						
Refunds of previous years' expenditures			-	-	-	28.4
Information Management Services						
Refunds of previous years' expenditures			-	-	-	7.7
Adjustments to prior year's payables						11.3
Proceeds from the disposal of surplus Crown Assets			-	-	-	31.8
Total non-respendable revenue						
Refunds of previous years' expenditures	**22.8**	**16.9**	-	-	**-**	**91.8**
Adjustments to prior year's payables	**35.6**	**233.5**	-	-	**-**	**152.1**
Proceeds from the disposal of surplus Crown Assets	**146.0**	**219.7**	-	-	**123.5**	**93.8**
Miscellaneous revenues	**65.7**	**60.9**	-	**10.0**	**-**	**24.3**
Other adjustments	**27.6**	**48.1**	-	-	**-**	**(70.6)**
Total non-respendable revenue	**297.7**	**579.1**	N/A	**10.0**	**N/A**	**291.4**
Total revenue	**512.5**	**902.1**		**579.0**		**754.5**

1. In 2004-2005, the National Archives (NA) and the National Library (NL) merged to create Library and Archives Canada. To be consistent and for a better comparison between the 3 years, we combined the figures from NA and NL for 2002-2003 and 2003-2004.
2. The distribution of the non-respendable revenue for 2002-2003 and 2003-2004 is not available by Program Activity.
3. For 2004-2005, Treasury Board Secretariat has accepted our revised vote wording to expand our vote-net authority to include access to and reprography of other materials from the collection that were previously not eligible under the authority of the NL. The figures shown in 2002-2003 and 2003-2004 represents the NA respendable revenues only since the NL did not have the vote-net authority for those years.
4. Since in 2002-2003 and 2003-2004, NL did not have the vote-net authority to include access to and reprography of other materials from the collection, the other revenues included the user fees charged by the NL ($36,350 in 2002-2003 and $36,563 in 2003-2004).
5. Adjustments related to Accrual Accounting Principles.
6. Main Estimates and Planned Spending figures correspond to the sum of the NL and NA Main Estimates and Planned Spending.

Table 6: Resource Requirements by Sector

2004-2005										
($ thousands)	**Development of Collection**	**Description of Collection**	**Care of Collection**	**Services**	**Programs**	**Portrait Gallery of Canada**	**Information Management Strategies**	**Information Management Solutions**	**Information Management Services**	**Total**
Documentary Heritage Collection										
Main Estimates	19,213.2	8,193.7	10,795.0	-	-	-	-	-	-	38,201.9
Planned Spending	19,941.2	8,193.7	28,734.0	-	-	-	-	-	-	56,868.9
Total Authorities	21,444.5	3,591.3	8,904.9	-	-	-	-	-	-	33,940.7
Actual Spending	20,986.3	3,921.3	9,045.1	-	-	-	-	-	-	33,952.7
Programs & Services										
Main Estimates	-	-	-	10,917.3	1,488.0	159.0	-	-	-	12,564.3
Planned Spending	-	-	-	10,917.3	1,488.0	25,003.0	-	-	-	37,408.3
Total Authorities	-	-	-	8,974.7	6,703.4	1,633.4	-	-	-	17,311.5
Actual Spending	-	-	-	9,139.1	6,480.8	1,512.7	-	-	-	17,132.6
Government Information Management Office										
Main Estimates	-	-	-	-	-	-	1,002.8	1,920.3	4,507.2	7,430.3
Planned Spending	-	-	-	-	-	-	1,002.8	1,920.3	4,507.2	7,430.3
Total Authorities	-	-	-	-	-	-	1,449.6	891.3	3,941.5	6,282.4
Actual Spending	-	-	-	-	-	-	843.4	1,145.5	4,371.6	6,360.5
Strategic Office										
Main Estimates	939.6	469.8	557.9	528.5	88.1	-	58.7	88.1	204.5	2,935.2
Planned Spending	939.6	469.8	557.9	528.5	88.1	-	58.7	88.1	204.5	2,935.2
Total Authorities	1,382.0	691.0	820.5	777.4	129.6	-	86.4	129.6	302.3	4,318.8

2004-2005										
($ thousands)	Development of Collection	Description of Collection	Care of Collection	Services	Programs	Portrait Gallery of Canada	Information Management Strategies	Information Management Solutions	Information Management Services	Total
Actual Spending	1,307.2	653.4	775.9	735.1	122.5	-	81.7	122.5	285.9	4,084.2
Information technology Services										
Main Estimates	3,240.6	2,995.9	2,380.2	3,250.1	272.8	-	181.9	272.8	637.6	13,231.9
Planned Spending	3,240.6	2,995.9	2,380.2	3,250.1	272.8	-	181.9	272.8	637.6	13,231.9
Total Authorities	3,099.4	2,979.6	2,223.7	3,609.2	264.2	-	176.2	264.2	616.6	13,233.1
Actual Spending	3,081.1	2,759.6	2,219.1	3,751.7	266.3	-	175.5	263.2	614.1	13,130.6
Corporate Management										
Main Estimates	6,193.5	3,095.6	3,677.1	3,481.4	580.3	-	387.1	580	1,353.9	19,348.9
Planned Spending	7,313.5	3,655.6	4,342.1	4,111.4	685.3	-	457.1	685.0	1,598.9	22,848.9
Total Authorities	11,279.1	6,370.0	6,555.3	7,257.7	1,031.8	21.0	663.4	1,062.4	2,559.8	36,800.5
Actual Spending	11,213.8	6,079.3	6,502.2	6,831.8	1,074.3	21.0	657.7	1,054.1	2,540.5	35,974.7
Communications										
Main Estimates	879.5	439.7	522.2	494.7	82.5	-	55.0	82.5	192.4	2,748.5
Planned Spending	879.5	439.7	522.2	494.7	82.5	-	55.0	82.5	192.4	2,748.5
Total Authorities	858.4	429.2	509.6	482.8	80.5	-	53.6	80.5	187.8	2,682.4
Actual Spending	824.0	412.0	489.2	463.5	77.2	-	51.5	77.2	180.2	2,574.8

1. Main Estimates and Planned Spending figures correspond to the sum of the National Library and the National Archives Main Estimates and Planned Spending.
2. The total Planned Spending includes $47,011,000 re-profiled into future years.
3. Total Authorities include spending approvals obtained subsequent to the Main Estimates

Table 7: Special Cost-Recovered Services Provided to Other Government Organizations

($ thousands)				
Organization	**2004-2005**	**2003-2004**	**2002-2003**	**2001-2002**
Canada Customs and Revenue Agency	$1,432.5	$1,397.5	$1,329.8	$1,190.0
Indian Residential Schools Resolution Canada	$36.0	$33.8	N/A	N/A
Veterans Affairs Canada	$36.1	$35.8	$35.4	$29.4
Canadian Broadcasting Corporation	$4.9	$7.3	$5.2	$6.1
Total	**$1,509.5**	**$1,474.4**	**$1,370.4**	**$1,225.5**

Table 8-A: 2004-2005 User Fees Reporting – User Fees Act

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Perform-ance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Copies of textual documents and microforms by LAC staff	(O)	*The Department of Canadian Heritage Act*, sections 8 to 12	Published in Canada Gazette, Part 1, January 18, 2002	Not available by fee type	419.2	Not available by fee type	Regular orders are processed within 30 days of receipt. For rush service see section C.	80%	2005-06 2006-07 2007-08	Not available by fee type	Not available by fee type
Copies of 105-mm microfiches of maps and architectural drawings documents produced by LAC staff	(O)	Same as above	Same as above	Same as above	18.5	Same as above	Regular orders are processed within 30 days of receipt for a maximum of 75 copies per month per client. For rush service see section C.	95%	2005-06 2006-07 2007-08	Same as above	Same as above
Copies of documents on microform produced by clients themselves	(O)	Same as above	Same as above	Same as above	Included in 419.2 above	Same as above	N/A	100%	2005-06 2006-07 2007-08	Same as above	Same as above
Copies of black-and-white line copy of archival records (e.g., maps and architectural drawings) produced by LAC staff	(O)	Same as above	Same as above	Same as above	0.6	Same as above	Orders are processed within 30 days of receipt.	None supplied	2005-06 2006-07 2007-08	Same as above	Same as above
Production of a 35-mm slide from original material containing textual, pictorial or cartographic information produced by LAC staff	(O)	Same as above	Same as above	Same as above	0	Same as above	Orders are processed within 30 days of receipt.	None supplied	2005-06 2006-07 2007-08	Same as above	Same as above
Reproduction of a 35-mm slide from either a 35-mm existing slide or a 4 by 5 inch transparency containing either textual, pictorial or cartographic information produced by LAC staff	(O)	Same as above	Same as above	Same as above	0.4	Same as above	Orders are processed within 30 days of receipt.	None supplied	2005-06 2006-07 2007-08	Same as above	Same as above
Copies of archival records created in electronic formats produced by LAC staff	(O)	Same as above	Same as above	Same as above	0	Same as above	Orders are processed within 30 days of receipt.	100%	2005-06 2006-07 2007-08	Same as above	Same as above
Service fee for reproduction of documents produced by private sector suppliers	(O)	Same as above	Same as above	Same as above	51.3	Same as above	Upon receipt of request: For copied material: approx. 6 weeks For uncopied material: approx. 10-12 weeks	95% for the 6 weeks and the 10-12 weeks.	2005-06 2006-07 2007-08	Same as above	Same as above
Postage and handling	(O)	Same as above	Same as above	Same as above	27.9	Same as above	N/A	N/A	2005-06 2006-07 2007-08	Same as above	Same as above
Sub-total (O)				Not available	517.9	492.1			2005-06 2006-07 2007-08	320.0 Not available	492.1 Not available

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Perform-ance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Miscellaneous non-tax revenues	(O)	Same as above		Not available	0.3	Not available	N/A	N/A	2005-06 2006-07 2007-08	10.0 Not available	Not available
Sub-total (O)				Not available	0.3	Not available	N/A	N/A	2005-06 2006-07 2007-08	10.0 Not available	Not available
Fees charged for the processing of access requests filed under the *Access to Information Act*	(O)	*Access to Information Act*	1992	Not Available	4.2	812.1	Framework under development by Treasury Board Secretariat ***More information:*** *http://lois.justice.gc.ca/en/a-1/8.html*	Not Available	2005-06 2006-07 2007-08	Not available	Not available
Sub-total (O)				Not available	4.2	812.1	N/A	N/A	2005-06 2006-07 2007-08	Not available	Not available
Total (O)				**Not available**	**522.4**	**1,304.2**			**2005-06 2006-07 2007-08 Total**	**330.0 Not available**	**492.1 Not available**

B. Date Last Modified:

N/A

C. Other Information:

The Web site *www.collectionscanada.ca/archivianet* contains further information regarding our services, prices and performance standards.

Rush service

Copies of textual documents and microforms by LAC staff			**Copies of 105-mm microfiches, maps and architectural drawings produced by LAC staff**		
Please note that written requests cannot be processed in less than 5 working days due to the following factors: registration of requests; delay of 24 hours for delivery of documents from off-site storage; identification of requested documents by staff; special handling of archival documents. Processing times apply once orders have been received in our services.			Please note that written requests cannot be processed in less than 7 working days due to the following factors: registration of requests; delay of 24 hours for delivery of documents from off-site storage; identification of requested documents by staff. Processing times apply once orders have been received in our services.		
Number of copies	**Response time**		**Number of copies**	**Response time**	
	In-person request	**Written request**		**In-person request**	**Written request**
100	Maximum of 100 copies per 24 hours	5 working days	50	Maximum of 50 copies per 24 hours	7 working days
500 – 999	5 working days	7 working days	250 – 499	5 to 10 working days	7 to 10 working days
1,000 – 1,999	10 working days		500 – 749	10 to 15 working days	
2,000 – 2,999	15 working days		750 – 999	15 to 20 working days	
3,000 – 3,999	20 working days		1,000 – 1,249	20 to 25 working days	
4,000 – 4,999	25 working days		1,250 – 1,500	25 to 30 working days	
5,000 – 6,000	30 working days				

Table 8-B: 2004–2005 Policy on Service Standards for External Fees

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Copies from textual documents and from microforms by LAC staff.	Regular orders are processed within 30 days of receipt. For rush service see Table 8-A Section C.	The processing standard of 30 days has been met at 80%. The processing standard for the rush service has been met at 98%.	A user survey took place from October 27, 2004 to November 2, 2004. 127 replies were received which represent 18.5% of visitors for that period. 57% were satisfied with the regular photocopy service. Clients found that the delays were too long. 69% were satisfied with the rush service. Many clients found the service too expensive. More resources have been put into this service to reduce the delays and bring the turnaround time to the established service standard level. As well, an action plan is being developed to implement a 6-month pilot project for the use of self-serve digital cameras to copy textual documents and to digitally scan microforms.
Copies from 105-mm microfiches of maps and architectural drawings documents produced by LAC staff.	Regular orders are processed within 30 days of receipt for a maximum of 75 copies per month per client. For rush service see Table 8-A Section C.	The processing standard of 30 days has been met at 95%. The processing standard for the rush service has been met at 98%.	No consultation was done.
Copies of documents on microform produced by clients themselves.	N/A	Clients serve themselves. They pick-up the microforms from the shelf and make their own copies.	A user survey took place from October 27, 2004 to November 2, 2004. 127 replies were received, which represents 18.5% of visitors for that period. 63% were satisfied with the self-serve microform service. Clients indicated that there was not enough equipment and the chairs were very uncomfortable. Four new reader-printer-scanners were purchased and all the chairs were replaced with new ones.
Copies of black-and-white line copy of archival records (e.g., maps and architectural drawings) produced by LAC staff.	Orders are processed within 30 days of receipt.	No requests received.	
Production of a 35-mm slide from original material containing textual, pictorial or cartographic information produced by LAC staff.	Orders are processed within 30 days of receipt.	No requests received.	
Reproduction of a 35-mm slide from either a 35-mm existing slide or a 4 by 5 inch transparency containing either textual, pictorial or cartographic information produced by LAC staff.	Orders are processed within 30 days of receipt.	No requests received.	
Copies of archival records created in electronic formats produced by LAC staff.	Orders are processed within 30 days of receipt.	The processing standard of 30 days has been met at 100%.	No consultation was done.
Service fee for reproduction of documents produced by private sector suppliers.	Upon receipt of request: For copied material: approx. 6 weeks For uncopied material: approx. 10 -12 weeks.	The processing standard of 6 weeks has been met at 95% and the processing standard of 12 weeks has been met at 95%.	No consultation was done.

Legislation Administered by the Librarian and Archivist of Canada

The Librarian and Archivist of Canada has sole responsibility for the *Library and Archives of Canada Act*, Statutes of Canada, 2004, c.11. He shares responsibility for the *Access to Information Act*, R.S.C., 1985, c. A-1, and the *Privacy Act*, R.S.C., 1985, c. P-21.

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