ESTIMATES

National Library of Canada

2001-2002
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

(1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).

(2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

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

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National Library of Canada

2001 - 2002 Estimates

A Report on Plans and Priorities

Approved

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Minister of Canadian Heritage

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Section I: Messages

A. Minister's Message

In the face of globalization and new and converging technologies, countries throughout the world are increasingly preoccupied with how to preserve and strengthen the bonds of common citizenship and promote cultural diversity domestically and globally. For Canada, these issues are not new, given our dispersed and diverse population and, of course, our proximity to the U.S. We have never taken our cultural space for granted.

The mission of the Canadian Heritage Portfolio is to address these challenges. To accomplish this, the Department and the eighteen Agencies and Crown corporations in the Portfolio have built a strong and effective mix of policies and programs to ensure that Canadians have access to Canadian stories, Canadian choices and Canadian content, while remaining open to the best the world has to offer. Among these various strategies are subsidies, regulations, professional and technical assistance and outreach activities.

Many of the most significant undertakings of the Canadian Heritage Portfolio, including those of the National Library of Canada, involve partnerships. These relationships include the provinces and territories, other agencies and departments of the Government of Canada, volunteer groups, professional associations and the business community. But above all, the Portfolio takes quiet pride in playing its role in the success of individual Canadians as artists, as athletes and as citizens fully engaged in the life of their country.

This report highlights the objectives of the National Library of Canada for the next three years, the initiatives that will enable it to continue fulfilling its mandate and the results it intends to achieve.

Sheila Copps

B. National Librarian's Message

The National Library is going through a very exciting period in its evolution. While fulfilling its traditional role of preserving its collection of materials in print and many other formats so that all Canadians may access their published heritage, the National Library has new responsibilities as a result of the rapid evolution of technology.

This new technology provides unequaled access tools, and removes distances and inequities. It also brings with it new challenges. How to use the new technology to serve all Canadians and others interested in Canada throughout the world? How to protect for posterity electronic documents from the Government of Canada and other sources?

Technology, contrary to what we believe, has not always diminished workload. On the contrary, the development of technological tools, of new means of providing access to information, has created new tasks and new opportunities, as well as new expectations from our clients. New tasks have been added to the existing ones.

However, the most pressing need for the National Library of Canada is to protect a collection that is precious in cultural value as well as in market value.

It is the National Librarian's responsibility to face these challenges. If he did not, future generations could accuse him of having been a poor guardian and a poor keeper of the country's national heritage.

The Government, by its interest in protecting Canada's heritage, will no doubt assist us in fulfilling our mandate. We have received additional funding to assist us in preserving part of our collection that is at risk.

We have also received a special budget to launch the Digital Library of Canada. The Government's support will permit us to provide a more democratic access to the National Library's treasures.

Other intiatives have been launched. The Government On-Line task force will make the National Library more accessible, in accordance with the Government's communication and education policies. We have also crated a Council on access to information for the more than 3.2 million Canadians with visual disabilities. Also, with our plans to promote Canadian children's literature, we are organizing an international conference on this wonderful Canadian achievement.

To all of those who listened to us, to all of those who helped us, the staff of the National Library and I would like to say: thank you.

Roch Carrier
February 23, 2001

C. Management Representation Statement

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2001 / 2002

I submit, for tabling in Parliament, the 2001/2002 *Report on Plans and Priorities* (RPP) for the

NATIONAL LIBRARY OF CANADA

To the best of my knowledge the information:

- Accurately portrays the department's mandate, priorities, strategies and planned results of the organization.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparating a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers, and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Date: _____

Section II: Departmental Overview

2.1 What's New

National Librarian Roch Carrier has created a number of task forces and working groups to address key strategic issues and priorities for the National Library. With the assistance of multi-year funding support from the Department of Canadian Heritage, a Digital Library of Canada Task Force was established to develop cultural content for the Internet that will help Canadians to learn about, understand and connect with their heritage in their own communities. Similarly, the Government On-Line Task Force has been established to develop and deliver high-quality on-line services and products to Canadians in order to better meet their needs for information by and about the Government of Canada. These task forces bring together on dedicated teams the resources and expertise required for the Library to meet its objectives under the Government of Canada's agenda to bring more Canadian content to the Internet and to connect Canadians with their federal government.

Recognizing that many Canadians cannot read conventional print as a result of visual, mobility and learning disabilities, the National Library and the Canadian National Institute for the Blind established in June 2000a short-term Task Force on Access to Information for Print-Disabled Canadians. The Task Force, chaired by the Honourable Mr. Justice James K. Hugessen of the Federal Court, submitted its report *Fulfilling the Promise: Report of the Task Force on Access to Information for Print-Disabled Canadians*, on October 31, 2000. The Task Force heard in person from Canadians at six public sessions held across Canada, and received briefs from organizations and individuals. In addition, the National Librarian created a Working Group on Collection Policies to review the Library's current collection policies and guidelines, and to develop policies to support the National Library's new direction, based on input from within the Library as well as external stakeholders.

The Information Technology areas of the National Library and the National Archives are being merged to provide a common service for both organizations, that will rationalize resources and maximize the use of scarce expertise. The new integrated Information Technology Services Branch will be a component of the National Library, and its Director-General will report to both the National Librarian and to the National Archivist.

The National Library has also undertaken a review of its role in national and international activities and programs, to ensure that its investment in these initiatives supports the Library's mandate.

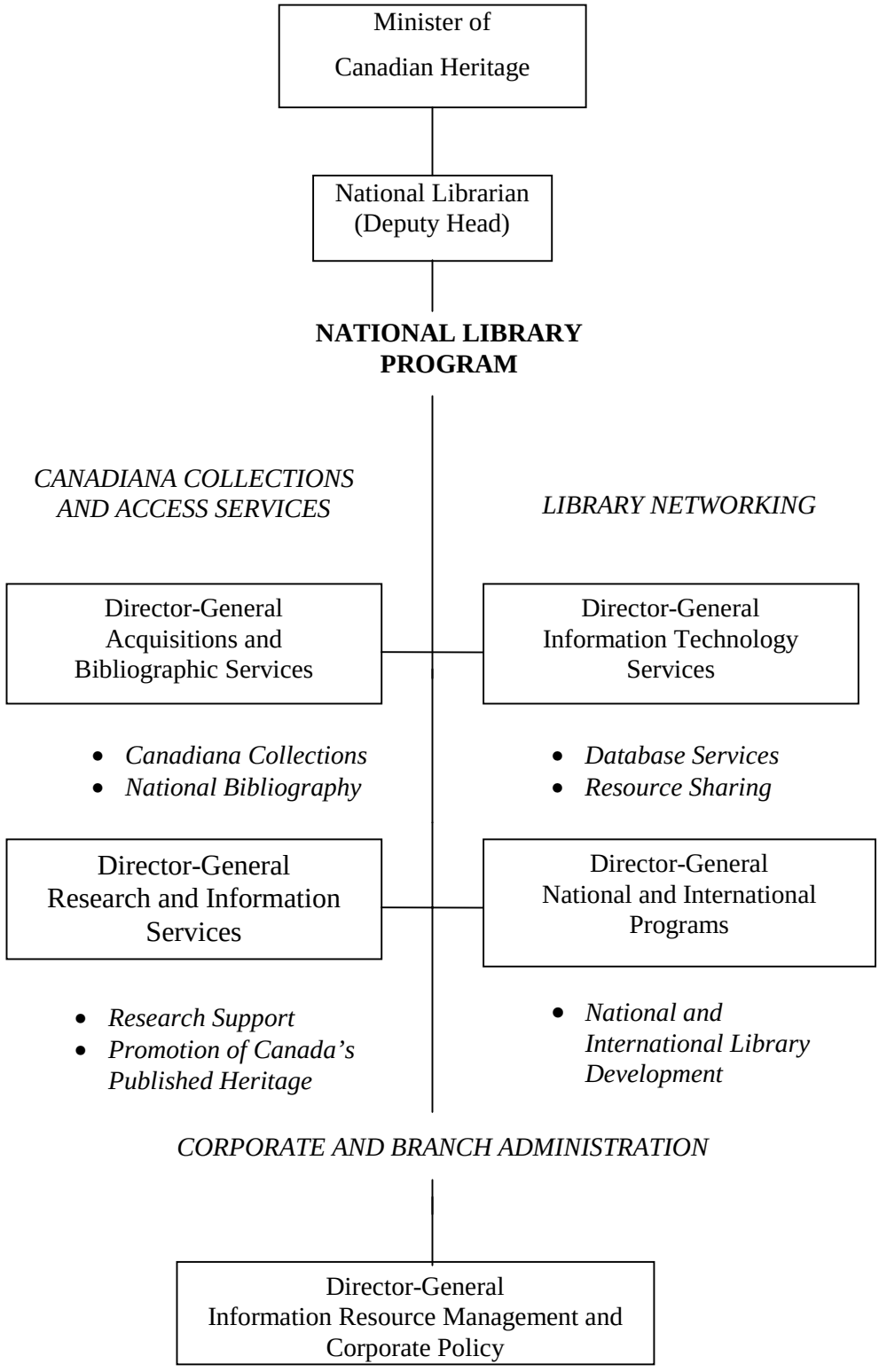
2.2. Mandate, Roles and Responsibilities

The National Library was established by act of Parliament in 1953 (*National Library of Canada Act*, R.S.C., 1985, c. N-12). The National Librarian reports to Parliament through the Minister of Canadian Heritage, and under the Act has the authority to:

- Develop, preserve and make accessible collections to support its own services and those of other Canadian libraries;
- Create and maintain a national resource sharing database listing the holdings of Canadian libraries;
- Compile and publish the national bibliography;
- Coordinate federal library services;
- Transfer and dispose of surplus library materials from other federal departments;
- Enter into agreements relating to library services with other institutions.

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

Organizational Structure of the National Library of Canada



Clients and Stakeholders

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

⇔ Canadian **researchers** engaged in studying Canadian topics of personal, professional, academic or public policy interest

⇔ Canadian **libraries** of all types, and the communities, institutions, and businesses they serve

⇔ Canadian **publishers** and **producers** of books, sound recordings, videos and multimedia works, the **booksellers** who market these products, and the **writers, musicians and artists** whose work is represented in Canadian cultural products

⇔ the Canadian **academic community**, including universities and community colleges and organizations such as the Humanities and Social Sciences Federation of Canada

⇔ the **creators of Government of Canada publications**, to ensure that all federal publications, including those in electronic form, are collected, organized, preserved and made accessible to Canadians

⇔ the **users of Government of Canada publications**, to ensure that Canadians have free and timely access to a comprehensive collection of their government's publishing

⇔ the wider **library and information community**, including organizations such as the Canadian Library Association, l'Association pour l'avancement des sciences et des techniques de la documentation, the AV Preservation Trust of Canada, the Alliance of Libraries, Archives and Records Management, the Canadian Association of Educational Resource Centres, and LibraryNet

⇔ the **international community of scholars** in the field of Canadian Studies

⇔ **national libraries** in other countries, and the **international library and information community** in fora such as the International Federation of Library Associations and Institutions

⇔ **information advocates and organizations** in Canada and abroad who are working toward equitable and enriched public access to information and knowledge resources

⇔ **Canadian embassies** around the world, giving them support in meeting the needs of people seeking information about Canada

⇔ **Canadian youth and aboriginals,** as well as **multicultural communities**

2.3. Departmental and Program Objective

The objective of the National Library of Canada program is: to enable Canadians to know their country and themselves through their published heritage, and to provide an effective gateway to national and international sources of information.

The principal responsibilities of the program are:

√ to collect, preserve and provide equitable access to Canada's published heritage

√ to support the development of Canada's knowledge infrastructure

√ to coordinate the management of published information resources in the federal government.

The protection and promotion of our cultural heritage engender in Canadians a sense of national identity and pride. The National Library is the only institution collecting and preserving on a comprehensive scale the published documents that record and express Canada's development as a nation.

Access to information and knowledge is becoming increasingly critical in all sectors of Canadian society. To compete successfully in a global marketplace, to capitalize on the potential that knowledge offers for social, cultural and economic advancement, and to improve the quality of life Canadians enjoy, Canada must position itself to exploit fully the nation's knowledge resources, and to make these accessible to all Canadians.

In the context of globalization and the Government of Canada's objective of connecting Canadians and putting government services on-line, there is a need for content. The National Library is content: its collection of published material, words and music, about Canada is the most significant in the world.

STRATEGIC PRIORITIES

1. Protect and preserve the national collection

A critical part of the mandate of the National Library of Canada is the preservation of the nation's published heritage in all of its formats – print, audio, video, microform, compact disc, and electronic. Without systematic protection and preservation, the nation's collection of its published heritage will not exist in the future for access by Canadians.

The current facilities and conservation treatment resources allocated to NLC do not permit the Library to fulfill this mandate and ensure long-term access to the expression of the Canadian identity. With a collection of over 18 million items, growing at a rate of 500,000 items per year, lack of space means that currently published materials cannot be shelved, and thus are inaccessible to clients, and has led to serious overcrowding of collection materials. Moreover, none of the Library's existing collection facilities meet the environmental standards that have been defined to protect library collections over the long term. There is chronic under-resourcing of conservation treatments for a diverse collection that includes paper-based as well as magnetic media.

Other Canadian libraries also hold important parts of Canada's published heritage. The strengthening of the leadership and advocacy roles of the National Library, and the ability of Canadian libraries to respond to the preservation demands of their own legacy collections, are critical to prevent the fading away of our Canadian story.

Canadians and the Government of Canada will be informed about the urgency of providing proper protection for our national heritage that is not only of great cultural value but also of an incalculable market value. Additional resources will be sought in order to address the challenge of preserving library materials, including electronic documents, and to undertake the appropriate research to ensure long-term access.

2. Enable Canadians to access knowledge resources, and deliver the national collection to Canadians and the world

Canadians will have access to an unparalleled source of knowledge about Canada and its place in the world. Through sophisticated technological means, the National Library of Canada will deliver to Canadians information services and knowledge resources that are free, equitable and relevant to their information needs. The National Library's user base will expand, especially among the target populations of young people and multicultural communities, as Canadians choose to access services directly or through other libraries and partners. Those who use the National Library of Canada will express a high degree of satisfaction with its collections and services.

The National Library of Canada will be recognized and supported within government for its role in information policy and knowledge management, for its leadership in the design and delivery of free and equitable knowledge services to all Canadians, and for its network of library partners at all levels of government.

3. Strengthen and enrich the national collection

Over the past five decades, the National Library of Canada has assembled the most comprehensive collection in the world of materials published in Canada, about Canada, and by Canadians. This collection is the foundation upon which the Library's programs and services are developed and delivered.

During the planning period, the National Library will broaden the definition of what is to be collected. The Canadiana collection will be enriched with materials that provide appropriate context for the study of Canada and the Canadian people. The National Library will assess the existing Legal Deposit regulations with a view to extending them to cover networked electronic publications.

The National Library's treasure of knowledge should also better reflect the diversity of Canadian society. The multilingual and multicultural dimension of the collection will be reinforced, in order to enable the Library to meet the knowledge needs of all Canadians regardless of origin.

4. Promote National Library of Canada collections, services, and expertise

In the context of the knowledge society and the competition to provide information in many different formats, the National Library will work to make its collection friendly, easy to access, easy to research, and attractively organized for its diverse clientele. The Library will actively explore the latest technologies to determine ways of making information and knowledge resources friendly and useful. In this evolving environment, NLC will take measured risks to find innovative ways to present Canadian content and Canadian cultural choices to Canadians and the world. It is critical that the National Library, its resources and its services become more widely known to the Canadian public, so that Canadians can access the Library for their personal and social development.

The National Library will build on the reality that Canada's two official languages are international languages. In its efforts to promote collections and services, NLC will include Canadians whose heritage languages are other than English or French. The Library will seek to find resources and means of serving the diversifying population of Canada.

5. Nurture strategic alliances

The National Library has partnerships with Canadian libraries, with the cultural institutions within the Department of Canadian Heritage portfolio, with other departments of government, and with organizations in the private and not-for-profit sectors. The National Archives of Canada, in particular, has shared common interests in working together in areas to address short- and long-term accommodation requirements for the two institutions, a common infrastructure for information technology, the development of a Canadian Genealogy Service, and opportunities for sharing resources for internal audit and program evaluation. With Canadian Heritage, the National Archives, the national museums and the National Capital Commission, the Library coordinates public programming and participation in national celebrations. The Library works with Treasury Board Secretariat and Public Works and Government Services Canada to promote more efficient management of federal information resources and improved access to those published materials for Canadians.

The libraries of the federal government and the more than 21,000 Canadian libraries of all types are undergoing rapid change. Through partnerships and technology, the National Library will continue to assist them to exploit and make available the content of this remarkable network of knowledge institutions.

2.4. Planning Context

Ensuring Public Access to Information in Digital Form

The National Library has taken a leadership role in collecting, organizing and providing access to electronic publications from the Canadian public sector and non-profit institutions. As more and more publishing takes place in online form, the Library faces a twofold challenge. First, electronic publications must be acquired, organized and preserved for future consultation and research, even after the commercial life of private-sector publications, or the policy relevance of government publications, has expired. Second, the National Library is committed to continuing in the digital dimension Canada's proud tradition of free public libraries by working to ensure that all Canadians, regardless of income level, geographic location, or disability, have some form of access to publications in electronic form. Public access is critical to the promotion of Canadian values and the development of a knowledge-based economy.

These challenges call for the application of technology to ensure that publications endure as electronic media and formats evolve. In addition, the National Library of Canada must work with the publishing and library communities to create models of access to electronic publications that meet libraries' mandates to provide service to clients, while at the same time respecting authors' and publishers' economic rights in their publications.

Ensuring the Availability of Canadian Content

The Government of Canada is greatly concerned about the lack of a critical mass of Canadian content, especially French-language material, on the Internet. Working with its partner institutions in the Canadian Heritage portfolio and, in particular, the National Archives of Canada, the National Library is seeking to ensure that all Canadians have access to a rich variety of knowledge resources and cultural content in digital formats and in both official languages from the collections of their national heritage institutions. The National Library also collaborates with other libraries across Canada through organizations such as the Canadian Initiative on Digital Libraries (CIDL) to make available to Canadians the content of significant collections from all parts of the nation.

In addition, it is vitally important that Canadian creators of cultural products in digital form, including books, journals, newspapers and video and sound recordings, be assured that their works will be made accessible to Canadian audiences through the National Library. The Library is actively building its electronic collection that focuses on Canadian knowledge resources of lasting cultural and research value.

Ensuring the Transformation to Digital Services

The National Library, like other knowledge management institutions, is experiencing a profound shift in the orientation of its services. Canadians are increasingly using the services of the Library directly without using traditional avenues of access, which have primarily been through other Canadian libraries. The National Library's Web site, for example, had over 9.9 million page views in the year 2000. Web users from around the world listened to 47,000 RealAudio streams of the approximately 900 historical sound recordings that are on the Library's Virtual Gramophone Web site. There appears to be a burgeoning demand for access to the electronic services and collections of libraries. In a competitive environment with many information providers, libraries are faced with a number of major service challenges. These are, however, challenges that libraries have faced before, with great success.

Ensuring a Balance of Resources and Priorities

Significant budget reductions over the past decade, coupled with targeted increases in budget for specific initiatives in digital content and preservation, as well as non-discretionary increases in workload, service demands and an inadequate infrastructure, have forced the National Library to transform itself to become more responsive to the knowledge needs of Canadians. While moving forward in an increasingly digital environment, the Library has also had to balance the on-going needs for support in traditional services and collections. There is a dramatic increase in electronic online publishing, but there is also growth in the number of materials being published in traditional print and sound and video recording formats. Budget reductions have also meant that staff recruitment was very limited during the 1990s. New staff, retraining and the development of new competencies for the Library's human resources are all requirements to meet increasing service demands.

The exercise of leadership within the Canadian library community also requires new mechanisms for the National Library's support of initiatives and development in local libraries in communities across Canada.

2.5. Departmental Planned Spending

($ thousands)	Forecast Spending 2000-2001*	**Planned Spending 2001-2002**	Planned Spending 2002-2003	Planned Spending 2003-2004
Budgetary Main Estimates (gross)	32,695.0	**36,169.0**	35,953.0	33,497.0
Non-Budgetary Main Estimates (gross)	0	**0**	0	0
Less: Respendable revenue	0	**0**	0	0
Total Main Estimates	32,695.0	**36,169.0**	35,953.0	33,497.0
Adjustments*	5,356.1	**(625.0)**	(625.0)	(625.0)
Net Planned Spending**	38,051.1	**35,544.0**	35,328.0	32,872.0
Less: Non-respendable revenue	120.0	**120.0**	120.0	120.0
Plus: Cost of services received without charge	12,032.0	**12,836.0**	12,835.0	12,808.0
Total Planned Spending	49,963.1	**48,260.0**	48,043.0	45,560.0
Full-Time Equivalents	425	**425**	425	425

* Adjustments are to accommodate approvals obtained since the Main Estimates and include Budget initiatives, Supplementary Estimates, etc.

** Reflects the best forecast of total net planned spending to the end of the fiscal year.

Section III: Departmental Plans, Results, Activities and Resources

3.1 Business Line Details

Canadiana Collections and Access Services

Business Line Objective

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

Business Line Description

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

Canadiana Collections:

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

- The Library's collection currently comprises over 18 million items (books, periodicals, sound and video recordings, microforms and electronic documents). The collection grows at a rate of 500,000 items per year. Over 3,000 online electronic publications are included in the NLC collection.

National Bibliography:

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

- The database for *Canadiana*, the national bibliography, currently contains over 1.8 million records, representing 250 years of Canadian publishing.

Research Support:

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

- The National Library registers over 5,000 new clients as on-site researchers, and receives over 20,000 reference requests each year.

Promotion of Canada's Published Heritage:

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

- In the past ten years, the National Library has welcomed more than 600 Canadian authors and musicians, and has hosted over 900 events for writers, publishers, booksellers and performers.

Net Planned Spending and Full-Time Equivalents

Forecast Spending 2000-2001*		**Planned Spending 2001-2002**		Planned Spending 2002-2003		Planned Spending 2003-2004	
($ thousands)	FTE	**($ thousands)**	**FTE**	($ thousands)	FTE	($ thousands)	FTE
$18,488.9*	236	**$17,270.7**	**236**	$17,165.8	236	$15,972.4	236

* Reflects the best forecast of total planned spending to the end of the fiscal year.

Forecast of Business Line Results: Canadiana Collections and Access Services

	1999/2000 Actual	**2000/01**	**2001/02**	**2002/03**	**2003/04**
Canadiana collections:					
New Canadiana titles received [1]	58,269	55,000	45,000	55,000	55,000
Canadian serials currently received [1]	33,772	34,000	34,000	35,000	35,000
National Bibliography:					
Bibliographic records created	69,957	60,000	60,000	60,000	60,000
Authority records created	18,397	17,000	17,000	17,000	17,000
Research Support:					
Reference requests answered [2]	23,375	21,500	22,000	22,500	23,000
Items circulated [3]	185,872	172,000	170,000	168,000	166,000

[1] Projections for 2001/2002 reflect the anticipated short-term impact of the implementation of the AMICUS Acquisition and Serials Control modules. The out years of the planning period reflect the clearing of backlogs that will have resulted from the startup of the new modules.

[2] The totals for Reference Requests Answered are lower than earlier projections due to the increased content on the National Library's Web site that satisfies many researchers' information needs directly and allows researchers to have greater self-sufficiency.

[3] Forecasts for Items Circulated incorporate a decrease in the amount of NLC material sent on Interlibrary Loan, together with a leveling-off of on-site borrowing.

Library Networking

Business Line Objective

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

Business Line Description

The Library Networking business line incorporates three service lines:

***Database Services**:*

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

- The Library's AMICUS database contains over 19 million unique bibliographic records, and grows by over one million records each year. The database includes records of items in the National Library's collection, as well as holdings currently reported by 450 Canadian libraries. Over 800 Canadian libraries and other information institutions use the National Library's Access AMICUS service to search for library materials for their clients.
- NLC places special emphasis on the management, organization and provision of access to federal government information in the AMICUS database.

***Resource Sharing**:*

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

- The Library's Interlibrary Loan Division responds to 400 requests per day, from over 3,000 libraries per year.
- The Library's Canadian Book Exchange Centre, since its beginning in 1973, has redistributed over 11 million surplus publications to help build collections in Canadian libraries.

***National and International Library Development**:*

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

- The Library coordinates the Council of Federal Libraries' Consortium, in which 96 libraries from 36 federal departments join to optimize their purchasing power in the procurement of information products and services.
- The National Library of Canada has acquired a world-wide reputation, in bodies such as International Organization for Standardization (ISO) and the International Federation of Library Associations, for its leadership role in the development of standards for the exchange of bibliographic data, the preservation of library materials, the application of information technology to library services, and the promotion of universal and equitable access to basic information services, especially in the developing world.

Net Planned Spending and Full-Time Equivalents

Forecast Spending 2000-2001*		**Planned Spending 2001-2002**		Planned Spending 2002-2003		Planned Spending 2003-2004	
($ thousands)	FTE	**($ thousands)**	**FTE**	($ thousands)	FTE	($ thousands)	FTE
$12,061.4*	127	**$11,266.7**	**127**	$11,198.2	127	$10,419.7	127

* Reflects the best forecast of total planned spending to the end of the fiscal year.

Forecast of Business Line Results: Library Networking

	1999/2000 Actual	2000/01	2001/02	2002/03	2003/04
Database Services:					
Records added to database [1]	2,860,000	1,700,000	1,500,000	1,500,000	1,500,000
Hours of online use [2]	260,000	--	--	--	--
Online transactions [2]	526,000	1,400,000	1,400,000	1,400,000	1,400,000
Resource Sharing:					
Interlibrary loan requests answered [3]	159,365	139,300	133,500	128,000	122,800
Items redistributed through the Canadian Book Exchange Centre [4]	337,208	310,000	300,000	300,000	300,000

[1] Database growth in 1999/2000 reflects the loading of files of the holdings of 34 Canadian libraries from the A-G Canada database, containing 8 million bibliographic records. This loading was completed in December 1999.

[2] Hours of online use are decreasing as users of the National Library's AMICUS database migrate to Web-based access, which is measured in terms of transactions instead of time spent online. Measurement of online transactions began when the Web access was implemented on August 19th, 1999.

[3] Totals for Interlibrary Loan Requests Answered reflect an average annual 3.9% decrease in ILL requests, as advances in information technology permit Canadian libraries to become more self-sufficient in loaning materials among themselves.

[4] Totals for Items Distributed Through CBEC in 1999-2000 and 2000-2001 exceed the projected indicator level primarily because of gifts of surplus materials to build or restore library collections in foreign countries. NLC does not include foreign donations in projected performance levels since they frequently fall through because the requesting country does not have the funds to cover the cost of shipping or is unable to make the necessary arrangements.

Corporate and Branch Administration

Business Line Objective

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

Business Line Description

The Corporate and Branch Administration business line includes:

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

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

Net Planned Spending and Full-Time Equivalents

Forecast Spending 2000-2001*		**Planned Spending 2001-2002**		Planned Spending 2002-2003		Planned Spending 2003-2004	
($ thousands)	FTE	**($ thousands)**	**FTE**	($ thousands)	FTE	($ thousands)	FTE
$7,500.8	62	**$7,006.6**	**62**	$6,964.0	62	$6,479.9	62

* Reflects the best forecast of total planned spending to the end of the fiscal year.

3.2. Key Commitments, Planned Results, Related Activities, and Resources

Key Results Commitment:

⇒ **a comprehensive collection of published Canadiana**

Planned Results:

- An enriched Canadiana collection, including new collecting areas of individually printed maps, federal and commercial electronic publications, and Canadiana published abroad
- Comprehensive reference and general collections for the comparative studies of aboriginal peoples and issues, such as the North, myths and beliefs, traditions, arts and crafts, social and economic conditions, etc.
- Strengthened multilingual collections, to better support research into the study of Canada that reflects the cultural diversity of the nation, and leadership and coordination of multilingual library services that will make available reading materials to Canadians of all ages and cultural backgrounds
- A greater amount of accessible Canadian content for Canadians with print disabilities.

Related Activities:

- ♦ Assess the policy development and legislative changes required, as well as the service demands and impacts on information dissemination of collecting and preserving Canada's published heritage in electronic form.
- ♦ Review and begin to amend the Legal Deposit regulations to encompass individually published maps and online electronic publications, including those of the federal government, to ensure their systematic and comprehensive acquisition and access.
- ♦ Explore a range of partnership opportunities with respect to collections of aboriginal and foreign materials.
- ♦ Promote more actively the benefits of donating collections to the National Library of Canada.
- ♦ Develop instruments to measure the comprehensiveness of Canadiana collections.
- ♦ Over the longer term, create portals bringing together available Internet information resources to support aboriginal and multilingual collections.
- ♦ Expand existing acquisitions exchange agreements internationally.

- Secure additional long-term funding and support for collection-building from a variety of sources: federal and provincial governments, foundations, foreign embassies in Ottawa, and individual donors.

Key Results Commitment:

⇒ **the preservation of published Canadiana**

Planned Results:

- Sufficient and environmentally secure collections space
- Increased conservation treatment for collection materials
- A strategy and plan to address the preservation requirements of other Canadian libraries

Related Activities:

- Assess the current state of preservation and conservation activities in the National Library by conducting a needs assessment that will examine areas such as:
  - the Library's Preservation Collection of Canadiana
  - deacidification of collection materials printed on acid-based paper
  - specifically targeted conservation and preservation activities for sound recordings, microforms and magnetic media
  - preservation microfilming and preservation photocopying
  - rehousing, commercial binding and collection maintenance
  - define the preservation implications for new digitization initiatives: e.g., collections being digitized may need treatment before the digitization process; the digitization process may be damaging to original materials; and expect increased demand for original items when their digital surrogates are made available
  - long-term access to networked electronic publications.
- Prepare a multi-year plan for a sustained program for preservation / conservation treatment, based on the preservation plans that have been completed for National Library collections.
- Build the business case for the additional resources required to implement the preservation / conservation treatment strategy and plan.

- Develop partnerships for research and joint initiatives, defining a leadership role for the National Library in preserving critical collections in libraries across Canada. Such initiatives would address issues of training, building expertise in-house and in the community, providing advice and consultation services, commissioning research in areas such as mould treatment and the preservation of magnetic media, and supporting projects to support long-term access
- Build the business case for the additional resources required to support a national program of preservation for Canadian libraries.

Resources:

The National Library received $2,000,000 in supplementary estimates in 2000-2001 to restore collection items damaged in a 1999 flood in the 395 Wellington St. building, to install freezers to treat materials damaged by water in future incidents, and to move critical Preservation Collection materials out of high-risk areas of the Library's collection storage facilities at 395 Wellington St. and the Jean Edmonds Towers.

Key Result Commitment:

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

Planned Results / Related Activities:

- Market research will be undertaken to identify information needs. As part of its service improvement initiatives, the National Library will conduct client satisfaction surveys to gauge quality of services to identify areas for improvement. Timeliness of service delivery will be emphasized.

Key Result Commitment:

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

Planned Results:

- The National Library of Canada will offer an expanded suite of client-centric services based on a well-organized and accessible national collection.

Related Activities:

- Digitization will play a key role in bringing the collections of the National Library to the classrooms, homes, and businesses of the nation.
- The National Library of Canada will take advantage of opportunities within government -- e.g., Government On-Line, LibraryNet, Canada's Digital Collections,

the Canada Site -- to orient its services to Canadians' need for information for purposes of education, employment, enjoyment and lifelong learning.

Key Result Commitment:

⇒ **public exhibitions and events**

Planned Results:

- The National Library of Canada has a higher level of recognition among Canadians, and ensures a continued relationship with the Canadian library network
- The National Library is known, understood and supported within government
- The Library's expertise is recognized and utilized, particularly by the private sector
- NLC is recognized as the gateway to authoritative information about Canada and Canadians

Related Activities:

- ♦ Attract support for a comprehensive exhibition plan with appropriate resources, staff and expertise for exhibition projects presented by National Library collection specialists.
- ♦ Promote National Library outreach activities and services nationally and locally through media relations, Web site development, and attendance at major conferences.
- ♦ Broaden the National Library's network of contacts within the federal government, including more effective coordination of collections and services with federal libraries.

Key Result Commitment

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

Planned Results:

- Canadians will enjoy easy access to the National Library of Canada and to information about collections in publicly funded institutions across Canada, through the strengthening of partnerships and the application of innovative technology. The Library will examine its mechanisms for partnering and supporting library initiatives.
- The National Library of Canada will collaborate with other libraries, museums, and archives to deliver authoritative, high-quality information services and knowledge resources to Canadians.
- Citizen-centred library and information services that both timely and relevant.

Related Activities:

- The National Library of Canada will form partnerships with other libraries to deliver information services to Canadians. These services will include bibliography, reference, referral, advisory, licensing, lending, document delivery, cultural animation, and others as appropriate. Specific examples include the Collaborative Digital Reference Service.
- The National Library of Canada will examine the effectiveness of its existing relationships and memberships in national and international associations, groups and consortia.
- Canadians will have a choice of accessing the National Library of Canada directly or through a local or community library as part of a dynamic, revitalized library network across the country.
- The National Library of Canada will develop an integrated Information Management / Information Technology plan that will be linked to the Government of Canada agenda in such areas as: citizens' access to government services, literacy, lifelong learning, innovation, access to knowledge resources for young people, and improved access to information for persons with print disabilities.

  The National Library has established a Council on Access for Print-Disabled Canadians to prepare a strategy and plan for implementing the recommendations from *Fulfilling the Promise: Report of the Task Force on Access to Information for Print-Disabled Canadians*.

- The National Library of Canada will be instrumental in the development of a portal that offers an entrance into the collections and services of cultural institutions across the country. This portal to Canadian sources will complement current developments in other countries, which have as their goal a holistic view of information regardless of the institution in which it is held.
- The National Library will develop a system for access to the holdings of the National Archives of Canada, which will help Canadians to know the collections of both the Archives and the Library.
- The National Library of Canada will take the lead on convergence, interoperability and preservation issues in the Digital Cultural Heritage initiative.
- There will be more choice for Canadian library users, and a larger, more integrated suite of end-to-end client services available through Canadian libraries.
- The National Library, in collaboration with other organizations and government departments, will develop a program to measure the impact of Canadian libraries on the lives of citizens.
- The National Library of Canada will develop a business case to create a statistical profile of the library community in Canada, building on the existing National Core Library Statistics Program.

Key Result Commitment:

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

Planned Results:

- Canadians will have improved information management of federal government publications and services

Related Activities:

- The National Library of Canada will offer a range of training and developmental opportunities related to Information Management / Information Technology within government for members of the federal library community.
- The National Library will contribute to the review of the Government's Management of Government Information Holdings (MGIH) policy and program.
- The National Library will assist with a review and assessment of the requirements for the transformation of federal libraries' services to citizens and federal public servants.

Key Result Commitment:

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

Planned Results

- The National Library will take the lead in preparing the federal response to the recommendations of the Task Force on Access to Information for Print-Disabled Canadians.

Related Activities

- ♦ The Library will pay special attention to the knowledge needs of young Canadians and to those whose first language is neither English nor French.
- ♦ The Library will accelerate the implementation of the technological infrastructure needed to display and manipulate information in non-Roman alphabets.
- ♦ The Library will support the development of technologies, services and resources that increase access to information for citizens with print, perceptual and other disabilities.

Key Result Commitment

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

Planned Results:

- A staff complement that reflects the diversity of Canadian society, and is equipped with the competencies to provide library services to clients in the networked digital environment of the 21st century

Related Activities:

- ♦ Recruit staff with expertise in heritage languages other than English and French.
- ♦ Staff professional positions in public affairs, marketing, and media relations.
- ♦ Develop a common strategy for National Library partnerships.

Key Result Commitment

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

Planned Results:

- Long-term access to, and protection of the National Library's collections, in conformance with national standards for housing library materials in all media
- Appropriate facilities and resources for the Library's collection
- Immediate measures to address NLC collections in crisis
- Increased appreciation among Canadians, clients and stakeholders of the value, breadth, diversity and uniqueness of the Library's collection

Related Activities:

- ♦ Make stakeholders aware of the Library's accommodation crisis and collections at risk.
- ♦ Develop strategic plans to address both short- and long-term accommodation requirements.
- ♦ Implement solutions for collections in crisis and collections at significant risk.
- ♦ Move materials from the Library's Preservation Collection of Canadiana to space that is being made available in the National Archives' Gatineau Preservation Centre.
- ♦ Develop a communications package in support of accommodation planning.
- ♦ Separate all Preservation Collection copies and house them apart from the Service Collection, as a fundamental protective measure to reduce the risk of damage.
- ♦ Carry out preventive measures on building systems in existing collection facilities, to improve environments and avoid recurrences of leaks and other incidents that damage collections.

Section IV: Joint Initiatives

4.1 Horizontal Initiatives

The National Library is close to satisfying Government of Canada policy and administrative requirements to remove the user fees that are currently in place for access to the Library's AMICUS database service.

During the planning period, the Library will review all of its services to which user fees apply. The objective of this policy review is to identify those services that constitute a public good, in that they provide access for all Canadians to the nation's knowledge infrastructure and content, and then to take the administrative steps necessary to eliminate the fees for such services.

4.2 Collective Initiatives

Canadian Digital Cultural Content Initiative

The National Library of Canada has received funding of $2.5 million per year for the period 2000/2001 through 2002/2003 under a program managed by the Department of Canadian Heritage to make the content of federal government cultural institutions available to Canadians through the Internet. In the fiscal year 2000/2001, the Digital Library of Canada program has produced a wide range of innovative digital collections, educational sites and exhibitions for the National Library's Web site. These include:

- Oscar Peterson: A Jazz Sensation
- Celebrating Women's Achievements 2000: Women in Sport
- Read Up On It! 2000: A Symphony of Words
- The Virtual Gramophone (Phase II): First World War Era historical sound recordings
- Sheet Music from Canada's Past (Phase I): First World War Era music
- Sheet Music from Canada's Past (Phase II): Pre-Confederation music
- From Colony to Country: A Reader's Guide to Military History
- *Canadian Illustrated News*: Images
- First Among Equals: Canadian Prime Ministers
- Page by Page: Creating a Children's Book
- Pathfinders and Passageways: Canada's Age of Exploration
- Canadian Confederation
- *Encyclopedia of Music in Canada* on the Web
- Susanna Moodie and Catherine Parr Traill
- Guardians of the North: Canadian Superheroes
- The Jesuit Relations

In addition, the National Library's Web site has been restructured to give more prominence to its important cultural content, and to incorporate the Government of Canada's Common Look & Feel standards. The Library has initiated a collaborative project with other Canadian cultural institutions called ImagesCanada.ca, which will provide a gateway to online collections of Canadian visual images. NLC also has continued to collaborate on digitization work with Canadian libraries through the Canadian Initiative on Digital Libraries (CIDL).

In its second year, the Digital Library of Canada Task Force will expand some of its first-year products, as well as building upon other existing National Library products such as the Canadian Poetry Archive and Canadian Information by Subject. Other plans for the second and third years of the Digital Library of Canada program include digitizing images from rare books, livres d'artistes, broadsides, national and county directories, selected federal departmental annual reports, photographs, short stories and more. The program will also produce educational products on broad curricula-based themes such as the immigrant experience in Canada, as well as cultural and historical exhibitions relating to Canadian events, people, places and themes.

Government On-Line

The Library's Government On-Line Task Force was created to promote the Library's leadership role and expertise in acquiring, making accessible and preserving government information in all formats. The GOL Task Force liaises with other federal departments, and facilitates and supports federal library initiatives. The Task Force is concerned both with enhancing and improving quality client-focused electronic services to Canadians as well as with providing Canadian government content on the Web.

The GOL Task Force has been actively developing a number of projects and seeking resources. A Canadiana E-book Pilot Project is moving ahead, involving the selection, acquisition, cataloguing, and on-site circulation of selected Canadiana electronic books. As well, a New Books Service is being developed, which aims to improve the Library's services to publishers, booksellers, Canadian libraries and individual researchers. The Collaborative Digital Reference Service Initiative is taking shape in collaboration with a number of international partners, to lead to a global electronic reference service available 24 hours a day, 7 days a week to researchers. In partnership with the Depository Services Program of Public Works and Government Services Canada, the National Library is moving forward on a number of multi-year projects: a Federal Government Publications Locator Service, a Persistent Locator for Government Publications, and enhancements to NLC's Canadian Information By Subject (CIBS) service.

Consolidation of Information Technology Services

The report submitted in July 1999 by Dr. John English to Canadian Heritage Minister Sheila Copps on The Role of the National Archives of Canada and the National Library of Canada recommended, among other things, "close cooperation between the National Archives and the National Library in information technology; that is, a convergence towards common technologies and standards to create, manage, disseminate and ultimately preserve published materials and the records that constitute an institutional archive".

The process of consolidating the Information Technology branches of the National Archives and the National Library began in April 2000 and will be well on the way to completion by March 31, 2001. The result will be a new, shared Information Technology Services branch, under a Director-General reporting to both the National Archivist and the National Librarian. The consolidated ITS branch will be a component of the National Library. Funding for the Branch will be transferred to the National Library during the course of 2001-2002 via the Supplementary Estimates. A permanent transfer of these funds will be effected in the 2002-2003 government resource allocation process.

The consolidated branch, based on a common informatics infrastructure and applications, shared standards and practices, will properly position both institutions to meet the challenges of the information age in the next century in delivering services to Canadians. Canadians will benefit from the leveraging of resources to create a common gateway to the treasures of the National Archives and the National Library.

Section V: Financial Information

Table 5.1: Summary of Capital Spending by Program and Business Line

Table 5.2: Summary of Transfer Payments

Table 5.3: Source of Non-Respendable Revenue

Table 5.4: Net Cost of the Program for the Estimates Year 2001/2002

Table 5.1: Summary of Capital Spending by Program and Business Line

($ thousands)	Forecast Spending 2000-2001	**Planned Spending 2001-2002**	Planned Spending 2002-2003	Planned Spending 2003-2004
Canadiana Collections and Access Services	266.0	**266.0**	266.0	266.0
Library Networking	342.0	**342.0**	342.0	342.0
Corporate and Branch Administration	0	**0**	0	0
Total Capital Spending	608.0	**608.0**	608.0	608.0

Table 5.2: Summary of Transfer Payments

($ thousands)	Forecast Spending 2000-2001	**Planned Spending 2001-2002**	Planned Spending 2002-2003	Planned Spending 2003-2004
Grants				
Canadiana Collections and Access Services				
International Serials Data System	35.0	**35.0**	35.0	35.0
Library Networking				
International Federation of Library Associations and Institutions	11.0	**11.0**	11.0	11.0
Total Grants	46.0	**46.0**	46.0	46.0

Table 5.3: Source of Non-respendable Revenue

($ thousands)	Forecast Revenue 2000-2001	**Planned Revenue 2001-2002**	Planned Revenue 2002-2003	Planned Revenue 2003-2004
Canadiana Collections and Access Services				
Service Fees	120.0	**120.0**	120.0	120.0
Total Non-respendable Revenue	120.0	**120.0**	120.0	120.0

Table 5.4 Net Costs of Program for the Estimates Year 2001/2002

($ thousands)	**Total**
Net Planned Spending (Gross Budgetary and Non-Budgetary Main Estimates plus adjustments)	**35,544.0**
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	**6,589.0**
Contributions covering employees' share of employees' insurance premiums and expenditures paid by TBS	**1,524.0**
Workman's compensation coverage provided by Human Resources Canada	**41.0**
Management of human, financial, material and tenant services provided by the National Archives of Canada.	**3,986.0**
Other client services provided by the National Archives of Canada	**696.0**
Total Cost of Program	**48,380.0**
Less: Non-respendable Revenue	**120.0**
2001-2002 Net cost of Program	**48,260.0**

Section VI: Other Information

References

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