



# National Library of Canada

## Performance Report

For the period ending  
March 31, 2002



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

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

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

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

©Minister of Public Works and Government Services Canada — 2002

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/52-2002

ISBN 0-660-62127-4



## Foreword

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

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

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

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

---

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L’Esplanade Laurier  
Ottawa, Ontario K1A 0R5

**OR** to this Internet address: [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)



National Library  
of Canada

Bibliothèque nationale  
du Canada

# **National Library of Canada**

## **Performance Report**

**For the  
period ending  
March 31, 2002**

---

Sheila Copps

Minister of Canadian Heritage



## Table of Contents

<b>Section 1: Messages</b>	<b>5</b>
Minister's Message	5
National Librarian's Message	7
<b>Section 2: Departmental Overview</b>	<b>9</b>
2.1 Mandate	9
2.2 Departmental Organization	10
<b>Section 3: Departmental Performance Context</b>	<b>11</b>
3.1 Societal Context	11
3.2 Key Co-Delivery Partners	13
3.3 Stakeholders and Clients	15
3.4 Social and Economic Factors	16
3.5 Key Results Commitments	18
3.6 Performance Results Methodology	19
<b>Section 4: Performance Accomplishments</b>	<b>21</b>
4.1 Performance by Strategic Outcomes	21
4.2 Performance by Business Lines	53
4.3 Horizontal Results	58
A: Government On-Line	58
B: Modern Comptrollership	59
<b>Section 5: Financial Performance</b>	<b>61</b>
<b>Annex 1: Business Lines</b>	<b>69</b>
<b>Annex 2: Contacts and References</b>	<b>73</b>

---



## Section 1: Messages

### Minister's Message

Minister  
of Canadian Heritage



Ministre  
du Patrimoine canadien

Ottawa, Canada K1A 0M5



The National Library of Canada continues to be instrumental in fostering a strong and vibrant Canadian society. Ours is a country that is diverse and dispersed, but there is something that connects us no matter where we are, or who we are. That something is our culture. It is what defines us as a society, and it is what we are referring to when we talk about our Canadian identity. Our goal is to strengthen and promote the diverse elements that make us a country that is respected for its bilingualism, multiculturalism, valuing our cultural and natural heritage, and our creativity, innovation and cohesiveness.

The National Library of Canada is committed to creating new ways for more people to have access to our published heritage. As such, the National Library continues to work towards improved efficiency and the use of technology through initiatives such as the launch of the Digital Library of Canada, assisting visually impaired individuals, and giving all people, regardless of regional or economic disparities, access to over 1300 libraries through AMICUS.

In a constantly evolving world, the National Library and the 18 other Canadian Heritage Portfolio members, as well as a broad range of other partners across the country, strive to create programs and policies that represent what matters to Canadians.

This Performance Report highlights the outcome of the partnerships and collaborations established by the National Library of Canada, a key member of the Canadian Heritage Portfolio. It emphasizes the pride the Government of Canada and its employees take in its artists, athletes, language and cultural community, cultural and natural resources and our commitment to making Canada's stories, culture, and values available to the world and right here at home.

Sheila Copps

Canada



## **The Canadian Heritage Portfolio**

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

## National Librarian's Message

The National Library of Canada has, during the 2001-02 fiscal year, endeavoured to implement the commitments undertaken in its National Library Activities and Projects 2000-01 Report. Four main priorities had been identified:

- Free access to knowledge about Canada for all Canadians;
- Protection and preservation of collections;
- Strengthening and enriching collections; and
- Promoting the National Library's expertise, collections, and services.

The Library has increased its free access to knowledge about Canada by improving services and by launching new initiatives. We offer additional services faster and in both official languages. We have improved reference services by creating the "Virtual Reference Canada" service; this service is presently being developed. This new service will allow our staff to be in direct contact with colleagues in other Canadian and international libraries. Staff will be in a position to find answers to requests for information. Our databases will become more user friendly.

Thanks to electronic technology, we can answer the needs of a diversified clientele of all ages and origins. We have designed a number of activities aimed at getting our children to read and understand the importance of reading. Educational tools have been put at their disposal in the Digital Library Web Site: the "Kid's Page" (<http://www.nlc-bnc.ca/kids/index-e.html>) includes games, historical information, homework aids, tales of adventures, references to other Web sites for children; teachers and parents can also find useful information. We are preparing an International Forum on Canadian Children's Literature to be held in 2003.

We are also improving services to those persons who are visually impaired. Additionally, special attention will be paid to the needs of First Nations and Canada's cultural and linguistic minorities. The pooling of computer resources with the National Archives of Canada has resulted in considerable savings and beneficial partnerships. In 2001-02, Internet access to AMICUS, the Canada's national bibliographic database, became free of charge. Since this event, we have noticed a spectacular increase in the number of users of AMICUS and of visitors to the National Library's Web site overall. Our new Digital Library continues to grow and offer additional Canadian content. We believe the digital library to be the library of the future. The number of successful hits on the National Library of Canada Web (<http://www.nlc-bnc.ca>) was more than 80 million for one year of operation, demonstrating an incredible increase.

The preservation of our collections remains a major preoccupation. During the 2001-02 fiscal year, we experienced no less than 8 major incidents, damaging 1604 articles in our collections. These disasters underline our critical need for proper buildings

that meet the standards of protecting our collections. Thanks to our partners at the National Archives of Canada, 600,000 preservation collection items are now housed in secure vaults at the Archives Preservation Centre in Gatineau. This is only a temporary solution however. In the very near future, the National Archives will need that space. The challenge of preserving National Library collections remains daunting. The 2001-02 departmental evaluation identified the need for important budgetary resources in order to ensure the preservation of our precious collections. The National Library has obtained modest additional funds for collection preservation and information management. We are confident that Canadians understand more and more the importance of their written heritage.

The development of the national collection is ongoing. We have taken measures in order to ensure that collections increasingly represent Canada's cultural and linguistic diversity. Reflecting the reality of publishing, we are making efforts to collect electronic publications; we now have more than six thousand titles. However, in order to help us acquire the breadth of Canadian electronic publications, we are working to modify the legal deposit provisions.

We have received substantial gifts. For example, we received a very rare playbill from a 1939 Anne of Green Gables film. Institutions from all Canadian provinces, have increased our Digital library by 65,000 images (<http://www.imagescanada.ca/r1-245-f.html>). The Digital Library was also enriched by such virtual collections as "Canadian Athletes" (thanks to a partnership with the Canadian Olympic Committee), "Canadian Exploration," "The Encyclopedia of Music in Canada," "Canadian Confederation," and countless others such as the songs of La Bolduc.

Canadians were able to appreciate their country's rich heritage through numerous public events such as the 250<sup>th</sup> anniversary celebration of the Halifax Gazette, the first Canadian newspaper. The House of Commons, the Senate, and the Provincial Archives of Nova Scotia celebrated this event with public activities. If Canada has a role to play in the promotion of access to knowledge, the National Library participates in the development of new projects both in Canada and globally.

In conclusion, the National Library of Canada is quickly becoming an institution benefiting from innovative technology -- a modern and vibrant cultural institution listening to Canadians from all walks of life. It goes without saying that this progress would not be possible without the support of the Minister of Canadian Heritage, Treasury Board Secretariat, and our many other partners.

---

Roch Carrier  
National Librarian  
National Library of Canada  
August 2002

## **Section 2: Departmental Overview**

### **2.1 Mandate**

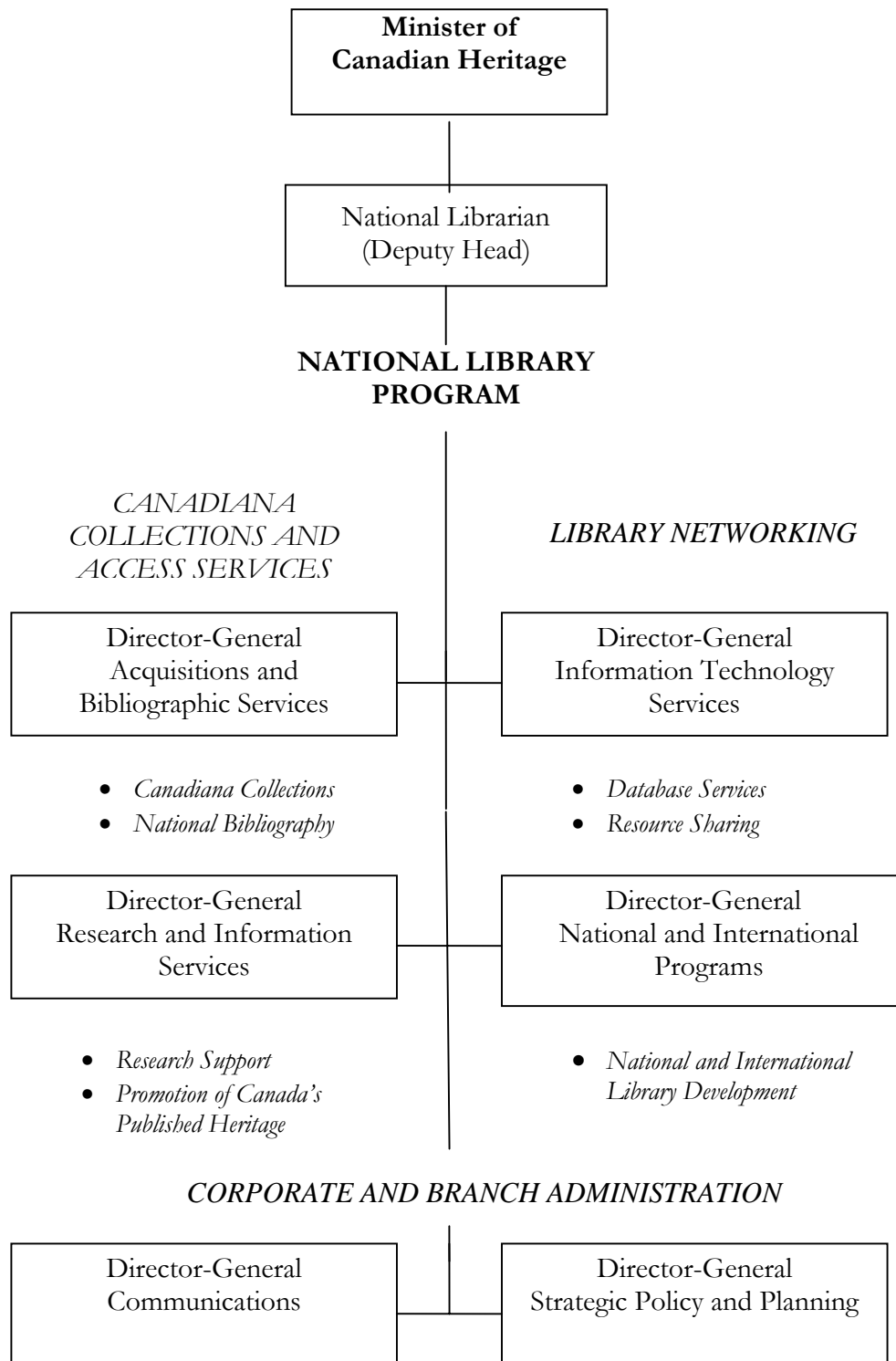
The National Library was established by act of Parliament in 1953. The National Librarian reports to Parliament through the Minister of Canadian Heritage, and under the National Library Act has the authority to:

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

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

## 2.2 Departmental Organization

### Organizational Structure of the National Library of Canada



## **Section 3: Departmental Performance Context**

### **3.1 Societal Context**

#### **Strategic Priorities**

##### ***1. Protecting and preserving the national collection***

The National Library of Canada's collection of almost 19 million items is primarily Canadian publications in all publishing formats including print, audio-visual and electronic. This unparalleled collection of Canadian publications serves as a comprehensive source for research in all fields of relevance to Canada's development as a nation—historical, economic, and social.

The word “crisis” has been used to describe the Library's current situation. While a significant portion of the Library's Preservation Collection has been moved to secure facilities that will extend rather than shorten the life of materials, water damage continues to occur at an alarming rate. A small percentage of the Library's collection materials receives conservation treatment each year. Water damage, facilities with inadequate or non-existent temperature and humidity controls and insufficient conservation treatment resources combine to this crisis.

Without systematic protection and preservation, the nation's collection of its published heritage will not exist in the future. Housing this collection in environmentally secure facilities is critical to the mandate of the National Library and to the survival of the Canadian materials under the Library's care. Canadians will be losing access to their published heritage if the National Library is not given the means to protect and preserve its collection.

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

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

### **3. *Strengthening and enriching the national collection***

The National Library of Canada recently reviewed its collecting policy to define criteria and seek resources for expanding its collection in order to support a broader research objective. Canadians must have access to relevant publications from other countries and international organizations that have contributed to the context in which Canada has developed as a nation. For example, the Library will consider acquiring publications from jurisdictions such as states with federal systems of political organization, northern nations, societies with Aboriginal peoples, and multicultural populations. To take its place among the great library collections of the world, the National Library will need to implement the refocused collecting policy that resulted from this review, and obtain an increase to its funding base to support the greater depth and breadth of acquisitions that will be required. Given that the National Library only came into being in 1953, resources are also needed to increase the acquisitions budget for rare and historic items of Canadiana that predate the Library's establishment.

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

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

### **5. *Using National Library resources to help Canadians***

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

### 3.2 Key Co-Delivery Partners

<b>Partner</b>	<b>Nature of Collaboration</b>
NATIONAL ARCHIVES OF CANADA	<ul style="list-style-type: none"><li>• Common Information Technology Services and Corporate Services Branches, rationalizing resources for delivery of support services for both the National Library and the National Archives</li><li>• Collaboration in digitizing materials from heritage collections</li><li>• A Joint Accommodations Strategy, to address short-term and long-term needs for collection preservation facilities for heritage collections as well as to enhance public access</li><li>• Addressing the challenges of information management in the federal government</li><li>• Cooperation in providing services to clients, who frequently call upon the resources of both institutions to meet their research needs</li></ul>
CANADIAN HERITAGE	<ul style="list-style-type: none"><li>• Portfolio-wide collaboration in digitizing and providing access to resources in federal cultural heritage collections</li><li>• Support for resolving the short-term accommodations crisis of the Library for its collections</li><li>• Portfolio-wide collaboration in addressing the Government's priority for delivering services and information on-line</li><li>• Support for the acquisition, access and preservation of Canadian sound recordings</li></ul>
INDUSTRY CANADA	<ul style="list-style-type: none"><li>• Input and advice on the role of Canadian libraries and their needs and capabilities in improving access for Canadians to electronic information resources, such as in the LibraryNet, SchoolNet, and Community Access Program</li></ul>
COMMUNICATION CANADA	<ul style="list-style-type: none"><li>• The Depository Services Program, which ensures that major Canadian public and academic libraries, as well as Canadian Studies centres abroad, have comprehensive collections of Government of Canada publications</li></ul>



PUBLIC WORKS AND  
GOVERNMENT  
SERVICES CANADA

- Support for resolving the short-term accommodations crisis of the Library for its collections

CANADA COUNCIL  
FOR THE ARTS

- Collaboration in presenting the annual Governor-General's Literary Awards Gala Reading
- Receipt by the National Library of copies of translated works of Canadian authors, published abroad in languages other than English and French

### 3.3 Stakeholders and Clients

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

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

### **3.4 Social and Economic Factors**

#### ***Ensuring Public Access to Information in Digital Form***

The National Library of Canada has taken a leadership role in collecting, organizing and providing access to electronic publications from the Canadian public sector and non-profit institutions. As more and more publishing takes place in online form, the Library faces a twofold challenge:

- First, electronic publications must be preserved and organized for future consultation and research, even after the commercial life of private-sector publications, or the policy relevance of government documents, has expired. The dimensions of the preservation task are daunting, and there is a need to allocate substantial resources to the preservation of digital publications if the Library is to succeed in its repository role for this heritage. In addition, there is a pressing need for the creation and use of metadata as an essential component of access. Without standard means to sort, organize and identify Canadian digital content, users' access to information can be neither precise nor sustained. In digital preservation and intellectual access, the National Library's role is unique: no other public institution or private entity has the mandate to take on this enormous task, and there is an emerging consensus from the library and publishing communities that the National Library should fulfill this function on an urgent and ongoing basis.
- Second, the National Library of Canada is committed to work to ensure that all Canadians, regardless of income level, location, or disability, have access to information in electronic form, including commercial publications. There has been a dramatic increase in use of the Library's website to over 4.2 million visitors. The Library already works within the federal government, the Canadian library community and organizations such as the Canadian National Institute for the Blind to address issues of copyright and of access to information for library users with disabilities. The Library has an advocacy role in supporting the provision of sufficient computer equipment, network access and training for staff and users in public facilities such as libraries and schools throughout Canada, thereby addressing the issues of equitable access and the "digital divide". Finally, advances in Web technology along with heightened client expectations are combining to produce greater demand for user-friendly Web resources and access tools, to which the National Library must respond by constructing interfaces to its own collections and services that are at once innovative, simple and equitable.

#### ***Citizen-Centred Service Delivery***

The Government of Canada has made a commitment that Canada will be the most connected nation on earth by the year 2005. Central to its program of realizing this goal is making all of the government's key public information and services accessible through the Internet.

The Library's Government On-Line Task Force has a mandate to bring the information resources and services of the Library to all Canadians, as well as facilitate Government on- Line (GOL) initiatives with other partners, such as Canadian Heritage, Communication Canada and the federal government library community.

### ***Ensuring the Availability of Canadian Content***

The Government of Canada is greatly concerned about the lack of Canadian content, especially French-language material, on the Internet, where an overwhelming majority of the material available is of American origin and in English. The National Library shares with its partner institutions in the Canadian Heritage portfolio the recognition of a compelling need for Canadian voices and a place for Canadians to tell their stories on the Internet.

The National Library is seeking to ensure that all Canadians have access to knowledge resources in digital formats and in both official languages from the collections of their national heritage institutions. The National Library also collaborates with other libraries across Canada to make available to Canadians the content of significant collections from all parts of the nation.

### ***Sustaining a National Heritage Collection***

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

### 3.5 Key Results Commitments

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

### **3.6 Performance Results Methodology**

This section explains the methodology used to describe performance results. Results are regularly reported to the Executive Committee. Statistical and financial information are provided by Branches on a regular basis. This information is used by management as a tool to evaluate results, to take appropriate actions, to adjust objectives, to report on accomplishments and to plan future strategic priorities.

#### **Performance Measurement Strategy by Business Line:**

##### **Business Line 1: Canadiana Collections and Access Services**

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

##### **Business Line 2: Library Networking**

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

### **Business Line 3: Corporate and Branch Administration**

#### Key Results:

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

#### Performance Measurement Strategy:

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

## Section 4: Performance Accomplishments

### 4.1 Performance by Strategic Outcomes

<b>STRATEGIC OUTCOME:</b> A comprehensive collection of published Canadiana		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<p><i>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.</i></p>	<p>Throughout the year, the National Library built on its experience in acquiring electronic publications to recommend changes and updates to the guidelines and legislation for collecting them, and to provide specifications for a new system to manage them. The National Library' electronic collection, particularly of federal government e-publications, grew considerably.</p> <p>A draft <i>Consultation Paper on Canadian Online Publishing and the National Library Act</i> has been prepared for use in a national public consultation planned for the fall. Specific proposals were developed to solicit public comment on the issues presented by the new digital networked environment and on the areas of the <i>National Library Act</i> that require revision so as to encompass electronic publications, in particular legal deposit provisions. The consultation paper was developed jointly with personnel from the National Library and the legal, copyright, and policy development areas of the department of Canadian Heritage. This was a very successful collaboration that helped ensure a focused and effective consultation process occurs.</p>	<p>The consultation is the first step in determining a new legal framework that ensures the National Library collects, preserves, and make accessible Canadian networked electronic publications for current and future generations of Canadians.</p> <p>By facilitating the deposit of electronic publications, the National Library will be able to increase its electronic collections and to give Canadians enhanced access to the Canadian published heritage, including Canadian government information.</p>
<p><i>Review and begin to amend the Legal Deposit regulations to encompass</i></p>	<p>Discussions were initiated with the National Archives of Canada concerning maps. To identify relevant issues and possible changes to the</p>	<p>The National Library has demonstrated its commitment to continuing in the digital</p>



<p><i>individually published maps and online electronic publications, including those of the federal government, to ensure their systematic and comprehensive acquisition and access.</i></p>	<p><i>National Library Act and its Regulations, the National Library built on an earlier consultation with publishers and their associations, the National Archives of Canada as well as national map library associations and continues to monitor other federal and international initiatives, such as, the World Intellectual Property Organization's International Copyright Treaty.</i></p>	<p>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 access to publications in electronic form.</p> <p>Public access is critical to the promotion of Canadian values and the development of a knowledge-based economy and a democratic, equitable society.</p>
<p><i>Explore a range of partnership opportunities with respect to collections of Aboriginal and foreign materials.</i></p>	<p>The needs for multilingual / multicultural services and collections were examined. The re-establishment of a leadership role for the National Library in multilingual / multicultural resources was approved.</p> <p>The discussion document and recommendations were distributed to public libraries and other stakeholders for consultation.</p> <p>Specialized positions for Coordinators Aboriginal Resources and Services and Multilingual / Multicultural Resources and Services were established. The staffing of these positions started.</p> <p>The National Library also partnered with Indian and Northern Affairs Canada to produce a digitized version of their annual reports covering a period from 1864 to 1990.</p>	<p>An increased role by the National Library in multilingual/multicultural resources will provide better access to the Library's collection and resources for Canadians who speak languages other than English and French.</p> <p>The Library is making inroads into Aboriginal communities by better addressing their needs and by cooperatively building more inclusive projects. Existing projects have been well received by treaty researchers, historians and students of Aboriginal history across the country.</p>

<p><i>Promote more actively the benefits of donating collections to the National Library of Canada.</i></p>	<p>In 2001-2002, the National Library received donations of rare books, Canadiana, music and literary manuscripts valued at more than \$1.4 million, a very substantial increase in the value of materials donated during the previous year.</p> <p>The curator of the Jacob M. Lowy Collection encouraged donations of Hebraica and Judaica to enrich its holdings of Canadiana and non-Canadiana.</p> <p>The Canadian Book Exchange Centre encouraged individuals and libraries to donate their unwanted books and magazines so that they can be made available for redistribution to Canadian libraries. At the same time, the Centre contributed 30,849 items from this donated material to fill gaps in the National Library's own collections.</p>	<p>Irreplaceable treasures of the nation's cultural heritage are acquired and safeguarded for current and future generations of researchers and library users across Canada.</p> <p>The Jacob M. Lowy Collection, together with the thousands of Yiddish and Hebrew books in the National Library collections, reflect the Jewish Canadian experience, highlight Canada's place within the Diaspora and contribute to Canada's cultural richness.</p> <p>For the cost of shipping, Canadian libraries are able to receive used books and magazines free of charge for their users; some of these books are out-of-print while other books are expensive reference books that many libraries cannot afford to purchase when new.</p>
<p><i>Develop instruments to measure the comprehensiveness of Canadiana collections.</i></p>	<p>In developing instruments to measure the comprehensiveness of its Canadiana collection, the National Library relied on its previous experience with sampling and other methodologies used to assess the strength of library collections, as well as consultation and advice from Statistics Canada.</p>	<p>Over the past five decades, the National Library has assembled the most comprehensive collection in the world of materials published in Canada, about Canada, and by Canadians to ensure that Canadians have access to</p>

	<p>Baseline measurements were established for three specific areas:</p> <p>a) Canadian trade publications issued in 1998,</p> <p>b) Periodicals funded in 1999-2000 through the Department of Canadian Heritage's Publications Assistance Program; and</p> <p>c) The publishing output of Canadian Aboriginal Associations.</p> <p>To follow through on increasing the comprehensiveness of its Canadiana collection, the Library identified gaps in the Library's holdings. Contacts with Aboriginal publishers and other sources were used to further enrich Aboriginal collection and to promote Aboriginal resources and services.</p>	<p>knowledge about Canada and its place in the world.</p> <p>The national collection is being enriched by Aboriginal material.</p>
<p><i>Over the longer term, create portals bringing together available Internet information resources to support Aboriginal and multilingual collections.</i></p>	<p>In November 2001, the Multicultural Resources and Services Program was established at the National Library and an acting coordinator was appointed. Developing digital resources and portals has been a priority for the Program.</p> <p>To facilitate the access of these resources, the National Library has begun to explore the implementation of UNICODE-based databases. This is the initial step in developing multilingual content for the Web.</p> <p>The map of the NLC Web site will be re-designed to increase the visibility of new resources being added.</p>	<p>Public libraries serving diverse communities in Canada will have access to diversified linguistic and cultural resources and they will be better able to provide new services for clients who speak languages other than English and French.</p> <p>This will lead to an enriched and renewed sense of belonging to Canada that will enhance Canada's social cohesiveness.</p> <p>The National Library Web site will present to Canadians of all ages and cultures a more diversified and more inclusive content that will better reflect the</p>

		diversity, richness and wealth of the Canada's published heritage.
<i>Expand existing acquisitions exchange agreements internationally.</i>	The National Library of Canada now maintains exchange agreements with over 300 institutions internationally as a means of obtaining publications not available through regular trade channels.	Canadians can have access to a wide range of library materials better reflecting the diversity of Canadian society.
<i>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.</i>	<p>The needs for additional base resources for collection building were assessed in a major review. Specified funding for acquisition, access and preservation of Canadian sound recordings was secured through the Canadian Musical Memories Program of Canadian Heritage.</p> <p>The Friends of the National Library continued to support the acquisition of valuable material for the collection.</p> <p>Within the framework of the Council of the Jacob M. Lowy Collection, fundraising strategies and cultural programs were developed and implemented. This will lead to the exploration and development of new strategies to attract more donations.</p>	<p>Increased funding for historic Canadian sound recordings for 3 years.</p> <p>Valuable acquisitions enriching the collection.</p> <p>Increased grassroots participation in the development of the Lowy Collection and cultural programs of the National Library of Canada.</p>

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

- 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.

**Results Achieved** (as of March 31, 2002)

The National Library of Canada is successfully completing these tasks and has achieved results as planned except in the area of an increase in sustained funding for collection building. As Canada's published heritage is immense and continues to grow, this is a continuous challenge.

Contacts were made with commercial and academic publishers and some of their electronic publications are being added to the national collection.

Effective steps towards new and enriched Canadiana collections continue as well as improved services to facilitate access to information resources.

<b>STRATEGIC OUTCOME:</b> The preservation of published Canadiana		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Assess the current state of preservation and conservation activities in the National Library by conducting a needs assessment.</i>	<p>The Canadian Conservation Institute conducted a preliminary assessment of NLC preservation activities. This assessment was used to recommend appropriate models for the Library's Preservation collection of Canadiana, deacidification of acidic collections, specifically targeted conservation and preservation activities for sound recordings, microforms and magnetic media, preservation microfilming and preservation photocopying, re-housing, commercial binding and collection maintenance and to begin to define the preservation implications for new digital collections.</p> <p>The issue of the preservation of electronic publications is a broad and complex ongoing activity which involves a review of current research and developments done in other countries as well as in Canada and partnerships and cooperation with scientists and librarians.</p>	<p>A comprehensive plan with a view to protect and preserve Canada's published heritage for current and future generations.</p> <p>Canadians can be assured that the NLC is taking steps to define and implement effective strategies for the preservation of electronic publications.</p>
<i>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.</i>	<p>Requirements for a sustained program were developed and the partnership with the National Archives for conservation treatment remains in place. Preservation plans, however, are heavily dependent on appropriate accommodation for collections.</p>	<p>More materials of national significance are conserved for long term access.</p>

<i>Build the business case for the additional resources required to implement the preservation / conservation treatment strategy and plan.</i>	The business plan for additional resources to implement the Preservation Plan and Strategy was successfully completed by a Working Group on Protecting and Preserving the collections. The result is increased base funding from Treasury Board (\$1 million per year).	Measures have been taken to use the new resources to implement the NLC preservation strategy. However, this is insufficient to cover all risks associated with major accommodation deficiencies.
<i>Develop partnerships for research and joint initiatives, defining a leadership role for the National Library in preserving critical collections in libraries across Canada.</i>	The National Library of Canada is exploring a joint initiative in the area of mass-deacidification with the National Archives of Canada and other Canadian libraries. The Library is addressing the issue of training and building expertise in-house through the addition of much needed resources for the National Library Preservation program which provides advice, information and consultation services to libraries across Canada.	Significant Canadian collections would be preserved.
<i>Build the business case for the additional resources required to support a national program of preservation for Canadian libraries.</i>	Canadian libraries do not perceive preservation of their collections as a major issue. Awareness of the issue has to be raised.  The business case to seek additional resources for a national preservation program for Canadian libraries has been postponed until next year.	

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

- 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.

**Results Achieved** (as of March 31, 2002)

Work has begun to separate the Preservation Collection from other collections at risk. Major projects to identify and separate Canadian Literature and Canadian History materials were completed. Over 600,000 items have been moved to four vaults in the Gatineau Preservation Centre. This has been accomplished with the support and cooperation of the National Archives. However, this is a temporary solution because in the long term the National Archives will need the full space of the Gatineau Preservation Centre for their collections.

In the meantime, plans are being developed and implemented to replace defective mobile shelving to better protect collection materials. This work is being supported by special funding from the Treasury Board.

The National Library, with the help of the Department of Canadian Heritage, the Department of Public Works and Government Services, and the Treasury Board of Canada, is developing mid-term and long-term accommodation plans to obtain new facilities to house and preserve its collections. The priority will be given to collections most at risk and the most valuable.



<b>STRATEGIC OUTCOME:</b> Client satisfaction with Reference and Research support services		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Market research will be undertaken to identify information needs.</i>	<p>No market research was undertaken in 2001-2002. However, consultation of various partners was undertaken to develop “Virtual reference Canada” which will offer enhanced reference services relying on a network of Connected Canadian and foreign libraries.</p> <p>The National Library did participate in a joint survey of our onsite genealogy users in March 2002 about their use and satisfaction with current services, research tools, etc. as well as to solicit opinions on possible service improvements. The results of the survey is being used to improve services to genealogists and to develop the Canadian Genealogy Centre, a joint National Library-National Archives project.</p>	<p>The Library is better able to respond to the knowledge needs of Canadians.</p> <p>Better services for genealogists.</p>

<p><b>Planned Results</b> (as in <i>NLC Report on Plans and Priorities, 2001-02</i>)</p> <p>Identification of user’s needs</p> <p>The quality and timeliness of service delivery will be improved.</p>
<p><b>Results Achieved</b> (as of March 31, 2002)</p> <p>The National Library is listening to its users and is taking steps to ensure faster, extended and better reference services.</p>

<b>STRATEGIC OUTCOME:</b> Timely and equitable information services in both official languages		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Digitization will play a key role in bringing the collections of the National Library to the classrooms, homes, and businesses of the nation.</i>	<p>Several new educational Web products have been released. Many have components oriented towards life-long learners, educators and children. These new products cover such topics as Canadian confederation, Canadian Olympians, Canadian music history, Canadian literature, Prime Ministers, the exploration of Canada, and Aboriginal relations. Most Web projects combine texts, images and historic documents to describe the key events and people linked to Canada's development as a nation. Specific educational resources are designed for kids and teachers.</p> <p>For more details, consult our Web site:  <a href="http://www.nlc-bnc.ca/music/index-e.html">http://www.nlc-bnc.ca/music/index-e.html</a>  <a href="http://www.nlc-bnc.ca/history/index-e.html">http://www.nlc-bnc.ca/history/index-e.html</a>  <a href="http://www.nlc-bnc.ca/literature/index-e.html">http://www.nlc-bnc.ca/literature/index-e.html</a>  <a href="http://www.nlc-bnc.ca/kids/index-e.html">http://www.nlc-bnc.ca/kids/index-e.html</a>  <a href="http://www.nlc-bnc.ca/6/32/index-e.html">http://www.nlc-bnc.ca/6/32/index-e.html</a>  <a href="http://www.nlc-bnc.ca/forum/index-e.html">http://www.nlc-bnc.ca/forum/index-e.html</a></p>	<p>Canadians are now better able to access historical resources that illuminate the history of their country. Electronic products allow researchers of all ages access to the deeper resources uniquely available through a network of libraries in Canada and the world. Many of these resources were formerly only available to on-site researchers.</p> <p>The National Library of Canada promotes awareness and understanding of Canada's history among adults and young learners.</p>
<i>The National Library of Canada will take advantage of opportunities within government – e.g., Government</i>	<p>The New Books Service for Canadians, a subset of the AMICUS database, was in its final stage of completion and it was launched on April 23<sup>rd</sup>, 2002 (Canada Book Day)</p> <p>(See <a href="http://www.nlc-bnc.ca/7/4/index-e.html">http://www.nlc-bnc.ca/7/4/index-e.html</a>)</p>	<p>The New Books service facilitates easy and efficient access to Canadian titles and supports our publishing</p>

<p><i>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.</i></p>	<p>The E-Books project, an experimental electronic resources project that investigated the processes and procedures associated with the acquisition and delivery of E-Books to NLC clients, was completed in January 2002.</p> <p>NLC's staff have actively participated in various inter-departmental activities, with the Treasury Board of Canada Information Management Working Group, Government on Line Metadata Working Group, Canadian Heritage, GovNET 2003. Investigations concerning staff competencies were done. NLC's staff expertise in this domain is recognized and appreciated.</p> <p>Co-operative work has continued with the Depository Services Program (Communication Canada):</p> <ul style="list-style-type: none"> <li>- The Federal Publication Locator Service which will permit clients to find and access Federal government publications in AMICUS.</li> <li>- The study on persistent solutions for federal government electronic publications on the Internet (entitled 'Persistent Locators for Government Publications') was completed in March 2002.</li> <li>- Enhancements to the Canadian Information by Subject (CIBS) were completed.</li> </ul> <p>Reference and research services were provided in English, French and Hebrew, as well as in Yiddish, for Canada's Hassidic communities. Enhanced access to a client group diverse in age, religion and cultural background is also provided through exhibitions, tours and seminars.</p>	<p>industry.</p> <p>All efforts are being made to allow Canadians to get access to the latest electronic resources to meet their diverse information needs.</p> <p>Our skills and expertise are highlighted and the needs of our clients are represented across Government.</p> <p>Canadians have access to the holdings of NLC and of other Canadian libraries through a network of connected libraries.</p> <p>Easy, free and equitable access to timely and accurate information is facilitated.</p> <p>Collections and services are open to and used by a diverse and broad segment of Canadian society.</p>
--	--	--

	Reference and research services in English and French on Canadian studies topics is provided to a diverse client group within and outside Canada.	

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

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

**Results Achieved** (as of March 31, 2002)

The National Library of Canada is a modern client-centered organization which makes every effort to reach a balance in its resources to develop the collection and at the same time, to improve and develop its services to its traditional clients, Canadian libraries, and, increasingly, to Canadian citizens of all ages and cultures who are directly seeking the help of the National Library.

The National Library continues to develop its Web services through the development and use of more powerful informatics systems and by highly trained and dedicated managers, professionals and technicians deeply committed to the success of the National Library.

<b>STRATEGIC OUTCOME:</b> Public exhibitions and events		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Attract support for a comprehensive exhibition plan with appropriate resources, staff and expertise for exhibition projects presented by the National Library collection specialists.</i>	Internal funding was re-allocated to support a modest travelling exhibit program.	Canadians from outside the National Capital region had access to a National Library exhibit.
<i>Broaden the National Library's network of contacts within the federal government, including more effective coordination of collections and services with federal libraries.</i>	<p>The National Library's Council of Federal Libraries is engaged in a process of renewal, and is revising its bylaws to broaden membership to all government libraries and to all federal librarians, whether working inside the traditional bounds of a library or in other areas where their information management skills are being called into play.</p> <p>NLC is supporting the Council of Federal Libraries' action teams in their ongoing work on improving access to federal government information, particularly that published in Web sites, and in improving the seamless access of all federal public servants to quality information sources at the desktop. These efforts involve leveraging the best work of individual federal libraries while building on existing interdepartmental efforts to further initiatives.</p> <p>NLC is the focal point for discussion on change within federal government libraries, and in keeping with its leadership role, gave presentations on the federal libraries to the larger information management community, contributed a paper to the Canadian Centre</p>	<p>Federal libraries and librarians are key-players in making federal government publications available to citizens, and in enabling public servants to base their decisions, policies, and programs on sound and up-to-date information.</p> <p>Effective information services for citizens and effective government.</p> <p>Development of a connected network of libraries throughout the</p>

	<p>for Management Development's Roundtable on Internal Services, and led discussions among federal librarians on their role and place within information management.</p> <p>NLC is also representing the federal library community in the development of joint competencies for those groups working in information management. When completed, the competencies will form the basis for a renewal of the recruitment, selection, development and retention of federal information management staff.</p>	<p>country.</p> <p>Development of new knowledge, an essential component of an innovative knowledge infrastructure for Canada.</p>
<p><i>Promote National Library outreach activities and services nationally and locally through media relations, Web site development, and attendance at major conferences.</i></p>	<p>The National Library has organized many media events around the activities of the National Librarian, successfully attracting the media and general public attention on the Library.</p> <p>Two major exhibitions (Oscar Peterson: A Jazz Sensation; and Evangeline's Odyssey) and six other minor exhibitions were displayed at the Library's and in other places along with various displays mounted as a tribute to Canadian creators who had passed away. In addition, the Library presented various public seminars and conferences.</p> <p>The National Library began preparations for celebrations to mark, in 2003, the 50th anniversary of the National Library.</p> <p>The presentation of workshops at events such as the Association of Canadian Studies, Libraries' annual conferences and participation to various "Salons du livre" promote National Library services to diverse audiences such as educators and the general public.</p> <p>Detailed information on public events is provided in <i>Semi-Annual Updates</i> published in the Fall 2001 and in the Spring 2002 (see <a href="http://www.nlc-bnc.ca/10/5/index-e.html">http://www.nlc-bnc.ca/10/5/index-e.html</a>)</p>	<p>The National Library of Canada is recognized as a Canadian modern and vibrant cultural institution, proud of its leadership and continuously seeking partnerships to develop innovative programs and services.</p> <p>The opinions and information needs of the population are being taken in consideration.</p> <p>Canadians benefit from improved collections and services and they can better understand and appreciate their published heritage in all formats. Efforts are also directed at</p>

		<p>collections for print-disabled Canadians.</p> <p>Canadians are in a better position to appreciate the uniqueness, richness and diversity of their heritage, the basis of their culture. This is particularly important in the context of an increased globalization of all cultural spheres.</p>

**Planned Results** (in *NLC Report on Plans and Priorities 2001-02*)

- 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.

**Results Achieved** (as of March 31, 2002)

The National Library of Canada has an improved level of recognition among Canadians, and plays a key role among major Canadian cultural organizations.

Recognized throughout the world for its expertise in informatics services, constantly seeking innovative partnerships and successfully developing collaborative programs with other leading institutions, the National Library is fulfilling its global mandate.

<b>STRATEGIC OUTCOME:</b> Universal and equitable access to the nation's collective library resources		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<p><i>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.</i></p>	<p>Significant progress has been made in the development, testing, and set up of the Virtual Reference Canada (VRC) 'node' of what was formerly known as Collaborative Digital Reference Service (CDRS) Canada.</p> <p>Virtual Reference Canada will be a national virtual network of connected Canadian libraries offering reference services to help individuals and libraries to find the information they are looking for.</p> <p>The Library continued to establish partnerships with Canadian and international libraries to deliver superior information services to Canadians. In addition, some of the VRC development work continues to be undertaken with the assistance of the Depository Services Program, Communication Canada, and Canadian Heritage.</p> <p>Staff participated in the development of Canadian Heritage's Government On-line Strategy.</p> <p>The National Library of Canada has partnered with many other federal agencies, academic and public institutions to produce large-scale collaborative electronic products. Among these partners are Canada Science and Technology Museum, Canadian Museum of Civilization, Earth Sciences Information Centre, NRCan, Indian and Northern Affairs Canada, National Archives of Canada, Glenbow Library and Archives, Nova Scotia Museum, Provincial Resource Library, Arts and Culture Centre, St. John's, Newfoundland, Public Archives and Records Office of Prince Edward Island, Simon Fraser University Library, Toronto</p>	<p>A global authoritative electronic reference service and resources which reflect the Canadian experience and which are available 24 hours a day, 7 days a week in both official languages.</p> <p>Because the National Library expertise and knowledge was taken into account during the development of the Department of Canadian Heritage Cultural Strategy, our clients' information needs will be met.</p> <p>The costs of producing resources for Canadians are lower because they are distributed across</p>



	<p>Public Library, the Université de Montréal, University of Toronto, Canadian Music Centre, and the Society of Composers, Authors and Music Publishers in Canada (SOCAN administers the performing rights of its members, - composers, lyricists, songwriters and their publishers, and those of affiliated international societies by licensing the use of their music in Canada).</p> <p>The Interlibrary Loan Division of the National Library of Canada received over 75,000 requests for books, magazine articles, government documents and other materials from libraries on behalf of their clients. The National Library was able to supply the requested item in 50% of cases and was able to locate the item in another library and provide a referral in 40% of cases. This is a satisfaction rate of 90%.</p> <p>This satisfaction rate is very good given the fact that interlibrary loans depend on multiple factors outside our direct control. There are many reasons which explain why in 10% of the cases we cannot find a response to a request. Here are some examples: The book or the item requested may not correspond with the Library's collection policy; no other library participating in the Library's network has the item or does not want to lend it because it is a rare, limited or fragile edition; the item has not been recorded in standard databases; etc.</p>	<p>the partnership. There is also the added benefit that digitization efforts are not duplicated by individual partner institutions.</p> <p>The National Library makes its collections available to all Canadians through the services of their local library and also provides a location service for published material in Canada and abroad.</p> <p>Canadians have improved access to the information resources of Canadian libraries.</p>
<p><i>The National Library of Canada will examine the effectiveness of its existing Relationships and memberships in national and international associations, groups and consortia.</i></p>	<p>Memberships and support of national and international organizations and associations were reviewed.</p>	<p>Better use of the Library's resources and alignment with strategic priorities.</p>

<p><i>Canadians will have a choice of accessing the National Library of Canada directly or through a local community library as part of a dynamic, revitalized library network across the country.</i></p>	<p>The National Library of Canada 's Web site (<a href="http://www.nlc-bnc.ca">http://www.nlc-bnc.ca</a>) is available 24 hours a day seven days a week.</p> <p>The number of successful hits of NLC Web site was more than 80 million for one year of operation.</p> <p>Virtual Reference Canada and the Interlibrary Loan Service are providing efficient services through a network of connected libraries across the country.</p>	<p>The National Library's resources and services are available on site in Ottawa and to anyone across the country. The Library answers written and oral requests through the Web and the telephone.</p>
<p><i>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.</i></p> <p><i>The National Library of Canada has established a Council on Access for Print-Disabled</i></p>	<p>National Library staff contributed to Government On-line (GOL) work on thesauri, metadata application to web pages, metadata tools, and training. Contributions to the work on the Treasury Board Information Technology Standard (TBITS) standards 39.1 and 39.2 were noteworthy (see <a href="http://www.cio-dpi.gc.ca/its-nit/standards/tbits39/crit391_e.asp">http://www.cio-dpi.gc.ca/its-nit/standards/tbits39/crit391_e.asp</a> ).</p> <p>In the Fall of 2001, Library staff developed a Web page on Canadian Thesauri and Controlled Vocabulary to assist Government of Canada departments in their metadata work. Sponsored by the Depository Services Program (Communication Canada) and the Library, a study on persistent solutions for federal government electronic publications (entitled "Persistent Locators for Government Publications") was completed in March 2002.</p> <p>The National Library of Canada was officially designated as the Registrar for the Thesaurus and Controlled Vocabulary tools used for metadata creation in the Federal Government.</p> <p>The National Library is coordinating a metadata implementation plan that will make its resources more accessible through the Government of Canada Internet gateway.</p>	<p>Thirty million Canadians will have significantly improved access to the information that they require.</p> <p>The products and services of the National Library of Canada will be more visible to Canadians.</p>

<p><i>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.</i></p>	<p>The NLC Web site is always being reassessed in terms of its usability and accessibility. The Library takes pains to ensure that Accessibility Guidelines are adhered to.</p>	<p>With the work done for print disabled Canadians, the NLC Web site and all other information services of the National library of Canada are accessible to people with visual impairment.</p>
<p><i>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.</i></p>	<p>NLC staff have continued to contribute extensively to the development and planning for Canadian Heritage's cultural portal.</p> <p>Expert assistance and guidance on the provision of subject access to the portal is on-going. Work has also continued on the development of a link from the cultural portal to the Virtual Reference Canada (VRC) service on the National Library's Web site.</p>	<p>Easy, seamless access to the collections and services of Canadian cultural institutions.</p>
<p><i>The National Library will develop a system for access to the holdings of the National Archives of Canada.</i></p>	<p>In 2001/2002, the project described user requirements and technical requirements, produced a logical data model, and, based on these, moved into the design phase. The build phase will begin in 2002/2003, with the project scheduled for completion in May of 2003.</p>	<p>Assist Canadians to know the collection of both the National Archives and the National Library.</p>
<p><i>The National Library of Canada will take the lead on convergence, interoperability and preservation issues in the Digital Cultural Initiative.</i></p>	<p>The National Library continues to work with appropriate partners on convergence, interoperability and preservation issues and is making progress.</p>	<p>Canadians will benefit from interoperable systems across Canadian Libraries.</p>

<p><i>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.</i></p>	<p>The National Library led a team of international experts to write the second release of the Bath Profile: <i>An International Z39.50 Specification for Library Applications and Resource Discovery</i>. This standard means that Canadian citizens will be able to quickly and easily search library catalogues worldwide with a single search, if the catalogue and local interface have implemented the standard.</p> <p>The National Library is leading the <a href="http://www.smartcapital.ca/smartlibrary.html">Sm@rtLibrary</a> project which is creating a virtual library for the citizens of the National Capital Region. (See: <a href="http://www.smartcapital.ca/smartlibrary.html">http://www.smartcapital.ca/smartlibrary.html</a>) This project is made possible with Industry Canada's Connecting Canadians Program which is contributing \$4.5 million over three years towards the development of twelve online services including the Showcase Demonstration Sites and an online gateway to SmartCapital services).</p> <p>The portal software has been selected which will initially provide access to the catalogues of Ottawa Public Library, Université d'Ottawa, Carleton University, the Canadian Institute for Scientific and Technical Information (CISTI) and the National Library of Canada.</p>	<p>Canadians are able to locate and retrieve a broader range of high quality information resources through a large range of libraries across the country.</p>
<p><i>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.</i></p>	<p>This project was postponed.</p>	

<p><i>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.</i></p>	<p>The National Library of Canada has published a profile of school and school library resources that was commissioned from Statistics Canada. The National Library staff is working with the school library community to develop a vision and standards for school library programs in Canada.</p> <p>Statistical data has been collected from libraries of all types (except school libraries) from across the country for the 1999 year and this data has been analyzed to create a profile of Canadian libraries including time-lines from 1994 to 1999. This is part of the library's continued support of the National Core Library Statistics Program. (See <a href="http://www.nlc-bnc.ca/8/3/r3-203-e.html">http://www.nlc-bnc.ca/8/3/r3-203-e.html</a>)</p>	<p>Libraries are an essential component of a knowledge-based society. Since the resources of the Web need to be complemented, libraries continues to be leading institutions providing information to Canadians.</p>

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

- 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 are both timely and relevant.

**Results Achieved** (as of March 31, 2002)

The National Library of Canada has continued its work to put in place and improve its services, using the most efficient new information and communication technologies and offering high quality services in both official languages.

The National Library of Canada is extending the range of its partnerships with other libraries, museums, archives and cultural, academic associations and organizations.

Canadians benefit from extended and more diversified sources of information.

<b>STRATEGIC OUTCOME:</b> An integrated approach to the management of federal library resources		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>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.</i>	The National Library of Canada offered courses in business case preparation and information audit to the federal library community. It also offered a seminar on Information Management to all federal information managers. The Council of Federal Libraries' struck three action teams to work on interdepartmental projects to move the community forward as a whole. Membership on these teams offered development opportunities to members of the library community.	The National Library knowledge and expertise is shared with other institutions.
<i>The National Library will contribute to the review of the Government's Management of Government Information Holdings (MGIH) policy and program.</i>	<p>The Library made a major contribution to the Government's review and renewal of the Management of Government Information Holdings (MGIH) policy and program. As departments and agencies are required to deposit their publications, the National Library of Canada acquires and makes accessible government publications to the Canadian public. The focus in the past year has been to significantly increase the intake of federal government electronic publications and to continue to provide description and access to government publications in all formats.</p> <p>The Library also surveyed federal departments and agencies on their application of the MGIH policy.</p>	<p>Through the national database, AMICUS, Canadian libraries and Canadians have access to the most up-to-date federal government information in all formats.</p> <p>The Government is better able to assess how departments and agencies are managing their published information</p>

		resources making it easier for Canadians to access this information.
<i>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.</i>	The National Library is assisting the Council of Federal Libraries to study potential models for the delivery of optimal federal library services. Some individual departments and agencies studying their libraries have come to the National Library of Canada for input and advice.	Canadians will benefit from better federal library services.

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

- Canadians will have improved information management related to federal government publications and services.

**Results Achieved** (as of March 31, 2002)

Canadians benefit from improved National Library services: They can access a broader range of information resources in multiple formats (books, magazines, tapes, records, compact discs and videos) and they can get faster and easier services. The Web is accessible 24 hours a day. Search engines are more powerful and can find much more resources than a few years ago and much faster. Computer systems and databases are more and more powerful and interoperable.

As Canada is one of the most connected countries in the world, Canadian citizens already benefit from improved connectedness. In the future, broadband and wireless technologies will lead to faster and new services.



**STRATEGIC OUTCOME:** Assistance to Canadian libraries in developing services for diverse client groups

2001-2002 Priority	Results Achieved	Benefits to Canadians
<p><i>The Library will pay special attention to the knowledge needs of young Canadians and to those whose first language is neither English nor French.</i></p>	<p>The National Library of Canada has produced several youth oriented digital projects. Several sites have curriculum-matched educational components. These include <i>Canadian Confederation, Page by Page, Passageways</i> and <i>Celebrating Women's Achievements</i>.</p> <p>(See the Digital Library of Canada at:</p> <ul style="list-style-type: none"> <li>- <a href="http://www.nlc-bnc.ca/music/index-e.html">http://www.nlc-bnc.ca/music/index-e.html</a></li> <li>- <a href="http://www.nlc-bnc.ca/history/index-e.html">http://www.nlc-bnc.ca/history/index-e.html</a></li> <li>- <a href="http://www.nlc-bnc.ca/literature/index-e.html">http://www.nlc-bnc.ca/literature/index-e.html</a></li> </ul> <p>and the Kid's Page at <a href="http://www.nlc-bnc.ca/kids/index-e.html">http://www.nlc-bnc.ca/kids/index-e.html</a>)</p> <p>In November 2001, the Multicultural Resources and Services Program was established at the National Library of Canada. The Program is intended to provide comprehensive online resources and a stronger multilingual collection.</p>	<p>Young Canadians will be more aware of Canadian culture.</p> <p>As the Program develops, the Library will be able to better serve Canadians whose first language is neither English or French.</p>
<p><i>The Library will accelerate the implementation of the technological infrastructure needed to display and manipulate information in non-Roman alphabets.</i></p>	<p>In 2001/2002, Information Technology Services began planning, determining user requirements and devising a staged approach which will start with web-based applications, move to improved support for these and culminate in enabling AMICUS (the Library's bibliographic system) to handle UNICODE, a system providing a unique number for every character, no matter what the platform, no matter what the program, no</p>	<p>The Library will be able to better address the needs of its non-English or French clientele.</p>

	<p>matter what the language.</p> <p>The Library planned a pilot web version of a Naskapi-French-English dictionary using UNICODE.</p>	<p>A foundation for other digital projects that require extended character sets.</p>
<p><i>The Library will support the development of technologies, services and resources that increase access to information for citizens with print, perceptual and other disabilities.</i></p>	<p>The Council on Access to Information for Print Disabled Canadians has made considerable progress in advancing the implementation of the recommendations of the Task Force on Access to Information for Print-disabled Canadians. (See <a href="http://www.nlc-bnc.ca/accessinfo/s36-120-e.html">http://www.nlc-bnc.ca/accessinfo/s36-120-e.html</a>).</p> <p>Liaison has been established with government departments involved in the disability agenda, discussions have been undertaken as part of the copyright reform, discussions have been undertaken to establish a clearinghouse for e-text for alternate format producers and a plan has been established to determine requirements for such a clearinghouse.</p> <p>Negotiations to establish a Canadian site license for documents from Recording for the Blind and Dyslexic were begun. The Council has ensured that a <i>Managers Guide for the Production of Alternate Formats</i> will be adopted as part of the Government of Canada Communications Policy.</p> <p>A Resource Sharing Workshop was held to provide a broad overview of the needs of the print-disabled community. Information sessions on the needs and rights of print-disabled Canadians have been held in several cities as part of the effort to raise awareness on the part of information providers on their obligations to serve the community and to offer assistance on tools and techniques available to better serve the print-disabled community.</p>	<p>Print-disabled Canadians can be assured that improved services are being developed to better serve their needs.</p>

**Planned Results** (as in *NLC Report on Plans and priorities, 2001-02*)

- 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.

**Results Achieved** (as of March 31, 2002)

The National Library of Canada has taken a lead role to improve services and resources for print-disabled Canadians and is advancing this agenda with the support and cooperation of the Council on Access to Information for Print-Disabled Canadians.

A detailed list of achievements from February 2001 to December 2001 is available on the Web at: <http://www.nlc-bnc.ca/accessinfo/s36-121-e.html>.

The work plan is available at: <http://www.nlc-bnc.ca/accessinfo/s36-125-e.html>

<b>STRATEGIC OUTCOME:</b> Staff capacity to manage information and deliver quality services in a rapidly changing environment		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Recruit staff with expertise in heritage languages other than English and French.</i>	The need to build capacity has been recognized in the planning for a renewed Human Resources Strategy for the Library.	Improved services as well as improved access to heritage language publications.
<i>Staff professional positions in public affairs, marketing, and media relations.</i>	A Media Relations position, with additional responsibilities for Government relations, has been staffed.	Better relationship with media and government bodies.
<i>Develop a common strategy for National Library partnerships.</i>	An overall strategy for partnerships remains to be done. However, partnerships were strengthened particularly in the area of public programming and marketing with existing and new partners such as The Gale Group, the Independent Booksellers, Communication Jeunesse, the Ottawa International Writers Festival, the Embassy of Belgium and the Canadian Newspaper Association.	Leveraging scarce resources and expertise is critical to improved services.

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

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 21<sup>st</sup> century.

**Results Achieved** (as of March 31, 2002)

Initial steps were taken to ensure that the Library staff is reflecting the Canadian diversity, but more has to be done.

<b>STRATEGIC OUTCOME:</b> An infrastructure responsive to the Library's mission and strategic objectives		
<b>2001-2002 Priority</b>	<b>Results Achieved</b>	<b>Benefits to Canadians</b>
<i>Make stakeholders aware of Library's accommodation crisis and collections at risk.</i>	Parliamentarians, senior officials in the Government, the Canadian library community and individual Canadians have taken a great interest in the Library's ongoing challenges with respect to its inadequate collections facilities.	Increasing numbers of Canadians have become engaged in trying to solve this crisis.
<i>Develop strategic plans to address both short- and long-term accommodation requirements.</i>	Long-term accommodation planning and requirements continue to be worked on in partnership with the National Archives. A series of actions have been taken with respect to short-term requirements. Planning to ensure a better preservation of newspapers, for example, was underway with the support of Canadian Heritage and Public Works and Government Services Canada.	The Library's requirements for environmentally secure space for its collections will be met.
<i>Implement solutions for collections in crisis and collections at significant risk.</i>	During 2001-2002 there were 8 major incidents which resulted in 1604 collection items being damaged. The Treasury Board recognized the urgency of the situation with special funding which was used to take a number of preventive steps to better protect collections.	Remedial measures are being taken to reduce damages to collections.
<i>Move materials from the Library's Preservation Collection of Canadiana to secure space.</i>	Over 600,000 items from the Preservation Collection (less than half of the collection) were moved to secure vaults in the Gatineau Preservation Centre of the National Archives on an urgent but temporary basis. Funded by the Treasury Board, these materials have been removed from further risk.	A significant part of an important national collection is being protected.

<p><i>Separate all Preservation Collection copies and house them apart from the Service Collection.</i></p>	<p>Special one-time Treasury Board funding permitted the separation of Preservation Copies of Canadian Literature and Canadian History materials. The process is proving to be labour intensive and slower than anticipated.</p>	<p>Separating copies of Canadian materials is a fundamental protective measure to reduce the risk of damage.</p>
<p><i>Carry out preventive measures on building systems in existing collection facilities.</i></p>	<p>Public Works and Government Services Canada (PW&amp;GSC) initiated a major program to better secure the joints of the thousands of pipes of the heating system in the building located at 395 Wellington Street (Ottawa Headquarters of the National Library). As well, PW&amp;GSC which provides all accommodation to the Library, began to implement a plan to provide air conditioning and humidity control in a previously unprotected facility housing among other collections, a large number of print newspapers.</p>	<p>Improvements to environments for collections and avoidance of recurrences of leaks and other incidents that damage collections.</p>
<p><i>Develop and adopt a human resources strategy for the National Library</i></p>	<p>A Continuous Learning Policy for the National Library is being developed. The challenges of the Library and its branches have been identified. Funds were allocated for the renewal of staff competencies. An Orientation Program Intranet site was under construction with an Orientation Program to be launched in September 2002. A joint Recognition Program with the National Archives was developed and launched. In addition a new Performance System was implemented.</p>	<p>A renewed and strengthened cadre of committed staff.</p>

**Planned Results** (as in *NLC Report on Plans and Priorities, 2001-02*)

- 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 National Library's collections in crisis.
- Increased appreciation among Canadians, clients and stakeholders of the value, breadth, diversity and uniqueness of the Library's collection.

**Results Achieved** (as of March 31, 2002)

Major deficiencies were identified in NLC's accommodation. There is a greater public awareness of our problems. Canada's published heritage is more valued by Canadians.

Temporary short term solutions have been found and implemented and the need for much bigger additional financial resources to implement long term solutions is recognized.

## 4.2 Performance by Business Lines

### *Business Line 1: Canadiana Collections & Access Services*

Planned Spending	\$ 17,270,700
<i>Total Authorities</i>	\$ 21,902,251
<b>2001-2002 Actual</b>	<b>\$ 21,896,457</b>

Planned Spending shows the Agency's plan at the beginning of fiscal year 2001/02.

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

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

### Performance Results -- Key Statistical Indicators

	1998-99 Actual	1999-2000 Actual	2000-2001 Actual	2001-02 Actual
<i>Canadiana Acquisitions</i> <sup>1</sup>				
New titles acquired	64,442	58,269	55,719	56,783
Canadian serial titles currently received	33,070	33,772	33,974	34,570
Collection items deacidified <sup>2</sup>	43,775	63,627	44,276	28,500
Bibliographic records created	66,664	69,957	65,260	61,534
Authority records created	17,023	18,397	18,235	15,978
Reference requests answered	27,089	23,375	24,380	21,748
Items circulated	169,072	185,872	198,515	192,368

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

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



## Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>2001-2002 Results</i>
<b>National Bibliography</b>		
Records for publications covered by the Canadian Cataloguing in Publication (CIP) program and for federal government publications available to libraries participating in the federal government's Depository Services Program (DSP) will be added to the Library's database within 10 days of receipt of the publication by the National Library. (Publications in these two categories account for approximately 20% of the total number of publications listed annually in the national bibliography, <i>Canadiana</i> .)	100%	90% <sup>3</sup>
<b>Research Support</b>		
Requests for simple, factual reference information will be answered within two business days.	100%	99%
Information requests requiring extended analysis and research will be answered within five to ten business days.	100%	95%
The Library will deliver requested materials to clients: + within one hour of receipt of the request, for materials located in the main building; + within 24 hours, for materials stored in off-site locations; + on the same day, for requests for photocopies of collection material.	100%	100%

---

<sup>3</sup> Although this year's turnaround time was the best achieved since this service standard was defined in 1995, the Library is continuing its efforts to improve throughout for this category of material.

***Business Line 2: Library Networking***

Planned Spending	\$ 11,266,700
<i>Total Authorities</i>	<i>\$ 15,730,914</i>
<b>2001-2002 Actual</b>	<b>\$ 15,730,914</b>

Planned Spending shows the Agency's plan at the beginning of fiscal year 2001/02.

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

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

**Performance Results -- Key Statistical Indicators**

---

	<b>1999-2000 Actual</b>	<b>2000-2001 Actual</b>	<b>2001-2002 Actual</b>
Records added to AMICUS database	2,856,000	1,600,000	1,960,000
Hours of AMICUS on-line use	294,529	266,546	258,865 <sup>4</sup>
Interlibrary loan requests answered	159,365	152,271	136,285
Items redistributed through Canadian Book Exchange Centre	337,208	313,942	316,600

---

---

<sup>4</sup> The decrease of hours of AMICUS on-line use is due to the success of the service "AMICUS on the Web" which provides direct and free access to AMICUS. The number of transactions in "AMICUS on the Web" was 1,611,000 in 2000-01 and has reached 5,062,000 in 2001-02.

## Performance Results -- Service Standard Targets

<i>Service Standard</i>	<i>Target</i>	<i>2001-2002 Results</i>
<b>Database Services</b>		
The Library's national bibliographic database service, AMICUS, will be available 98% of the time during scheduled service hours	98%	99%
Downtime over a one-year period will not exceed 3,600 minutes	3,600	4,741 <sup>5</sup>
There will be no period of continuous downtime lasting longer than 24 hours (= 1,440 minutes)	1,440	509
<b>Resource Sharing</b>		
Responses to Basic interlibrary loan (ILL) search requests will be provided within two to four business days of receipt of the request	100%	75%
Responses to In-Depth ILL search request will be provided within ten business days of receipt of the request.	100%	85%

---

<sup>5</sup> The target limits for system downtime were exceeded due to persistent problems with the database management software, and tape management system software which prevented the timely restoration of the AMICUS database. The National Library has implemented a database stabilization plan as well as improved system back-up and restoration procedures which will result in a further reduction in unscheduled downtime.

Systems availability, however, exceeded the service standard of 98% despite this level of unscheduled downtime.

**Business Line 3: Corporate and Branch Administration**

Planned Spending	\$ 7,006,600
<i>Total Authorities</i>	\$ 6,820,296
<b>2001-2002 Actual</b>	<b>\$ 5,533,822</b>

Planned Spending shows the Agency's plan at the beginning of fiscal year 2001/02.

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

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

## **4.3 Horizontal Results**

### **A: Government On-Line**

The National Library of Canada continued to contribute to the Government's On-line and Service Improvement initiative by working collaboratively and horizontally within the library and with partners. The Library undertook service transformation and horizontal initiatives in three major areas: access to accurate, timely and reliable information by means of development and application of standards for use of metadata and subject and controlled vocabulary in the government of Canada, the continued development of Canadian node in international collaborative digital reference through Virtual Reference Canada, and in access to and archiving of federal electronic publications.

#### **The strategies used to achieve outcomes were:**

- To establish partnerships and to work collaboratively with other departments such as Canadian Heritage, the Treasury Board, and Depository Services Program of Communication Canada on Government On-line activities and projects;
- To develop and manage the library's Government On-line projects and to communicate these to staff and stakeholders; and
- To participate on interdepartmental committees related to key horizontal issues such as metadata, information management and IM community renewal.

#### **Outcomes achieved were:**

- The Library continued to work with Canadian Heritage and other portfolio agencies on the development of Canadian Heritage's Government On-line strategy and initiatives;
- NLC staff were members of the Treasury Board's Interdepartmental GOL Metadata Working Group which developed and recommended the government's adoption of Treasury Board Information Technology Standards for Metadata and Subject and Controlled Vocabularies. The Library has been named the Official Registrar for Subject and Controlled vocabularies in use within the Government of Canada.
- The Library continued to work with Canadian Heritage on the development of its cultural portal by providing access and content aggregation services. The Library will also be offering reference services (traditional and virtual reference) to users of the portal. The NLC contributions will result in Canadians having easier access to Canadian web resources and content.
- The Library has completed development of Phase 1 of the New Books Service which is a subset of the library's AMICUS database. This service provides enhanced searching access to new Canadian publications. This service allows Canadian

publishers to forward electronically to the library pre-publication information such as cover art, table of contents for upcoming Canadian publications. The application is in the final stages of testing and is due for release in early 2002/03

- The Library developed the Federal Government Publications Locator Service in partnership with Depository Services Program of Communication Canada. This service will provide Canadians with enhanced searching functionality for a subset of NLC's AMICUS database which contains both print and electronic federal government publications held or catalogued by the National library of Canada. Canadians will also be able to access the electronic federal publications held by the Library as well as the list of Canadian libraries that have these items in their collections. The service is currently being tested and will be available to the public in 2002/03.
- In collaboration with Depository Services Program, Communication Canada, the Library conducted an in depth study on the use of persistent locators (URLs) to ensure online access to electronic publications. We intend to have the findings of the report discussed within the federal government and to propose a pilot project based on a given schema be conducted to further understand and address this important issue related to the access and archiving of electronic publications.
- The Library, with the support of Canadian Heritage and the Depository Services of Communication Canada continued to develop the Virtual Reference Canada(VRC) network which will be the Canadian node (reflecting the Canadian experience such as our laws and language requirements) within the international collaborative digital reference network. VRC will allow Canadian libraries to work collaboratively to leverage their skills and expertise to meet the information and reference needs of their clients locally while participating in a global initiative. This initiative results in service transformation of the Library's reference service and ensures Canadians have the choice of service delivery channels for reference services when interacting with the Library.

## **B: Modern Comptrollership**

Continued progress has been made in implementing the government-wide priority of modern comptrollership, a management reform initiative focused on the sound management of resources and effective decision making.

### **Capacity Assessment**

The National Library has completed a capacity assessment which identifies current capacity in a number of key management areas. The focus is now turning towards the identification of priority areas for action, and the development of an action plan to improve management capacity in these key areas. This initiative will provide Canadians

with continuous improvement of management practices, an increased focus on results, and responsible spending and accountability.

The Comptrollership Division continued to improve the capacity for financial management decision-making in the National Library of Canada.

### **Internal Audit and Program Evaluation**

The National Library Policy on Internal Audit was put in place in 1994 and an Internal Audit Plan was done in 1998. Both of these documents were prepared by Consulting and Audit Canada but are in need of updating. Given resource restraints, little has been done since that time. The National Library has worked with the National Archives for any audits related to the Corporate Services Branch which provides services to the National Library for human resources, finance, security and facilities. The Information Technology Services Branch has begun to offer its services to the National Archives. This partnership resulted in increased benefits for both organizations.

A business case to seek resources for internal audit has been presented to the Treasury Board Secretariat but no additional resources was granted in 2001-02. A study completed in the Spring 2002 by Deloitte & Touche for Treasury Board Secretariat concluded that while certain agencies were positioned to implement the new Policy on Internal Audit, a large majority of the community had little internal audit capacity or activity. It was further believed that a useful starting point to support this segment of the community would be to fund internal audit planning.

As part of this strategy, the National Library will receive Treasury Board Secretariat's assistance to develop a risk-based internal audit plan in 2002-2003 and will implement it the following year. The program evaluation plan will also be reviewed.

## Section 5: Financial Performance

### Financial Performance Overview

The National Library of Canada's Main Estimates for 2001-02 were \$36,169,000 (see table 1) which includes contributions to employee benefit plans. The National Library carried forward \$1,443,650 from fiscal year 2000-01 to 2001-02.

The authority to spend these funds was granted through Supplementary Estimates in the fall of 2001. In addition, the department received \$3,726,852 from National Archives of Canada for the amalgamation of Information Technology Services and \$300,000 for a de-acidification unit. These amounts, plus compensation for new collective agreements and other adjustments brought the total funds available for the year to \$44,453,500 (see table 2). The National Library used \$43,161,193 of this authority (see table 3).

Revenues in the amount of \$70,792 generated by the National Library came from computerized Library services and Library duplication services (see table 4). Following extensive consultation with Canadians, the National Library has been delivering AMICUS services to Canadians free of charge, since October 1, 2000.

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

### Financial Summary Tables

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



## Financial Table 1: Summary of Voted Appropriations

<b>Financial Requirements by Authority (\$ thousands)</b>				
Vote		<b>2001-2002</b>		
		Planned Spending	Total Authorities	Actual
100	National Library			
	Program expenditures	32,208.0	40,292.5	39,000.2
(S)	Contributions to Employee Benefit Plans	3,961.0	4,128.0	4,128.0
	<b>Total Agency</b>	<b>36,169.0</b>	<b>44,420.5</b>	<b>43,128.2</b>
<p><b>Note:</b>            Total Authorities are Main Estimates plus Supplementary Estimates. They do not include the proceeds from the Disposal of Crown Assets (\$32,964).            Planned Spending includes a Frozen Allotment of \$625,000.</p>				

## Financial Table 2: Comparison Of Total Planned Spending To Actual Spending

<i>Agency Planned versus Actual Spending by Business Line (\$ thousands)</i>						
Business Lines	FTEs	Operating Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
<b>Canadiana Collections &amp; Access Services</b>						
(Planned Spending)	236.0	17,245.7	25.0	17,270.7		17,270.7
<i>(Total Authorities)</i>	263.9	21,877.3	25.0	21,902.3		21,902.3
<b>(Actuals)</b>	<b>263.9</b>	<b>21,877.3</b>	<b>19.2</b>	<b>21,896.5</b>		<b>21,896.5</b>
<b>Library Networking</b>						
(Planned Spending)	127.0	11,255.7	11.0	11,266.7		11,266.7
<i>(Total Authorities)</i>	147.7	15,719.9	11.0	15,730.9		15,730.9
<b>(Actuals)</b>	<b>147.7</b>	<b>15,719.9</b>	<b>11.0</b>	<b>15,730.9</b>		<b>15,730.9</b>
<b>Corporate &amp; Branch Administration</b>						
(Planned Spending)	62.0	7,006.6		7,006.6		7,006.6
<i>(Total Authorities)</i>	56.5	6,820.3		6,820.3		6,820.3
<b>(Actuals)</b>	<b>56.5</b>	<b>5,533.8</b>		<b>5,533.8</b>		<b>5,533.8</b>
<b>Total</b>						
(Planned Spending)	425.0	35,508.0	36.0	35,544.0		35,544.0
<i>(Total Authorities)</i>	468.1	44,417.5	36.0	44,453.5		44,453.5
<b>(Actuals)</b>	<b>468.1</b>	<b>43,131.0</b>	<b>30.2</b>	<b>43,161.2</b>		<b>43,161.2</b>

(Continuation of Financial Table 2)

<b>Other Revenues and Expenditures</b>	
Non-Respendable Revenues	
(Planned Spending)	(120.0)
<i>(Total Authorities)</i>	<i>(70.8)</i>
<b>(Actuals)</b>	<b>(70.8)</b>
Cost of services provided by other departments	
(Planned Spending)	12,836.0
<i>(Total Authorities)</i>	<i>9,888.2</i>
<b>(Actuals)</b>	<b>9,888.2</b>
<b>Net Cost of the Program</b>	
(Planned Spending)	48,260.0
<i>(Total Authorities)</i>	<i>54,270.9</i>
<b>(Actuals)</b>	<b>52,978.6</b>
Note:	
<i>Numbers in italics denote Total Authorities for 2001-2002 (Main and Supplementary Estimates and proceeds from the Disposal of Crown Assets)</i>	
<b>Numbers in bold denote actual expenditures/revenues in 2001-2002</b>	
<b>Due to rounding, figures may not add up to totals shown</b>	

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

The variance between Planned Spending and Total Authorities is due to supplementary spending authority received during the year 2001-2002. The National Library received funding from the National Archives for the amalgamation of Information Technology Services between the National Library and the National Archives under the National Library. The National Library also received \$300,000 from the Program Integrity II review, and funding for compensation for collective agreements and adjustments.

<b>Historical Comparison of Agency Planned versus Actual Spending by Business Line (\$ thousands)</b>					
Business Lines	2001-2002				
	Actual 1999-00	Actual 2000-01	Planned Spending	Total Authorities	Actual
Canadiana Collections & Access Services	15,693.7	18,807.8	17,270.7	21,902.3	21,896.5
Library Networking	11,189.2	12,284.1	11,266.7	15,730.9	15,730.9
Corporate and Branch Administration	6,603.1	6,206.0	7,006.6	6,820.3	5,533.8
<b>Total</b>	<b>33,486.0</b>	<b>37,297.9</b>	<b>35,544.0</b>	<b>44,453.5</b>	<b>43,161.2</b>
Note: Total Authorities are Main and Supplementary Estimates plus proceeds from the Disposal of Crown Assets. Planned Spending does not include the Frozen Allotment of \$625,000. Due to rounding, figures may not add up to totals shown.					

## Financial Table 4: Revenue

Revenues come from computerized Library services and duplication services and miscellaneous non-tax revenues. Since October 1, 2000, the National Library has been delivering AMICUS services free of charge to Canadians.

<b>Revenues by Business Line (\$ thousands)</b>					
<b>Non-Respendable Revenues</b>					
<b>Business Lines</b>	<b>Actual 1999-2000</b>	<b>Actual 2000-2001</b>	<b>2001-2002</b>		
			<b>Planned Revenues</b>	<b>Total Authorities</b>	<b>Actual</b>
1. Canadiana Collections & Access Services	36.7	41.5	120.0	120.0	70.8
2. Library Networking	454.9	118.9	-	-	-
3. Corporate & Branch Administration	-	-	-	-	-
<b>Total Non-Respendable Revenues</b>	<b>491.6</b>	<b>160.4</b>	<b>1.</b>	<b>120.0</b>	<b>70.8</b>
<b>Total Revenues</b>	<b>491.6</b>	<b>160.4</b>	<b>120.0</b>	<b>120.0</b>	<b>70.8</b>
Note: Non-Respendable Revenues does not include proceeds from the Disposal of Crown Assets.					

## Financial Table 5: Transfer Payments

The National Library continued to provide funding to support the International Serials Data System and the International Federation of Library Associations.

<b>Transfer Payments by Business Line (\$ thousands)</b>					
Business Lines	Actual 1999-2000	Actual 2000-2001	2001-2002		
			Planned Spending	Total Authorities	Actual
<b>GRANTS</b>					
1. Canadiana Collections & Access Services	25.1	18.0	25.0	25.0	19.2
2. Library Networking	11.0	11.0	11.0	11.0	11.0
3. Corporate & Branch Administration	-	-	-	-	-
Total Grants	36.1	29.0	36.0	36.0	30.2
Total Transfer Payments	36.1	29.0	36.0	36.0	30.2



## **ANNEX 1 Business Line Descriptions**

### ***Business Line 1: Canadiana Collections and Access Services***

---

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

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

#### **Canadiana Collections:**

- ✧ The National Library builds and preserves a comprehensive collection of published Canadiana, to serve as an information and cultural resource for Canadians both now and in the future.
- ✧ The Library's collection currently comprises almost 19 million items (books, periodicals, sound and video recordings, microforms and electronic documents), representing 3 million unique titles. The collection grows at a rate of 500,000 items per year.

#### **National Bibliography:**

- ✧ The National Library builds a bibliographic database to serve as a comprehensive record of Canadian publishing output, to facilitate access to the collection, and to assist libraries, the book trade and other information providers in identifying, acquiring and making available Canadiana materials
- ✧ The database for *Canadiana*, the national bibliography, currently contains over 2.1 million records, representing 250 years of Canadian publishing.

#### **Research Support:**

- ✧ Reference, research and referral services to Canadians and Canadian libraries are based on the Library's Canadiana collection, several collections of wider scope supporting Canadian Studies, and staff expertise -- all of which ensure a rich suite of client services that are integral to the Library's support of the study of Canada.
- ✧ On average, each year the National Library registers over 5,000 new clients as on-site researchers, and receives 25,000 reference requests.

#### **Promotion of Canada's Published Heritage:**

- ✧ The Library sponsors exhibitions, readings, lectures, concerts and other events in order to provide Canadians with opportunities to explore, understand and appreciate their cultural heritage.
- ✧ The National Library hosts a range of events for writers, publishers, booksellers and performers. Its major exhibition in 2000-2001, Oscar Peterson: A Jazz Sensation, attracted an estimated 25,000 visitors.



## ***Business Line 2: Library Networking***

---

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

The Library Networking business line incorporates three service lines:

### **Database Services:**

- ✧ The National Library facilitates public access to information about its own holdings as well as the holdings of other libraries in Canada.
- ✧ The Library's AMICUS database contains over 22 million bibliographic records, and grows by over one million records each year. The database includes records of items in the National Library's collection, as well as holdings currently reported by 450 Canadian libraries. Over 1300 Canadian libraries and other information institutions use the National Library's AMICUS service to search for library materials for their clients.

### **Resource Sharing:**

- ✧ The National Library works with libraries throughout Canada to develop and implement policies, procedures, standards, products and systems that support the sharing of information resources among libraries, to optimize the delivery of library services to Canadians in all regions of the country.
- ✧ The Library's Interlibrary Loan Division responds to 400 requests per day, from over 3,000 libraries per year.

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

- ✧ The Library coordinates cooperative library services among the departments and agencies of the federal government and provides strategic policy and professional support for library development and coordination in Canada and at the international level.
- ✧ The National Library of Canada has acquired a world-wide reputation, in bodies such as International Organization for Standardization (ISO), for its leadership role in the development of standards for the exchange of bibliographic data, the preservation of library materials, the application of information technology to library services, and the promotion of universal and equitable access to basic information services, especially in the developing world.

### ***Business Line 3: Corporate and Branch Administration***

---

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

The Corporate and Branch Administration business line includes:

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

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



## **Annex 2: Contacts and References**

### **Contacts for Further Information**

Paul McCormick  
Director General  
Strategic Policy and Planning Branch  
National Library of Canada  
395 Wellington Street  
Ottawa, Ontario  
K1A 0N4

Voice: (613) 996-2892  
Fax: (613) 996-7941  
E-mail: paul.mccormick@nlc-bnc.ca

### **References**

National Library of Canada  
General Information Service  
395 Wellington St.  
Ottawa, Ontario  
K1A 0N4

Voice: (613) 995-7969  
Fax: (613) 991-9871

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

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

2002-2003 Estimates Part III -- Report on Plans and Priorities

<http://www.nlc-bnc.ca/obj/a8/f2/rpp02-e.pdf>

National Library of Canada Service Standards Declaration

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

### **Legislation Administered**

*National Library of Canada Act*

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

## **Listing of Statutory and Departmental Reports**

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

## **Annual Report**

The Annual Report of the National Library of Canada was last published in 1995/1996. Between 1996 and 1998, an annual review was published in the National Library News. In 1999, the National Library Activities and Projects: Semi-Annual Update <http://www.nlc-bnc.ca/10/5/a5-216-e.html> report replaced the annual review.