

**National Library of Canada  
and  
National Archives of Canada**

2004–2005  
Estimates

Part III: Report on Plans and Priorities



**National Library of Canada  
and  
National Archives of Canada**

**2004–2005  
Estimates**

**Report on Plans and Priorities**

**Approved**

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**Minister of Canadian Heritage**



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The Canadian Heritage Portfolio, which includes the newly created Library and Archives Canada, collaborates with partners across Canada to strengthen the connection between Canadians and to inspire a deeper understanding of our diverse communities.

Library and Archives Canada will be an instrumental and important partner in fostering access to our culture and heritage. It is through these strong partnerships that we seize the opportunities to celebrate our linguistic duality, our cultural diversity, and our inclusiveness.



This is also an exciting time for this new institution, as it continues its transformation into a single new organization. The overarching objective of the new organization will be to preserve and make known and accessible Canada's documentary heritage. By continuing and expanding on the work of the National Library of Canada and the National Archives of Canada, the mandate of Library and Archives Canada allows it to interpret, present and exhibit its collections, as well as create new tools to reach out to Canadians young and old.

Through this report, Library and Archives Canada outlines its future plans and priorities. It also signals to those at home and abroad that the Government of Canada and its employees take pride in strengthening and promoting our artists, athletes, languages and cultural communities.

Liza Frulla

Canada 





# Message from the National Librarian and the National Archivist

In early 2004-2005, Parliament amended and approved Bill C-8, an *Act enabling the Library and Archives of Canada to amend the Copyright Act and to amend certain Acts in consequence*. In anticipation of the Act coming into force, the National Library of Canada and the National Archives of Canada are presenting this joint *Report on Plans and Priorities* to outline the tentative plans they will undertake together as Library and Archives Canada.

This *Report* is transitional because we are in the midst of fundamental change. Transition and transformation dominate our agenda. Integrating operations and collections, rethinking the way we work, establishing a new structure, reallocating resources, establishing approaches to encourage continuous improvement, creating new internal and external relationships are just some of the challenges we face as our plans evolve. Combined with this is the likely move of a large portion of our staff and activities to a new location in Gatineau, Quebec? an interim solution to our critical accommodation needs.

The transformation to Library and Archives Canada is one of the first mergers of this kind in the world, and has attracted considerable interest internationally. It is led by our shared vision for a new institution that will be a source of enduring knowledge accessible to all, and that will contribute to the cultural, social and economic advancement of Canada. The new institution will offer Canadians simplified access to the broadest collection of information about Canada, bringing together all forms of information, much of it unique and unavailable elsewhere. At the heart of the new legislation is a much greater emphasis on making Canada's documentary heritage known to Canadians and to those with an interest in Canada through interpretive programs, exhibitions and publications. The new Act modernizes the legal deposit regime by explicitly including online publications, and a new provision for archiving samples of Web material of interest to Canada and available without restriction to the public in order to preserve this new form of cultural expression. Library and Archives Canada will have a stronger leadership role in information management, and in the preservation of government records. It will have a new power to request the transfer of records of historical or archival value that are at risk of serious damage or destruction.

A special budget has been granted to support our transformation. We have consulted with our stakeholders, and will continue the consultation to make sure that the new institution is relevant to our clients—and we will strengthen our capacity to partner with other institutions in the advancement of national goals.

Our challenges are significant and these changes will take time. The result will be a modern, flexible, Library and Archives Canada that ensures that Canada's documentary heritage is well preserved, organized for easy access, and better known both at home and abroad. Its strength will lie in partnerships and collaborations with other archives, libraries, cultural institutions, and providers and creators of information. The outcome of our transformation will be a new kind of knowledge institution that will beckon Canadians and those interested in Canada to visit, to share the richness of its collection, and to learn.

We are signing this *Report* jointly, pending proclamation of the Act that will establish Library and Archives Canada.

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Roch Carrier  
National Librarian  
National Library of Canada

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Ian E. Wilson  
National Archivist  
National Archives of Canada

# MANAGEMENT REPRESENTATION STATEMENT

We submit, for tabling in Parliament, the *2004–2005 Report on Plans and Priorities* (RPP) for

National Library of Canada  
and  
National Archives of Canada

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This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004–2005 Report on Plans and Priorities*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget, and by Treasury Board Secretariat.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers, and is the basis for accountability for the results achieved with the resources and authorities provided.

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Roch Carrier  
National Librarian

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Ian E. Wilson  
National Archivist

April 20, 2004

# Raison d'être

## Becoming One Institution

The National Library and National Archives have been working together more closely and the objectives for 2004-2005 are reflective of the single new institution that they will become. As such, the objectives of Library and Archives Canada are:

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

This *Report* provides information on the use of resources along the lines of Library and Archives Canada's strategic outcomes. Until the legislation creating Library and Archives Canada comes into force, and resources allocated to the new institution, we are presenting financial resources of the National Archives of Canada and National Library of Canada in Annex A and Annex B of this *Report*. Several other functions are already common to both institutions.

The overriding imperative for Library and Archives Canada is to build upon current strengths to ensure that it has an enhanced capacity to serve citizens of all ages, cultures and regions; to provide them with unparalleled access to one cohesive national documentary heritage collection; to become a prime learning destination; and to facilitate information and knowledge management in the government.

## Planning Overview

This document addresses the tentative future plans for Library and Archives Canada, which will work within the overall planning context of the government. It will be largely funded through operating expenditures, with the authority to spend revenues received from its reproduction services.

Library and Archives Canada will provide value to Canadians and make the best use of its resources. Internal reallocation of resources will be a key instrument to deliver new products and services.

Over the last year, as part of the transformation process to Library and Archives Canada, the National Archives and the National Library undertook a rigorous review of their

activities and services. The aim was to identify overlap, strengthen efficiencies and synergies, and reallocate resources to the capacities and services that will be most relevant to users. In the next year, Library and Archives Canada will reallocate resources to the highest priorities to retool and refocus the institution to affect economies of scale and identify additional efficiencies, in order to better serve Canadians. Other initiatives, such as major accommodation projects, investments in technology, preservation and digitization of collections that are critical to the institution's capacity to serve Canadians, will need new funding sources.

### **Our Challenge: Transformation**

Canada is a pioneer in melding together the responsibilities, collections, services and staff of its National Archives and the National Library into a single, modern knowledge institution, Library and Archives Canada. The process is not merely reorganization, nor a transition to a different legal status, but a profound transformation that will take several years to accomplish. This metamorphosis will result in a different and more capable institution that is more than the sum of its parts—affording unprecedented opportunities for helping the people of this country to learn more about Canada and each other. Funding was provided to support our transformation effort over three years (2002-2005).

Library and Archives Canada will focus on the future needs of users, and on strengthening the social foundations of our national life. We are taking proactive steps to become more relevant, to excel, and to deliver high-quality service.

The first step of the transformation process witnessed the beginning of a culture change for both institutions. Librarians and archivists recognized that they were both in the “knowledge business,” and that they shared a common mission to acquire, organize for access and make known Canada's documentary heritage. Staff have been working together as never before to develop a compelling vision for a vibrant, confident and highly relevant new institution—one that makes a difference in the lives of Canadians, and in the effectiveness of the government.

This work continues as we define our approach and business strategies, and decide on how to organize ourselves to implement our broad change concepts. All staff members are committed to bringing together their skills and experience to create one of the most dynamic and successful knowledge institutions in the world.

### **Our Challenge: Being Truly National**

Over the last few months, a review of activities and a consultation with stakeholders indicated that our institution is often perceived as too Ottawa-centred. Another perception is that our collection insufficiently reflects the current diversity of Canadian society.

Because Canada's geographic, linguistic and cultural diversity is part of our identity as a nation, the resources of the new institution must also be geographically, linguistically and

culturally representative. It is important that Aboriginal and multicultural communities see themselves and their heritage in the collection. To make this happen, we will strengthen our collecting emphasis to ensure that the documentary heritage of these communities and their experience in Canadian society is better represented. In interpreting and presenting the content of our collection for public programs and cultural events, we will reflect the many and diverse perspectives that define the Canadian experience.

As part of its role as a truly national institution, Library and Archives Canada will achieve more diversity in its own workforce in order to more fully represent Canada's society, and to have the required capacity to serve an increasingly diverse population.

The vast and rich collection of Library and Archives Canada is at once an unparalleled record of the historical development of Canadian society; a reflection of our country's strength in literature, music and media; and a record of federal government activity. This collection must become widely known, understood, used and valued by everyone. Our physical location in the National Capital Region must be offset by a constant and deliberate effort to achieve a pan-national presence—both through collaboration with partners and through the latest advancements in virtual information technology.

The concept of a national documentary heritage collection and services will extend beyond Library and Archives Canada. It is here that our stewardship must take some different forms. It will require a network of effort to build a larger and broader national collection, to make it easy to use and understand, and to preserve it over time. That network must involve libraries, archives, and all types of cultural centres, other heritage institutions, and even the creators of cultural and documentary resources. Library and Archives Canada will assume appropriate leadership in this broader landscape. It will foster purposeful partnerships to help citizens to find and use documentary resources in a convenient time, place and format.

We need to understand our essential role as a national institution, and how best to partner with other institutions across the country. Activities will focus on preservation research, standards development, international collaboration, and the development of national strategies.

### **Our Challenge: Making Canada's Documentary Heritage Known**

Library and Archives Canada's legislation emphasizes the new institution's mandate to make Canada's documentary heritage better known to its citizens, and to facilitate access to it.

Canada's success in an information society and a digital economy depends on the ability of its citizens to access knowledge and information. The country's social cohesion and identity is improved when its citizens are aware of their social and cultural heritage. Such access gives people the tools they need to support quality education, to advance literacy, and to enhance their understanding of their culture and society. The challenge for Library and Archives Canada is to stay ahead of new advances in information technology—

especially in regard to the Internet, an extraordinary tool for equitable access to information and knowledge.

Technology is essential to achieve our vision. Its effective use will enable us to acquire, manage, preserve and access digital and non-digital content. We rely on electronic systems in our efforts to package and repackage the rich content we hold, and to open our collections to Canadians. To increase our capacity, we will use emerging technology and improved systems architecture to develop a joint Library and Archives Canada system, known as AMICAN. We will also strengthen Virtual Reference Canada, and make many more digital collections and resources available to the public.

Library and Archives Canada will also deliver on its mandate to make our documentary heritage better known by building a greater presence in cities across the nation. Our efforts to connect Canadians to their documentary heritage will bring together a wealth of networks and partnerships, extending through this country's 21,000 libraries and its 800 archives.

We will organize to serve the needs and special interests of all users, and raise the profile of some of our most compelling content through programs that support knowledge and literacy. Our challenge will be to develop a range of information resources, services and public programs valued by diverse groups of users, and contributing measurably to the cultural, economic and social development of Canada. Some of the wealth we will draw on includes music, literature, news media, government information, Aboriginal and ethno-cultural resources, and theses and other research output of Canadian universities.

### **Our Challenge: Becoming a Prime Learning Destination**

Canadians value literacy and lifelong learning as a measure of their quality of life, and these are also key elements in Canada's economic success. To be successful, Library and Archives Canada must not only be a vast repository of information, but also a prime learning destination. The organization will move beyond its traditional services and outreach programs to gain a deeper understanding of how people of all ages, from all cultural backgrounds and in all parts of the country, seek information and learn from it.

We need to work with educators, students and learners of all ages to understand what people consider a positive learning experience, particularly in the digital information environment. Then we must collaborate in building resources and services to offer around that knowledge of users. Our collections are rich in primary and published documents, voices and stories—both familiar and unknown—that provide perspective on the Canadian experience. Educators and learners will use our interpretation and innovative programming, and will come to view Library and Archives Canada as a prime learning resource.

## **Our Challenge: Facilitating Information Management in Government Institutions**

Library and Archives Canada will continue to provide expert support to the institutions of the Government of Canada on the management of their information throughout its life cycle. We will champion the value of information resources of the government as a valuable asset.

The management of knowledge and information is a key factor in the success of Canada's economy and social development and in the well-being of its citizens. Information management (IM) is essential to the government's effective management of issues and resources and to enabling access to government information, which is a basic right of citizens in a democratic society. Library and Archives Canada will contribute its unique skill-sets and expertise to government institutions, which in turn will further Canada's development as a knowledge society.

In the 2003 *Report of the Auditor General of Canada to the House of Commons* (<http://www.oag-bvg.gc.ca>), the Auditor General stated that archival heritage is at risk because federal government departments have given little attention to information management in recent years. She recommended that Library and Archives Canada continue to work with Treasury Board Secretariat to develop a comprehensive plan to implement the new Management of Government Information Policy adopted by the government in 2003-2004. According to the policy, federal government institutions will use electronic systems as the preferred means of creating, using and managing information. The increasing number of electronic records created by government departments will need new methods of management and ongoing maintenance to ensure the authenticity and reliability of these records over time, both in departments and after the transfer to Library and Archives Canada.

Our challenge in responding to the Management of Government Information Policy is to ensure that the institution has the capacity to provide leadership and guidance within the government on many information and knowledge management issues—including metadata standards, libraries, records management, business activity structure classification systems, content management, long-term access, and preservation and information technologies. We must nurture and share our expertise, and become a model of practice. We must provide strategic leadership in all aspects of managing digital information through our policy and research capacity, our technical expertise, and our practical guidance tools. Most importantly, Library and Archives Canada will need the resources to develop a robust information technology infrastructure for the long-term preservation and access to government records.

## **Our Challenge: Infrastructure**

Longstanding accommodation problems have affected the collections, the employees and the clients of both the National Library of Canada and the National Archives of Canada. The new institution will not be able to fulfill its mandate or develop its potential as long as



the collections are dispersed in several locations and remain at risk. In many cases, the locations are not only inadequate to house such unique and valuable assets, but are also out of easy reach of both staff and the public. For example, only a small portion of Library and Archives Canada's valuable Preservation Collection of Canadiana is housed in safe vaults at the Gatineau Preservation Centre. Most of its other collection facilities do not meet the environmental standards required for long-term protection of the collection, and are vulnerable to accidents such as leaks and even floods, which can damage irreplaceable material.

Since 1988, the institution has experienced 116 environmental incidents. About 60 of these involved floods and excessive heat, and resulted in damage to about 30,000 published items in various collections including Statistics Canada publications, provincial government periodicals, and pre-1867 foreign publications about Canada received from the Library of Parliament. An estimated minimum cost to repair or replace the damaged items was set at \$4.5 million. Many reports, including the latest report of the Office of the Auditor General of Canada, have pointed out this critical situation. Together with Public Works and Government Services Canada and the Department of Canadian Heritage, Library and Archives Canada will address the imperative for proper facilities that meet all the modern environmental standards needed to protect Canada's precious documentary heritage.

Library and Archives Canada has been working to find realistic short- and long-term solutions. We have taken into account existing facilities and the requirements for public and professional spaces designed for our needs—appropriate spaces for preserving the collections and a safe and welcoming environment for employees and visitors. An internal forecast of our requirements shows that by 2025, Library and Archives Canada will need approximately 160,000m<sup>2</sup> of space across the country in order to house collections and provide services.

Our long-term vision is the development of a campus around the Gatineau Preservation Centre, the renovation of the current headquarters building in Ottawa (at 395 Wellington Street) and the Portrait Gallery of Canada for public access. The Gatineau campus location would house most of the collections and most of our professional activities would be carried out there. A renovated headquarters building would maintain Library and Archives Canada's services and programs for the public in an improved facility. These facilities, along with the Portrait Gallery of Canada, would create an effective and vibrant environment for Library and Archives Canada.

Given the scope of the investments needed, and the complexity of the project, we will need to obtain the support and commitment of the government for this long-term plan. Internal reallocation of resources will not be sufficient to address the infrastructure challenges.

In the meantime, immediate steps must be taken to address the most critical needs for both collections and our professional activities. An interim collection facility being prepared in Gatineau will address some critical storage needs.

## Summary of Plans and Priorities by Strategic Outcome

The following table summarizes the plans that Library and Archives Canada tentatively will pursue. Because the institution is undergoing a profound transformation, our plans and priorities are evolving. Transition and transformation dominate our agenda.

The plans listed below are identified according to Treasury Board Secretariat guidelines as ongoing, previous (meaning a priority from a previous *Report on Plans and Priorities*), or new. More details are provided in the next section.

Strategic Outcome	Planned Resources (\$ thousands)	Ongoing Priority	Previous Priority	New Priority
1. Canada's documentary heritage is known, accessible and used.	Our current financial system does not provide resources by strategic outcome.	<ul style="list-style-type: none"> <li>• Focus on the client with the aim of fine-tuning the institution's understanding of current and potential users.</li> <li>• Increase access to Canadian digital content, resources, and electronic services.</li> <li>• Improve public awareness of the portrait collections.</li> <li>• As part of the Canadian Initiative on Digital Libraries, work with various organizations to develop a digital cultural strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the Canadian Genealogy Centre and Virtual Reference Canada.</li> <li>• Assess national access services for clients with print, perceptual and other disabilities; and facilitate their access to the resources of Library and Archives Canada.</li> <li>• Continue discussions with Public Works and Government Services Canada in order to resolve the issue of the best possible placement for the Depository Services Program.</li> <li>• Catalogue the British Columbia Audiobook preservation masters.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate a 3-year project to develop a new system, AMICAN.</li> <li>• Develop a Virtual Learning Centre.</li> <li>• Carry out strategies developed by the Centre for Newspapers and News in Canada for better access to a wide range of news material in the collection.</li> <li>• Begin to implement key components of Library and Archives Canada's initiative to transform the way it delivers service to clients.</li> <li>• Test the effectiveness of our public services against a new evaluation framework.</li> <li>• Renew Library and Archives Canada's authority for grants and contributions.</li> <li>• Support multi-year national tour of the exhibition <i>Where Are the Children?</i></li> <li>• Support the international tour of the <i>Oscar Peterson</i> exhibition.</li> <li>• Manage the Toronto Dominion Canada Trust Summer Reading Program for children.</li> <li>• Continue to develop mutually beneficial relationships with the book and sound-recording industries.</li> </ul>

Strategic Outcome	Planned Resources (\$ thousands)	Ongoing Priority	Previous Priority	New Priority
2. Canada's documentary heritage is safeguarded and organized for current and future generations.	Our current financial system does not provide resources by strategic outcome.	<ul style="list-style-type: none"> <li>• Build collection of Canadian publications.</li> <li>• Strengthen the portrait holdings and finalize the Portrait Gallery of Canada's acquisition and commissioning policies.</li> <li>• Operate in a risk-smart culture and assess risks to collections.</li> <li>• Participate in the Canadian Musical Memories program to acquire and preserve sound recordings.</li> <li>• Acquire more electronic Canadian theses.</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonize acquisition strategies and policies.</li> <li>• Set policy directions for preserving Canada's digital heritage and address needs for preventive actions.</li> <li>• Use metadata to improve access to digital library and archival resources.</li> <li>• Under the Canadian Feature Film Policy, preserve films funded by Telefilm Canada, and acquire, describe, preserve, store and restore feature films.</li> <li>• Implement the Capital Replacement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a task force to provide solutions for the acquisition, management and preservation of digital collections.</li> <li>• Further develop Aboriginal and multicultural collections and work with these communities to safeguard their documentary heritage.</li> <li>• Put in place strategic directions in response to the Auditor General's report on the protection of cultural heritage in the federal government.</li> <li>• Hold consultations on the new legal deposit requirements, and assess the impact of the new directions for the legal deposit of electronic resources.</li> <li>• Implement a total cost of ownership methodology for collections and secure a solid acquisitions budget.</li> </ul>
3. Information and knowledge is effectively managed within the Government of Canada.	Our current financial system does not provide resources by strategic outcome.	<ul style="list-style-type: none"> <li>• Increase awareness and understanding of information management as a core discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with various government institutions to implement the Management of Government of Information policy.</li> <li>• Continue the review of Records Disposition Authorities.</li> <li>• Strengthen ties to the Council of Federal Libraries to support the role of libraries in managing information resources of government departments and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a generic approach for clearing the backlog of legacy business records.</li> <li>• Create a functional classification system for government records.</li> <li>• Take a leadership role in the implementation of the Management of Government Information policy in cooperation with the Treasury Board Secretariat and with Public Works and Government Services Canada.</li> </ul>

Strategic Outcome	Planned Resources (\$ thousands)	Ongoing Priority	Previous Priority	New Priority
4. Effective and efficient management of the institution.	Our current financial system does not provide resources by strategic outcome.	<ul style="list-style-type: none"> <li>• Increase the number of visible minority and Aboriginal employees as part of the Employment Equity Action Plan.</li> <li>• Assess employees' skills and competencies against the institution's mandate and address gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage employees in the change processes for the transformation to the new institution.</li> <li>• Implement an integrated functional model for the new institution.</li> <li>• Finalize long-term plan to consolidate many functions on the proposed Gatineau campus.</li> <li>• Solve urgent short-term accommodation problems by moving some collections to an interim facility.</li> <li>• Proceed with new collection facility for cellulose nitrate.</li> <li>• Continue to pursue the renovation and expansion of 100 Wellington St. for the Portrait Gallery of Canada.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the institution's management capacity.</li> <li>• Align information technology investments with the requirements of the new institution.</li> <li>• Building on our modern management capacity check, improve processes and management practices.</li> <li>• Establish a risk management framework.</li> <li>• Develop a Performance Measurement Framework, a Management Accountability Framework, a logic model and a Program Activity Architecture.</li> <li>• Participate in the new government expenditure review exercise.</li> </ul>

## **Details of Plans and Priorities by Strategic Outcome**

As mentioned earlier, this *Report on Plans and Priorities* is a joint planning document for the National Library of Canada and National Archives of Canada, in anticipation of the proclamation of the Act creating the new Library and Archives Canada. It is a transitional planning document because both institutions are in the midst of fundamental change, where transition and transformation dominate the agenda and plans are evolving. The plans and priorities presented are organized according to the strategic outcomes that reflect the new mandate for the new institution.

As a new institution, we will be guided by a focus on our clients regardless of where they live, work or study in Canada; on new technologies for access to our collection; on the opportunities provided by digital information; and on our role as a steward of Canada's documentary heritage. We will also focus on the value of being a "risk-smart" culture, and on the importance of holistic and integrated management of issues. We will expand our expertise, establish new partnerships, and work in efficient ways. When necessary, we will adjust our plans and priorities to keep our multi-year transformation journey on course and achieve the outcomes expected by Parliament.

### **Strategic Outcome 1: Canada's documentary heritage is widely known, easily accessed and broadly used**

#### **Challenges and Rationale**

Library and Archives Canada is nourished by a tradition of public service, and by democratic values that support Canadians' right of access to their government's records and their country's documentary heritage. One of its major objectives is to ensure unexcelled access to the unique and authoritative content of its vast collections. Easy access should be available, through multiple channels, to anyone with an interest in learning, discovery, enjoyment, knowledge-sharing and creation.

Requests for information under the *Access to Information* and *Privacy (ATIP) Acts* has created a serious challenge for the institution. Unlike most federal departments, which deal strictly with their own records, Library and Archives is required to provide information from all government records under its control, including the files of former military and civilian personnel. The complexity of requests has increased so much that Library and Archives is unable to respond within a reasonable period of time; Library and Archives will need to find appropriate solutions to reduce the backlog of requests and to provide researchers with quality service in a timely manner.

#### **Commitments**

Library and Archives Canada will aim to demonstrate its commitment to access by:

- ❑ Initiating a three-year project to develop a joint Library and Archives Canada system, AMICAN—which will use the new IT architecture to combine the Library’s AMICUS system with the Archives’ MIKAN system. AMICAN will provide integrated access across the combined collections. Another benefit will be that AMICAN will be able to display non-Roman character sets, thus expanding the range and diversity of material that can be accessed in the database.
- ❑ Demonstrating innovation and excellence as a national resource central to the promotion of knowledge of Canada’s history, identity, culture and values. This will be done through multi-year projects such as the Canadian Genealogy Centre, which provides a single Internet portal to authoritative Canadian genealogical sources, content and services; and Virtual Reference Canada, a network of libraries, archives, museums and research institutions that deliver reference services.
- ❑ Beginning to implement the key components of Library and Archives Canada’s initiative to transform the way it delivers service to clients. Library and Archives Canada will redefine its relationships with clients, and transform its services through re-engineering and automating business processes. The ultimate goal is to develop and test an integrated multi-channel business model for providing services that meet the needs of Canadians through transformational technology solutions. The estimated timeframe for a full-scale implementation of multi-channel solutions is ten years.
- ❑ Focusing on the client, with the aim of fine-tuning the institution’s understanding of current and potential users. We will engage communities in meaningful discussions about their needs and expectations. For example, we will improve access to Aboriginal and multicultural resources and services through enhancements to Library and Archives Canada’s Aboriginal portal (<http://www.nlc-bnc.ca/8/26/r26-5000-e.html>) and Multicultural portal (<http://www.nlc-bnc.ca/8/25/index-e.html>).
- ❑ Testing our assumptions about the effectiveness of our service against a new evaluation framework that focuses on outcomes and impact; and we will follow through on what we learn from our dialogue with clients. Our ultimate goal is to ensure that users who interact with Library and Archives Canada are satisfied with the content of the collection. We want to ensure that their experience is consistent across all access channels, and that they receive timely, fair and responsive service.
- ❑ Continuing to develop mutually beneficial relationships with the book and sound-recording industries, which are key players in the building of its collections. It will share bibliographic data and publishing data from the AMICUS database with Statistics Canada and the Department of Canadian Heritage. Statistics Canada will use this data in determining the number and type of Canadian publishers, as well as the volume and other qualities of Canadian publishers’ production. The Department of Canadian Heritage will use the data to identify trends in the publishing industry and to inform publishing industry policies.

Library and Archives Canada will investigate providing bibliographic data from AMICUS on book and sound-recording publishing to BookNet Canada (<http://www.booknetcanada.com>) and to “La banque des titres de langue française” (<http://www.btlf.qc.ca>) to assist these institutions in knowing what is being published in their respective jurisdictions.

- ❑ Improving public awareness of the portrait collections. Through events, lectures and consultations and planning the necessary team and infrastructure, the Portrait Gallery will also seek out potential partnerships and encourage general engagement in developing exhibits. The redesign of the Gallery’s Web site, planned for 2004–2005, will significantly aid its public awareness goals.

Library and Archives Canada will extend its reach in innovative ways to make Canadians of all ages and backgrounds aware of their heritage and culture. It will foster partnerships with authors, community groups, societies, businesses, and other government agencies. These alliances will allow it to combine and cross-promote public programming events, both on-site and virtually.

- ❑ Building on the results of a national consultation of educators, held in April 2003, we will develop a Virtual Learning Centre. This “teach-and-learn Internet portal” will virtually open our vaults and will give teachers and students digital access to primary sources in the collection. We hope this will be relevant to curricula at all levels, and to all learners: teachers, parents, and students young and old.

A Virtual Learning Centre will give users the means to go beyond textbooks and examine primary sources—the voices, ideas, actions, emotions and opinions of former times. Users will be guided by educational resources, interpretative material, and contextual information drawn from our collections. These will engage them in learning, creating and reflecting on our shared understanding as Canadians.

- ❑ We will build on the success achieved through initiatives such as the Digital Library of Canada, the Government On-Line Task Force and Canadian Culture On-Line to enhance services provided electronically, and increase public access to Canadian digital content and resources. We will present a unique Web interface to the new institution that will showcase its resources and services.
- ❑ As part of the Canadian Initiative on Digital Libraries, Library and Archives Canada will work with various organizations to develop a digital cultural strategy for delivering authoritative high quality information services in both official languages. The goal is to make content available from significant digital collections in all parts of Canada. The strategy will be presented in 2004-2005.
- ❑ The newly created Centre for Newspapers and News in Canada will carry out strategies to give better access to a wide range of news material in Library and Archives Canada. The Centre will partner with public and private sector organizations to promote access to the content of Canadian news media so that Canadians will have a greater understanding of the impact and influence of the

news media on their lives. The development of a national framework for access to Canadian newspapers in electronic format will also be a goal of the Centre.

- ❑ In partnership with the Aboriginal Healing Foundation and the Legacy of Hope Foundation, Library and Archives Canada will support a multi-year national tour of the exhibition *Where Are the Children? Healing the Legacy of Residential Schools*. The exhibition promotes a greater understanding of Canada's Aboriginal communities and points the way toward a more inclusive society. The exhibition has already travelled to British Columbia, Saskatchewan, the Northwest Territories and the Yukon; there are plans for it to go to Alberta and Manitoba in 2004–2005. We are also working with the foundations to create an online version of the exhibition.
- ❑ The *Oscar Peterson* exhibition will be sent to the National Library of Australia in 2004, and also to the Canadian Embassy in Tokyo, Japan. This touring exhibition will demonstrate our commitment to collecting the personal papers of Canadian musicians and to sharing Canada's creative achievements with the world.
- ❑ As an outcome of the *Fun of Reading Conference* (June 26-29, 2003), we will manage the Toronto Dominion Canada Trust National Summer Reading Program for children. The program's goal is to promote children's literacy in Canada through positive summer reading experiences.
- ❑ Library and Archives Canada will continue to make it easier for print-disabled Canadians to use our resources by providing access through alternate formats, as specified by the Federal Disability Agenda. An assessment of national access services for clients with print, perceptual and other disabilities will be carried out. Working with partners, Library and Archives Canada will continue to pursue the development of a nationwide library network for print-disabled Canadians that is equivalent to the library services provided to all Canadians.

Through its Council on Access to Information for Print-Disabled Canadians, Library and Archives Canada will continue to encourage the development of programs and tools that improve access to information for the print-disabled. Such tools will include a Clearinghouse for Publishers' electronic text masters for the purpose of alternate format production and a Web-based resource for information dealing with educational materials and pedagogic support for post-secondary disabled students.

- ❑ Library and Archives Canada negotiated the transfer of ownership of the preservation masters from the British Columbia government's Audiobook Program, and it will now catalogue and preserve this analogue collection for future generations. Library and Archives Canada will also permit its use for the creation of new digital masters.

Library and Archives Canada supports the Canadian Council of Archives (CCA), a national association responsible for facilitating the development of the Canadian archival



system. Through its grants and contributions to the CCA, Library and Archives Canada supports the objectives of over 800 smaller Canadian archives. The CCA also coordinates *ArchivesCanada* (formerly called the Canadian Archival Information Network), a bilingual gateway to descriptive records and digitized archival content from collections across Canada.

- Library and Archives Canada will evaluate the merits of the current Grants and Contributions Program and the funding arrangement with the Canadian Council of Archives. This will be a key element in the process leading to the renewal of the organization's authority for grants and contributions in order to follow the government's new policy on transfer payments by the deadline of March 31, 2005.

## **Strategic Outcome 2: Canada's documentary heritage is safeguarded and organized for current and future generations**

### **Challenges and Rationale**

The collection of Library and Archives Canada is one of the country's most valuable assets. With strengthened links between its archival and published aspects, the collection will deliver a deeper, broader and more comprehensive picture of the nation's life.

One challenge for the new institution will be to seek out additional sources of funding to strengthen its buying position. Items related to Canada often become available on short notice through international auction houses or from private collectors. It is important that Library and Archives Canada be in a position to successfully acquire such items.

To facilitate the process of acquiring new electronic media, Library and Archives Canada must make its new legal deposit requirements explicit to publishers. Their cooperation is essential in building a comprehensive collection. Library and Archives Canada will require additional funding not only to deal with digital records, but also with the increased demands of electronic publications subject to legal deposit. As well, it must increase its role in a Canadian national network of electronic resources.

The Auditor General of Canada, in her latest report to the House of Commons pointed to some significant challenges that the National Library of Canada and the National Archives of Canada is facing in relation to safeguarding and organizing Canada's documentary heritage. Significant backlogs exist in acquiring and processing archives from the private sector, including holdings from former ministers and members of Parliament. Library and Archives Canada estimates that it needs about \$14 million to process these backlogs. There is also a major backlog in processing audio-visual records, photographs and works of art. Library and Archives Canada is developing a total cost of ownership methodology to ensure that the cost of organizing and preserving collection material is fully factored in at the time of acquisition. It is also anticipated that this methodology will facilitate planning to reduce the institution's acquisition and processing backlogs.

Library and Archives Canada's goal is to continue to be an effective steward of Canada's documentary heritage. Our challenge is our capacity to preserve the growing collection, in terms of both space and infrastructure. Adequate facilities are critical for accommodating, and preserving the collection, and ensuring its survival and accessibility for years to come. As access is the primary driver of the new institution, organization and preservation are essential to making the collections accessible over the long-term. We will continue to enhance our capacity and seek additional sources of sustained funding to improve the acquisition, housing, preservation and management of our collections, especially those at risk.

## **Commitments**

Commitments toward achieving this strategic outcome include:

- Holding consultations in order to assess the impact of its new legal deposit regulations. The institution will continue to ensure that legal deposit procedures remain effective and responsive to new strategic priorities in acquiring publications in various formats: paper-based print publications, sound recordings, microfilm, videos, CD-ROMs, and digital and electronic publications.
- Continuing to build a comprehensive collection of Canadian publications.
- Continuing to collect and preserve important records created by both the private sector and the government, regardless of medium. Particular emphasis will be on acquiring materials that focus on Canada's Aboriginal peoples, and on Canadians of multicultural backgrounds. Library and Archives Canada will continue to consult with and intensify its support for Aboriginal groups and multicultural communities by safeguarding their documentary heritage—either by keeping materials itself, or by helping such groups to preserve them within their own communities.
- Continuing the work that began in 2003-2004 to harmonize the separate collection policies of the National Archives and the National Library into a joint policy for the new institution. This will continue as a key deliverable for the transformation. A detailed strategy will be finalized for implementation in 2004-2005, although it is important to emphasize that the plan will be constantly monitored and adjusted. A harmonized collection policy will enable Library and Archives Canada to make a concerted effort to acquire both published and unpublished documents of national significance. Harmonized policies will also help Library and Archives Canada work with other institutions for the preservation of our country's documentary heritage.
- Continuing the acquisition of electronic theses to enrich the institution's Theses Canada Portal. (See <http://www.nlc-bnc.ca/thesescanada>). This portal offers Canadians direct, free and timely access to current Canadian academic research.
- Continuing discussions with Public Works and Government Services Canada to resolve the issue of the best placement for the Depository Services Program. The

goal is to have effective and efficient dissemination of government publications to Canadians via Canadian libraries.

- ❑ Strengthening portrait holdings in order to enhance exhibition themes—a key function for the Portrait Gallery of Canada in 2004-2005. The Gallery will also work toward finalizing its acquisition and commissioning policies for portraits, with the goal of ensuring that these important resources are available to all—in both real and virtual formats.
- ❑ Operating in a “risk-smart” culture so that Library and Archives Canada can be an effective steward of our documentary heritage. Conservation experts will ensure that the documentary heritage is optimally housed and cared for. The institution will take a holistic view of the relative value of various parts of the collection and of the risks to them. These risks will be actively and continually assessed in order to prioritize preservation activities and implement risk-mitigation strategies and conservation measures.

The institution will continue to identify and separate materials for the Preservation Collection of *Canadiana*. More items in this collection will be housed in an interim collection facility. Library and Archives Canada will also continue to ensure that adequate resources for responding to potential disasters are available. A new model will be established for the mass de-acidification program, as de-acidification of paper-based collection materials prolongs endangered documents containing acidic elements.

- ❑ Responding over the next three years, to Chapter 6 of the November 2003 Auditor General’s report on the protection of cultural heritage in the federal government. Library and Archives Canada will put in place appropriate strategic directions and implement appropriate measures that will enable the institution to meet its mandate, provided the institution obtains sufficient resources. Some of these measures will include—improving the efficiency and effectiveness of the organization’s operations (including a risk assessment of the collections and mitigation strategies), and ensuring that adequate information is available about the nature and condition of the published heritage and archival heritage under its control. These actions will lead to better policy development, and the provision of adequate information and clear accountability to Parliament. The organization will adopt a more strategic approach towards achieving a balance between the volume of work and available resources for protecting Canada’s documentary heritage.  
(<http://www.oag-bvg.gc.ca/domino/reports.nsf/html/20031106ce.html>)
- ❑ Preserving film productions funded by Telefilm Canada. Under the Preservation and Access Component of the Canadian Feature Film Policy, Library and Archives Canada will receive \$550,000 until 2005-2006 to preserve Telefilm Canada film productions and to assist in the acquisition, description and preservation of films, selected according to established criteria. This investment enables our clients to access feature films that are no longer in commercial distribution, but that nevertheless made a significant contribution to Canada’s cultural life.

- ❑ Continuing to acquire and preserve sound recordings with funding from the Canadian Musical Memories program, which is part of the Department of Canadian Heritage's Canadian Music Fund. Enhanced contact with producers has resulted in a greater intake of sound recordings. The program will continue into 2004-2005, but funding for the following years is uncertain. (See <http://www.nlc-bnc.ca/6/28/index-e.html>)
- ❑ Continuing to emphasize the importance of metadata to improve intellectual access to library and archival resources through Internet browsers. By taking a strategic approach to developing access systems that use metadata, the institution will better respond to the challenges posed by the rapid expansion of the Internet, and by the increase of documentary heritage in digital form. The institution will also help to create common metadata standards, and to drive their application within Canada's information environment.

Such metadata will support our ability to manage, preserve and provide access to our digital and non-digital collections, as well as to the resources residing in government institutions and elsewhere in the country. Library and Archives Canada will encourage and influence knowledge creators to use a common set of metadata standards that cut across the boundaries of form or location. This will allow users with different skill sets and interests to locate the information resources they seek.

During the last quarter of the 20<sup>th</sup> century, heritage collections increasingly included electronic information stored on videotape, audiotape, computer tape, disks, CDs and DVDs. The preservation of electronic records and electronic publications is one of the greatest challenges facing heritage institutions: preserving the life expectancy of machine-readable records is five times more expensive than preserving traditional records.

- ❑ Library and Archives Canada will establish a task force to provide solutions for the acquisition, management and preservation of Library and Archives Canada's digital collection in order to mainstream this activity into its programs and services.
- ❑ The institution plans to implement lessons learned from the *Symposium on Preservation of Electronic Resources*, held in September 2003. This will entail developing policy directions for the preservation of Canada's digital heritage, addressing the need for preventive actions and formulating a new policy regarding the mass preservation of Web content.
- ❑ As resources permit, we will implement a capital replacement plan for digital and analog equipment, in order to enhance the institution's ability to manage technology-dependent records, digitized collections, Web resource tools and image files. This process will also increase our ability to provide digital copies to clients, and to apply state-of-the-art technologies to all preservation activities.

## **Strategic Outcome 3: Information and knowledge is effectively managed within the Government of Canada**

### **Challenges and Rationale**

Library and Archives Canada will be a leader in information and knowledge management in government institutions. It will serve as the continuing memory of the government, the permanent repository of government records and Canadian publications, and as the authority for disposing of government and ministerial records.

Good information and knowledge management underlies the Government of Canada's Modern Comptrollership initiative. The government's ability to demonstrate accountability and restore public trust cannot be realized unless its decisions are properly documented and the record of these decisions is managed appropriately for their retrieval and use when required. Information management is also essential to achieve a number of other government objectives: good decision-making, effective program and service delivery, access to information for citizens, defense of the Crown in legal processes, and the preservation of our country's national memory.

Library and Archives Canada will continue to champion information management in the federal government. Its priority remains to promote a culture of information management in which all players are aware of the value of well-managed information and appreciate their role in supporting government. Federal departmental libraries will continue have a strong role in the improvement of information and knowledge management in the Government of Canada.

### **Commitments**

Commitments include:

- Working with government institutions to increase awareness and understanding of the value of IM as a core discipline for good governance. We will continue to organize seminars, workshops, presentations and meetings, for the benefit of senior executives and practitioners of information management.
- Strengthening our ties to the Council of Federal Libraries to support the critical role played by almost 300 federal libraries in managing the information resources of federal departments and agencies.
- Continuing to work with the Treasury Board Secretariat (Chief Information Officer) to implement the Management of Government Information Policy. We will continue to integrate our work plans, to assess and to build IM capacity across government. We will increase our efforts and initiatives, share our experiences and resources, and develop practical tools, standards and practices. (See the Information Management Portal at [http://www.cio-dpi.gc.ca/im-gi/im-porta/portal-portail\\_e.asp](http://www.cio-dpi.gc.ca/im-gi/im-porta/portal-portail_e.asp)).

- ❑ Continuing our government-wide review of Record Disposition Authorities, in accordance with the Auditor General’s recommendation on protecting cultural heritage in the federal government. This review is aimed at modernizing the records disposition program, and its intended result will be an expedited process: long-term Record Disposition Authorities will cover broad high-level functions and strategic outcomes.
- ❑ Creating a model “functional classification system” for government records, which can be adapted by all institutions. These initiatives will make it easier to deliver programs and client services. They will also facilitate accountability and the proper identification and preservation of the government’s documentary heritage.
- ❑ Developing a generic approach for clearing the backlog of “legacy” business records. A resource model template will help institutions to manage their backlogs effectively, and to measure the benefits of such an approach. Building on the expertise and services provided by our national network of Federal Records Centres, we will continue to partner with other federal institutions to explore long-term options for storing and managing records for as long as they are required.

## **Strategic Outcome 4: Effective and efficient management of the institution**

### **Challenges and Rationale**

A strong foundation for Library and Archives Canada will be built on public-service values and ethics, modern business practices, learning, innovation, and change management. Our goals include a balanced approach to managing people and resources; strengthening our strategic planning and evaluation capacity; becoming more purpose-driven and outcome focused; and promoting a culture that thrives on diversity, innovation and continuous learning.

## **Commitments**

Commitments include:

### **Continuing our Transformation Process**

- ❑ Building on what we have accomplished since Fall 2002, we will continue the transformation process in consultation with employees, partners and stakeholders. In 2004-2005, we will implement the integrated functional model for the new institution, developed in consultation with staff and stakeholders, and an organizational structure to facilitate the delivery of our new legislative mandate.

We will integrate activities for the physical care and preservation of collections. Our focus will be on building and better managing our joint digital collections. We will invest in rethinking the way we describe our joint resources to facilitate integrated access, use and understanding. We will define a new information technology architecture that will support the management of our single collection and integrated access to it.

A transition plan will identify all deliverables for migrating our financial and human resources, information technology, records management, communications, strategic and operational planning, security and physical infrastructure, and administrative practices to a single institution.

### **Strengthening Our Capacity to Manage**

- ❑ Library and Archives Canada will strengthen its management capacity through an integrated approach to leadership, and a results-based approach to organizational development and performance. We will ensure public-service values are well understood in the context of the mandate and culture of our institution, and demonstrate our commitment to these principles through exemplary delivery of service. Employees will participate in training and performance measurements to encourage continuous individual and organizational learning.
- ❑ Building on our institution's Modern Management Capacity Check, we will work to ensure that we have timely, relevant and evidence-based information on our performance. We will use this information to improve processes and management practices and we will also design and implement a performance measurement framework for the new institution.

### **Developing Human Resources**

The new direction of Library and Archives Canada will impact its human-resources policies and practices over the next few years in several areas, such as staff selection, recruitment and training. The organization's thrust toward modernizing human resources management mirrors that of the Public Service as a whole.

- ❑ As part of our transformation to a truly national institution, one target of our Employment Equity Action Plan will be to increase the number of visible-minority and Aboriginal employees.
- ❑ Employees' skills and competencies will be assessed against the institution's new mandate and any gaps addressed through recruitment, succession planning and training. The goal is a skilled and talented workforce, motivated to deliver quality service. The institution will evaluate the effectiveness of its Employee Recognition Program, and its Orientation Program for new employees. As resources permit, it will also develop a Career Management Program for staff.
- ❑ We will continue to actively engage employees in the transformation to the new institution. Their knowledge and expertise will help to define us as an organization that has flexible structures, fosters collaboration, and takes full advantage of its multi-disciplinary skills. In a supportive and motivating work environment, staff will have opportunities to grow professionally and to have their contributions to the organization recognized.

### **Establishing a Risk Management Framework**

- ❑ We will establish a risk-management framework for dealing with organizational and strategic risks to our collection—risks that are exacerbated over time. Continuous monitoring of our disaster-management framework is an integral part of the day-to-day activity of Library and Archives Canada, in compliance with the government's Security Policy. Managers will receive training on risk management, internal audits, and evaluation techniques. Their capacity to identify key risks to the organization will influence future decisions and strategies.

### **Aligning Information Technology**

- ❑ We will use recently developed Information Technology (IT) architecture to align IT investments with the requirements of the new institution, and to reduce the complexity of the IT environment and the overhead of maintaining multiple systems. Other systems initiatives will flow from the IT architecture, such as the consolidation of key strategic applications and a single window access to all Library and Archives Canada resources.

### **Addressing Accommodation Needs**

The issue of finding space to accommodate staff, visitors and all its vast holdings will play a key role in establishing Library and Archives Canada as a world-class institution. The government's decision to provide \$15 million in the 2003-2004 budget has given us the opportunity to address urgent short-term collection needs.



Commitments to address this issue include:

- ❑ Finalizing our long-term plan with Public Works and Government Services Canada, the Department of Canadian Heritage, and the Treasury Board Secretariat to consolidate many functions at a single location. Our long-term vision is that all of our administration, preservation and storage activities, as well as many of our professional activities, would be moved to the new location and developed around our existing Preservation Centre in Gatineau, Québec to form a single campus. Public access to our collection would be preserved by maintaining a presence at the renovated 395 Wellington Street building and the Portrait Gallery of Canada, both located in Ottawa, Ontario. Work on this long-term solution will continue through 2005-2006. This challenge of providing the new institution with an appropriate infrastructure will play a critical role in our ability to be effective stewards of Canada's documentary heritage.
- ❑ Solving our urgent short-term accommodation problems for our staff and collections by creating a temporary collection facility in a building located in Gatineau, Québec; and by moving a large part of our administrative and professional activities to a building near the Gatineau Preservation Centre. Given the scope of the project, work on planning and implementing the moves will continue through the end of 2004–2005.
- ❑ Proceeding with a new collection facility for cellulose nitrate films. Construction was to begin in 2004–2005, however, a contractual dispute has delayed the project. We now anticipate Effective Project Approval in January 2005, with completion scheduled for summer 2006. The new storage facility will allow for the long-term storage and preservation of heritage items captured on nitrate-based photographs and films.
- ❑ Pursuing the renovation and expansion of the building at 100 Wellington Street, across from Parliament Hill in Ottawa for the Portrait Gallery of Canada. (The project is in partnership with Public Works and Government Services Canada, and a distinguished architectural consortium: Dixon/Jones, Teeple Architects Inc., and Cole & Associates.) The Gallery will offer a wide variety of exhibitions and public programming activities in its new home, which is now projected to open in Spring 2007.

Work on the project is proceeding in two related streams. The first is the building's Concept Design, based on the required Gallery functions, with the start of construction planned for later in 2004. The second stream is the detailed development of the exhibitions that will open the building. For the latter, an interpretive plan is well under way to guide both the overall themes of the exhibitions and the detailed selection of potential materials.

Creation of the opening installations is expected to progress rapidly with the aid of the project's recently contracted exhibit design consultants, Reich + Petch Design International.

## Developing Performance Information and Measures

- ❑ Library and Archives Canada will develop a Performance Measurement Framework (PMF). It will contain selected performance indicators for main programs and services.
- ❑ We will also develop and implement a Management Accountability Framework (MAF), as recommended by the Treasury Board Secretariat (see [http://www.tbs-sct.gc.ca/maf-crg/maf-crgfaqs\\_e.asp](http://www.tbs-sct.gc.ca/maf-crg/maf-crgfaqs_e.asp)). The MAF is a set of ten statements summarizing government expectations for modern public service management. It was developed to provide public-service managers, especially deputy heads, with a clear list of expectations for high organizational performance.

Training will ensure that the MAF is understood and implemented. Branches will monitor results and provide regular performance information and results will be reported to the newly formed Audit and Evaluation Unit. Managers will use this information to evaluate results, take appropriate actions, adjust objectives, report accomplishments and plan future strategic priorities.

- ❑ We will also develop a “Logic Model” after defining new priorities and a new governance and organizational model. This logic model will have a number of functions. It will link activities to end results; clarify accountabilities along chains of results; provide a basis for developing indicators of progress/success; support performance measurement and evaluation; inform design and delivery; and influence reallocation decisions.
- ❑ Library and Archives Canada will participate in the new government expenditure review exercise. This will entail development of the Program Activity Architecture (PAA), according to Treasury Board Secretariat directions. A new Performance Measurement Framework will be developed in the coming year; but until it is fully developed, Library and Archives Canada will continue to gather data on past performance indicators.

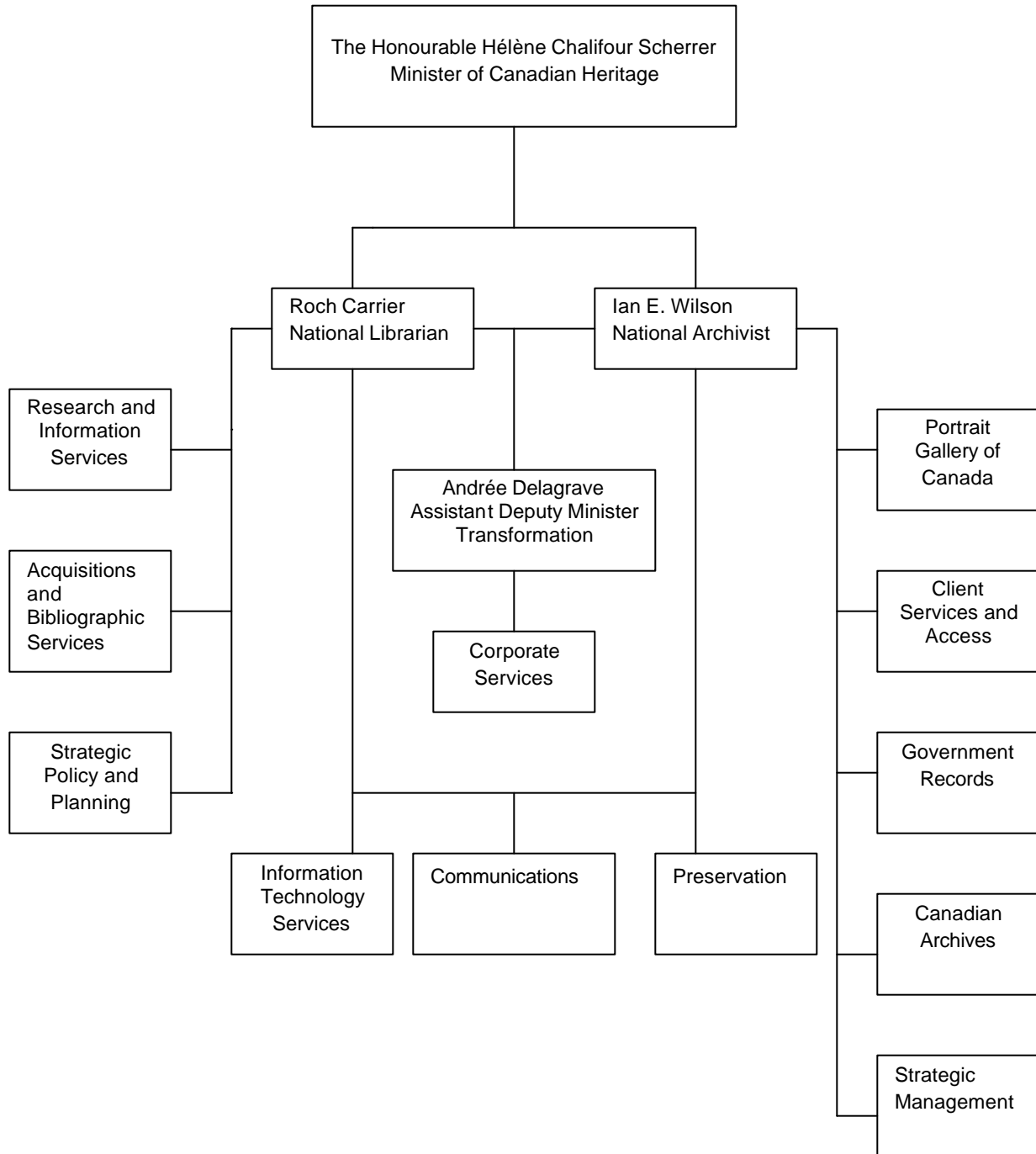
# Organization

## Relationship Between Library and Archives Canada Strategic Outcomes and the Business Lines of the National Library of Canada and the National Archives of Canada

National Archives of Canada Business Line		Library and Archives Canada Strategic Outcome		National Library of Canada Business Line
Services, Awareness and Assistance Acquisitions and Holdings Management Portrait Gallery of Canada	↑	Strategic Outcome 1: Canada's documentary heritage is widely known, easily accessed and broadly used.	↓	Canadian Collections and Access Services Library Networking Corporate and Branch Administration
Acquisitions and Holdings Management	↑	Strategic Outcome 2: Canada's documentary heritage is safeguarded and organized for current and future generations.	↓	Canadian Collections and Access Services Library Networking Corporate and Branch Administration
Management of Government Information	↑	Strategic Outcome 3: Information and knowledge management is effectively supported within federal institutions.	↓	Library Networking
Corporate Services	↑	Strategic Outcome 4: Effective and efficient management of the institution.	↓	Canadian Collections and Access Services Library Networking Corporate and Branch Administration

# Agency Structure

This structure is transitional until the legislation creating Library and Archives Canada becomes law and until a structure with accountabilities for the new organization can be finalized.



## National Archives of Canada Planned Spending By Business Line

(\$ thousands)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Acquisition and Holdings Management	14,940	<b>15,692</b>	15,684	15,134
Management of Government Information	8,890	<b>8,991</b>	8,991	8,991
Services, Awareness and Assistance	12,886	<b>14,096</b>	13,888	13,888
Corporate Services	13,321	<b>17,684</b>	15,432	14,132
Budgetary Main Estimates (gross)	50,037	<b>56,463</b>	53,995	52,145
Less: Respendable Revenue	304	<b>569</b>	654	654
<b>Total Main Estimates</b>	<b>49,733</b>	<b>55,894</b>	<b>53,341</b>	<b>51,491</b>
<i>Adjustments:</i>				
Collective Agreements	438			
Transfer from Canadian Heritage for the Canadian Culture Online Program	2,000			
Transition Funding	3,200			
Carry Forward	630			
Innovation Fund	261			
Modern Comptrollership	140			
Internal Audit & Evaluation	301			
The Right Honourable Jean Chrétien's personal and political papers	244			
Canada History Centre	657			
Transfer from Canadian Heritage for Feature Film	550			
Transfer from Canadian Heritage for <i>ArchivesCanada</i> (formerly the Canadian Archival Information Network).	1,472			

(\$ thousands)	Forecast Spending 2003-2004	<b>Planned Spending 2004-2005</b>	Planned Spending 2005-2006	Planned Spending 2006-2007
Transfer from Canadian Heritage for the Genealogy Centre	700			
Transfer to Canadian Heritage for the Canada History Centre announcement and advisory board	(375)			
Compensation adjustment for Collective Agreements	123			
Treasury Board's fiscal framework		<b>47,011</b>	11,289	7,014
<i>Total Adjustments</i>	10,341	<b>47,011</b>	11,289	7,014
<b>Net Planned Spending</b>	60,074	<b>102,905</b>	64,630	58,505
Less: Non-respendable revenue	10	<b>10</b>	10	10
Plus: Cost of services received without charge	33,898	<b>33,855</b>	33,823	33,822
Less: Cost of services provided to National Library of Canada	5,286	<b>5,489</b>	5,489	5,489
<b>Net Cost of Program</b>	88,676	<b>131,261</b>	92,954	86,828
<b>Full Time Equivalent</b>	678	686	686	686

## **National Archives of Canada Planned Spending Trends**

Over the planning period, the planned expenditures for ongoing program activities will remain constant: approximately \$53 million per year. Salary-related expenditures will account for approximately 72 per cent of total planned expenditures, while other operating expenditures represent 25 per cent. Transfer payments will amount to 3 per cent of expenditures.

The National Archives will access additional funding over the next three years. This will finance the establishment of the Portrait Gallery of Canada, the construction of a new cellulose nitrate facility to store and preserve Canada's cinematic and photographic heritage and the construction of an interim collections facility to address collections most at risk. In association with its partners, the National Archives continues to pursue a long-term accommodation strategy.

The National Archives and the National Library share a common vision of transforming the two agencies into one world-class knowledge institution. The challenge for the next three planning years will be to balance activities related to the transformation with existing strategic priorities.

## National Library of Canada Planned Spending by Business Line

(\$ thousands)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Canadiana Collection	19,391	<b>18,667</b>	18,307	18,307
Library Networking	14,182	<b>14,385</b>	14,385	14,385
Corporate and Branch Administration	8,179	<b>7,515</b>	7,375	7,375
Budgetary Main Estimates (gross)	41,752	<b>40,567</b>	40,067	40,067
Less: Respendable Revenue	0	<b>0</b>	0	0
<b>Total Main Estimates</b>	41,752	<b>40,567</b>	40,067	40,067
<i>Adjustments:</i>				
Collective Agreements	635			
Transfer from Canadian Heritage for the Canadian Culture On-Line Program	1,900			
Carry Forward	894			
Compensation adjustment for Collective Agreements	48			
Treasury Board's Fiscal Framework				
<i>Total Adjustments</i>	3,477	<b>0</b>	0	0
<b>Net Planned Spending</b>	45,229	<b>40,567</b>	40,067	40,067
Less: Non-respendable revenue	68	<b>68</b>	68	68
Plus: Cost of services received without charge	12,060	<b>12,322</b>	12,312	12,311
Less: Cost of services provided to National Archives of Canada	3,520	<b>3,401</b>	3,399	3,399
<b>Net Cost of Program</b>	53,701	<b>49,420</b>	48,912	48,911
<b>Full-Time Equivalents</b>	482	<b>482</b>	482	482



## **National Library of Canada Spending Trends**

Planned expenditures for ongoing program activity will remain constant over the planning period, at approximately \$40 million per year. Salary-related expenditures account for approximately 74 per cent of total planned expenditures, while other operating costs represent 26 per cent. In association with its partners, the National Library will also continue to pursue a long-term accommodation strategy.

The National Library and the National Archives share a common vision of transforming the two agencies into one world-class knowledge institution. The challenge for the next three planning years will be to balance activities related to the transformation with existing strategic priorities.

## Annex A: National Archives of Canada Financial Information

**Table 1: National Archives of Canada Summary of Transfer Payments**

(\$ thousands)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
<b>Grants</b>				
<b>Services, Awareness and Assistance</b>				
Canadian Council of Archives	600	<b>600</b>	600	600
Audio-Visual Preservation Trust of Canada	25	<b>0</b>	0	0
<b>Total Grants</b>	625	<b>600</b>	600	600
<b>Contributions</b>				
<b>Services, Awareness and Assistance</b>				
Canadian archival community in support of archival projects leading to the development of a national network of Canadian archives, holdings, activities and services	782	<b>640</b>	640	640
Canadian archival community in support of projects relating to the conservation of archival records, conservation research and conservation training and information	1,830	<b>500</b>	500	500
<b>Total Contributions</b>	2,612	<b>1,140</b>	1,140	1,140
<b>Total Grants and Contributions</b>	3,237	<b>1,740</b>	1,740	1,740

**Table 2: National Archives of Canada Sources of Respendable and Non-Respendable Revenue**

**Respendable Revenue**

(\$ thousands)	Forecast Revenue 2003-2004	<b>Planned Revenue 2004-2005</b>	Planned Revenue 2005-2006	Planned Revenue 2006-2007
<b>Services, Awareness and Assistance</b>				
Service and Service Fees	304	<b>569</b>	654	654
<b>Total Respendable Revenue</b>	304	<b>569</b>	654	654

**Non-Respendable Revenue**

(\$ thousands)	Forecast Revenue 2003-2004	<b>Planned Revenue 2004-2005</b>	Planned Revenue 2005-2006	Planned Revenue 2006-2007
<b>Corporate Services</b>				
Miscellaneous	10	<b>10</b>	10	10
<b>Total Non-Respendable Revenue</b>	10	<b>10</b>	10	10
<b>Total Respendable and Non-Respendable Revenue</b>	314	<b>579</b>	664	664

**Table 3: National Archives of Canada Net Cost of Program for the Estimates Year 2004–2005**

(\$ thousands)	<b>Total</b>
Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending Table)	<b>102,905</b>
Plus: Services received without charge	
Accommodation provided by Public Works and Government Services Canada	<b>27,882</b>
Contributions covering employer's share of employees' insurance premiums and expenditures, paid by Treasury Board Secretariat	<b>2,544</b>
Worker's compensation coverage, provided by Human Resources Development Canada	<b>28</b>
Information Technology services, provided by the National Library of Canada	<b>3,401</b>
Less: Services provided without charge	
Management of human, financial, materiel and tenant services provided to the National Library of Canada	<b>4,795</b>
Other client services provided to the National Library of Canada	<b>694</b>
<b>Total Cost of Program</b>	<b>131,271</b>
Less: Non-Respendable Revenue	<b>10</b>
<b>2004–2005 Net Cost of Program</b>	<b>131,261</b>

## Annex B: National Library of Canada Financial Information

**Table 1: National Library of Canada Summary of Transfer Payments**

(\$ thousands)	Forecast Spending 2003-2004	<b>Planned Spending 2004-2005</b>	Planned Spending 2005-2006	Planned Spending 2006-2007
<b>Grants</b>				
<b>Canadiana Collections and Access Services</b>				
International Serials Data System	21	<b>25</b>	25	25
<b>Library Networking</b>				
International Federation of Library Associations and Institutions	11	<b>11</b>	11	11
<b>Total Grants</b>	32	<b>36</b>	36	36

**Table 2: National Library of Canada Sources of Non-Respendable Revenue**

(\$ thousands)	Forecast Revenue 2003-2004	<b>Planned Revenue 2004-2005</b>	Planned Revenue 2005-2006	Planned Revenue 2006-2007
<b>Canadiana Collections and Access Services</b>				
Service Fees	68.0	<b>68.0</b>	68.0	68.0
<b>Total Non-Respendable Revenue</b>	68.0	<b>68.0</b>	68.0	68.0

**Table 3: National Library of Canada Net Cost of Program for the Estimates Year 2004-2005**

	<b>Total</b>
(\$ thousands)	
Net Planned Spending (Total Main Estimates plus Adjustments)	<b>40,567</b>
Plus: Services received without charge	
Accommodation provided by Public Works and Government Services Canada	<b>4,836</b>
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	<b>1,970</b>
Worker's compensation coverage provided by Human Resources Canada	<b>27</b>
Management of human, financial, material and tenant services provided by the National Archives of Canada.	<b>4,795</b>
Other client services provided by the National Archives of Canada	<b>694</b>
<b>Total Cost of Program</b>	<b>52,889</b>
Less: Non-respendable revenue	<b>68</b>
Less: Services provided without charge to National Archives of Canada	<b>3,401</b>
<b>2004-2005 Net Cost of Program</b>	<b>49,420</b>

## Annex C: Other Information

### Legislation Administered by Library and Archives Canada

As two separate institutions, the National Librarian has the sole responsibility to Parliament for the *National Library Act*, R.S.C., 1985 (c. N-12). The National Archivist has sole responsibility to Parliament for the *National Archives Act*, R.S.C., 1995, c.1 (3<sup>rd</sup> suppl., c.N-2.5). The National Archivist also shares responsibility to Parliament for the *Access to Information Act*, R.S.C., 1985, c. A-1, and the *Privacy Act*, R.S.C., 1985, c. P-21.

When the legislation for the new Library and Archives Canada is proclaimed, the *National Library of Canada Act* and the *National Archives of Canada Act* will be repealed. A Librarian and Archivist of Canada will be named and will have sole responsibility for Sections 1 through 20 of the *Act to establish the Library and Archives of Canada, to amend the Copyright Act and to amend certain Acts in consequence*. The remaining sections of the Act are transitional and consequential amendments. The Librarian and Archivist of Canada will also share responsibility to Parliament for the *Access to Information Act* R.S.C., 1985, c. A-1, and the *Privacy Act*, R.S.C., 1985, c. P-21.

### Contacts for Further Information

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