National Library of Canada

2003-2004
Estimates

Part III: Report on Plans and Priorities

National Library of Canada

**2003-2004
Estimates**

Part III: Report on Plans and Priorities

Approved

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Minister of Canadian Heritage

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Message from the Minister

More and more, Canadians are embracing their culture and their diversity and celebrating our Canadian identity. To be Canadian means to show openness toward differences and to appreciate the cultural wealth that comes with our diversity.

The eighteen agencies and Crown corporations that make up the Canadian Heritage Portfolio strive to strengthen our identity and our sense of belonging, and to make our diversity our strength in all areas, whether cultural, social, political or economic.

In an era of globalization, Canadians cannot take their values, culture and identity for granted. We must therefore encourage the expression of our cherished values, which shape our identity.

The Canadian Heritage Portfolio is proud to join its many partners in supporting the work and successes of our artists, creators, athletes and everyone who embodies our values and contributes to Canada's vitality. Through their activities, the members of the Canadian Heritage Portfolio encourage us to learn more about our story and our culture. They help us articulate our values, deepen our mutual understanding and strengthen connections among ourselves.

Together with the National Archives of Canada, which is also a member of the Canadian Heritage Portfolio, the National Library of Canada is embarking on an important transformation process. In her *Speech from the Throne* on September 30, 2002, the Governor General announced the government's intention to create a new institution that will bring together the National Library and the National Archives into one organization: the Library and Archives of Canada. Not only will this institution strengthen the ability of the government to preserve our heritage, it will also help to make our history more accessible to all Canadians.

I hope that this report will be well received by Canadian citizens. The National Library of Canada is committed to serving them better, to encouraging their participation, and to helping them to take their rightful place in our society.

Sheila Copps

Message from the National Librarian

The National Library of Canada celebrates its 50th anniversary in 2003. In the last fifty years the organization has overcome many social and technological challenges, and seen much transformation. This flexibility has allowed it to remain relevant to the people it serves, and to establish itself as a valuable cultural institution. The expertise of Canada's National Library is known around the world.

The Speech from the Throne on September 30, 2002, announced the Government's intention to create a new agency that will bring together the National Library of Canada and the National Archives of Canada. On October 2, 2002, the Honourable Sheila Copps, Minister of Canadian Heritage, announced the creation of the new institution; and stated that "this modern, dynamic, world-class organization addresses an increased public appetite for knowledge about Canada."

The new institution will build on the longstanding collections, traditions and expertise of the National Library and the National Archives, and will benefit from the synergy of these two strong organizations. The Library and Archives of Canada will bring together all forms of information, published and unpublished, about Canada – its people, culture, society and values, and its place in the world – and will offer a wide range of public programs for everyone.

Visitors and users will benefit from improved access to information about Canada and its government, our national experience, and our diverse stories. The wealth of material will stimulate new initiatives, encourage creativity, and allow users better to understand and appreciate our rich heritage and culture. The Library and Archives will be a unique and valuable source of knowledge for everyone – whether their aim is to be creative and innovative, to enrich their quality of life, to understand our country's past and present, to build the Canada they want, or to be better citizens of the world.

Until the legislation for the new institution is passed, each of the founding agencies will continue to be accountable for its own plans and priorities. However, both are preparing joint plans for the future and are working together on many projects – of which the main one is the smooth transformation into a single world-class institution.

Important projects already underway will continue as outlined in previous reports.

- The International Forum on Children's Literature will take place in Ottawa in June 2003.
- Legal deposit requirements will be modernized to accommodate a wider range of material, such as electronic publications.
- Planning for new and improved buildings and services will continue.

- Aboriginal and multicultural collections, electronic publications and sound recordings will be acquired, increasing the diversity of the Library's holdings and offering Canadians a better source of current information.

- The preservation of collections will be improved.

- Digital content – particularly educational materials – will be added to the Library's Web site, so that teachers, parents and youth across the country can easily find valuable information and enjoy the pleasure of reading.

- Virtual Reference Canada will enable Canadians to find information by consulting a network of expert librarians across Canada and around the world.

- A new Canadian Genealogy Centre will improve public access to published and archival material. Researchers will be able to use an online catalogue and inventory of resources.

- The Library's technological infrastructure will be upgraded to improve and accelerate high-speed Internet transmission of data such as broadcast audio and video.

- AMICUS, the national bibliographic database, will be redesigned and remodelled to make finding information easier.

- Both the Canadian book industry and its readers will benefit from the New Books service.

- The National Library is also exploring long-term online access to Canadian newspapers, both current and historical.

- Our collaboration with the Council on Access to Information for Print Disabled Canadians will continue.

- The National Library will continue to support the library community and to provide expert advice on managing government information. Libraries across the country will continue to rely on the institution's unique expertise and services. As well, the role of the Council of Federal Libraries will be strengthened.

- Finally, our public programs (jointly planned and delivered with the National Archives) will offer a broader range of activities and exhibits on Canadian culture and heritage. The new institution will emphasize its public image, and will strive to become highly visible and attractive.

The three planning years addressed in this Report will be challenging. I am confident, however, that Canadians everywhere will benefit from the creation of this dynamic new cultural institution.

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Roch Carrier
February 2003

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2003-2004

I submit, for tabling in Parliament, the 2003-2004 *Report on Plans and Priorities* (RPP) for

THE NATIONAL LIBRARY OF CANADA

This document has been prepared based on reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2003-04 Report on Plans and Priorities.*

- It accurately portrays the organisation's plans and priorities.

- The planned spending information in this document is consistent with the direction provided in the Minister of Finance's budget and by TBS.

- is comprehensive and accurate.

- 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
February 2003

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Section I: Raison d'être of the National Library of Canada

The National Library of Canada provides:

- ❑ A comprehensive collection of Canada's published heritage, to serve as a national information and cultural resource.

- ❑ Support for the development of Canada's knowledge infrastructure, by maintaining a comprehensive record of Canadian publishing output and by offering all citizens access to both its own collections, and to national and international sources of information.

- ❑ Reference and research services for individuals and libraries.

- ❑ Opportunities for Canadians to explore, understand and appreciate their cultural heritage.

- ❑ Leadership, policies, procedures, standards, products and systems that promote information exchange among libraries, and optimize the delivery of library services across the country.

Section II: Planning Overview

The National Library of Canada works within the overall government planning context, and is funded through federal operating expenditures.

A New Institution to Contribute to the Government-Wide Agenda

The Speech from the Throne proposed a national agenda that focuses on the future and targets long-term prosperity, innovation, and the highest quality of life for Canadians.

The government reiterated its commitment to connecting Canadians across their differences, linking them to their history, and enabling their diverse voices to be heard. Prominence was given to the creation of a new Library and Archives of Canada, signalling confidence that this new institution will be a sound investment that enables all citizens to research their history, learn about the foundations of Canadian society, and take charge of their future.

By creating the Library and Archives of Canada, the government expresses faith in the value and power of knowledge, creativity and imagination as cornerstones of the new economy and our prosperous future as a nation.

In his reply to the Speech from the Throne, the Prime Minister declared that Canadians "can shape our own destiny and choose the Canada we want – knowing who we are, knowing where we are going together. We have a lot of work to do. Let's roll up our sleeves and get on with it."

The Changing Environment: A Myriad of Challenges

Transformation

The creation of the Library and Archives of Canada is based on the desire to embrace progress and the vision of a new form of information institution for the 21st century. The National Library and the National Archives will work together to coordinate the transformation to the new institution, and to address change, risk, and new challenges and relationships. Both organizations already share many corporate resources, including human, financial, security, materiel, accommodation, and information technology services. As we create the new Library and Archives of Canada (hereafter referred to in this document simply as the Library and Archives, for short), serving Canadians will remain our highest priority.

As the use of new digital technologies increases, the Library and Archives must continue to develop its technology infrastructure and its electronic collections and services. It must also develop a new paradigm to function effectively in a dynamic interdisciplinary environment, and to meet the demands and expectations of increasingly knowledgeable and diverse audiences – especially youth and lifelong learners. Our goal is to offer Canadians everywhere seamless and timely access to all Library and Archives holdings.

A new Management Board, with members from both organizations, will govern the new Library and Archives, and develop its key corporate strategies. An assistant deputy minister has been appointed, reporting to both the National Librarian and the National Archivist, to manage the transition. As well, transition teams and working groups have been put in place to plan and coordinate all aspects of the new institution.

Preservation and Accommodation

While new technologies hold enormous promise for improved public access, we must also address the preservation, storage and accessibility of publications in ever-diversifying formats. The Library and Archives must meet the challenge of preserving the publications and records in its collection in traditional formats. At the same time, preserving machine-readable publications and records is about fifteen times more expensive than preserving traditional human-readable materials.

One of the Library and Archives' biggest accommodation challenges will be to consolidate its facilities for staff, public, and frequently consulted collections, and to ensure that all materials – and especially the most fragile – are properly housed in facilities that will extend their long-term survival.

Access

The National Library's mandate is twofold: to build and preserve comprehensive and diverse collections, and to ensure that those collections are accessible to everyone.

In the past few years the Library has added online elements to its services, reaching a network of 21,000 libraries across Canada and an increasingly diverse clientele. Through strategic investments in

its online services infrastructure, the Library currently offers its Digital Library of Canada to users across the country; and its Web site promotes our national culture and identity all around the world. However, much remains to be done to make Canada's published heritage fully available electronically, and to make it easily accessible for those not able to use traditional print versions. As more and more publications are produced in digital format, the job will become easier. But for the moment, most of the Library's collections are in traditional forms – and their digitization remains an enormous task.

As well, digitization comes at a high price. Over a three-year period, the Library's digitization program has depended on $7.5 million in temporary funding from the Department of Canadian Heritage's Canadian Culture Online Program.

Nevertheless, digitizing our cultural heritage is timely, necessary and important. Today's users require electronic services that are up to date and readily available, and Canadian digital content that is directly relevant to their studies, their concerns, their families and their communities. Assuming that funding is renewed for the Canadian Culture Online Program, the new Library and Archives will continue to expand its online services and collections so that Canadians everywhere can share, understand and appreciate our rich culture and heritage.

The success of the Library and Archives of Canada will depend on its visibility and relevance to Canadians, and on the quality of the services it offers to communities across the nation. Building on its most recent and successful initiatives, the Library and Archives will diversify its education and outreach activities through new public programs such as the Portrait Gallery. Working together, the National Library and the National Archives will develop a communications strategy that embraces new technologies, and encourages creative partnerships with user groups and other cultural and learning institutions.

Information Management

The National Library is an acknowledged leader in information management, and as such provides direction and assistance in that area to the Treasury Board of Canada and other agencies.

As the focus of the knowledge economy shifts from technology to information, the Library faces a crucial challenge: promoting a unified vision and an understanding of information management within the government. The new Library and Archives will be ideally positioned as a leading organization in information management, helping to build strong foundations for the knowledge society of tomorrow.

Improved access to knowledge requires a large investment in information management. The Library and Archives is developing a comprehensive information infrastructure to manage a steadily increasing volume and variety of electronic publications and records. The challenges include coping with more and more publications being produced in a digital format, and with the greater and greater use of electronic tools to manage information. Examples of this include preserving publications and records over time, developing a common infrastructure, and keeping abreast of developments in technology and industry. New tools will be designed, tested and implemented.

Social and Economic Factors

Presenting Information in Digital Form

The National Library has taken a leadership role in collecting, organizing and providing access to electronic publications from the public sector and non-profit institutions. As more and more material is published in electronic form, the Library faces a twofold challenge:

❑ First, electronic publications must be catalogued and preserved for consultation and research, even after their commercial usefulness or political relevance has expired. This is a daunting task that requires substantial resources. As well, there is a pressing need to create and use metadata as an essential component of access, and to set standards for identifying, sorting and classifying Canadian digital content. The Library plays a unique role in digital preservation and intellectual access. No other public or private agency has the mandate to take on this enormous task, and the Canadian library and publishing communities concur that the Library is ideally equipped to fulfil this function.

❑ Second, the Library is committed to ensuring that all Canadians, regardless of income, location or ability, have access to information in electronic form, including commercial publications. Technological advances and heightened client expectations have created a greater demand for readily accessible online resources (the Libray's Web site continues to attract more than 4.2 million visitor a year). The organization must respond by creating online collections and services that are innovative and accessible.

Delivering Client-Centred Services

The goal of government is to make Canada the most connected country on earth by the year 2005. In pursuit of this goal, all key government information and services must be made accessible on the Internet.

The Library's Government On-Line Task Force has a mandate to deliver its information resources and services to all Canadians. Its mandate also includes facilitating other GOL initiatives, in partnership with other agencies such as Canadian Heritage, Communication Canada and the federal government library community.

Ensuring the Availability of Canadian Content

The government is greatly concerned about the lack of Canadian content, especially French-language material, on the Internet – where the content is overwhelmingly in English, and mostly of American origin. The Library and its partner institutions in the Canadian Heritage portfolio recognize the compelling need to add Canadian voices and stories to the Internet.

The National Library's goal is to provide access to all its collections in digital formats, and in both official languages. It will also continue to collaborate with libraries across the country to improve public access to significant collections from all parts of the nation.

Sustaining a National Heritage Collection

The National Library's collections are at the heart of its services. However, severe pressure on its acquisitions budget has hampered the organization's ability to maintain a comprehensive collection of Canadiana, resources supporting the study of Canada, and manuscript collections of major Canadian literary and musical figures. Each time a private collector or another institution with greater resources acquires unique heritage materials, the Library misses an opportunity to preserve a piece of our culture.

Summary

It is anticipated that the new Library and Archives will be formally established with new legislation in 2003-2004. While working towards the creation of this new institution, the National Library and the National Archives must maintain existing services and continue to meet the demands of digital collections and services. With time and resources, patience and commitment, and drawing on their expert skills and knowledge, the National Library and the National Archives will build the new Library and Archives of Canada: a vibrant, vital institution where Canadians can discover, understand and appreciate their history, culture and heritage, and help to shape the Canada of tomorrow.

Section III: Plans and Priorities by Strategic Outcome

Summary of Strategic Outcomes

Strategic Outcome 1:
Protecting and preserving the National Library of Canada's collection.

Strategic Outcome 2:
Free access for all Canadians to knowledge on Canada and delivery of the national collection to Canadians and to the world.

Strategic Outcome 3:
Strengthening and enriching the national collection.

Strategic Outcome 4:
Implementing an agenda for management

Strategic Outcome 1: Protecting and Preserving the National Library of Canada's Collections

In the 2002-2003 fiscal year, the Library received $1 million in additional funding to support several critical preservation initiatives. More retrospective materials are being selected for the Preservation Collection of Canadiana, more funding is available for the project of mass de-acidification, and there is greater support for improved collection management.

The most effective measure the National Library can take to protect and preserve its collections is to house and shelve them in climate-controlled facilities. In 2002-03, one building for temporary accommodation was renovated and partially upgraded. The Library developed and submitted proposals to Canadian Heritage, Treasury Board of Canada, and Public Works and Government Services Canada, and we await those agencies' decisions regarding additional funding for preservation purposes.

Thanks to financial support from the Canadian Musical Memories Program of the Department of Canadian Heritage, the Library will continue to upgrade its sound recording preservation studios and to acquire historic and current sound recordings. We will also investigate additional sources of sustained funding for the preservation of collection materials (including electronic materials), and research ways to safeguard their long-term protection and access.

Challenges and Rationale

❑ A critical part of the Library's mandate is the preservation of Canada's publishing output, in various formats: print, audio, video, microform, electronic or digital.

❑ None of the Library's current collection facilities meets the environmental standards required to protect its valuable collections over the long term. These facilities are vulnerable to frequent accidents and floods, which can damage irreplaceable material.

❑ Because of insufficient space, current materials cannot be shelved or made accessible to clients, and collections are seriously overcrowded.

❑ Resources allocated to the Library for treating and repairing collections are not sufficient to ensure their long-term protection and preservation.

❑ Preservation of original materials complements their copying for digital distribution.

❑ Important parts of Canada's published heritage are currently held by other Canadian libraries.

❑ The Library's leadership and advocacy roles must be strengthened, and facilities for preserving critical legacy collections improved, if we are to prevent our published heritage from being lost.

Specific Outcomes

The National Library's goals for 2003-04 include these specific outcomes:

❑ Up-to-date preservation and conservation treatments for the collections.

❑ Adequate facilities for accommodating and preserving the Library's collections, to ensure their survival and accessibility for years to come.

❑ Promoting increased appreciation among clients and stakeholders of the value, breadth, diversity and uniqueness of the collections.

Strategies and Planned Results

Accommodation

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Development of strategic plans and scenarios (in collaboration with the National Archives, the Department of Canadian Heritage, and the Department of Public Works and Government Services) to address short- and medium-term accommodation requirements. These include secure space for collections, preservation, staff, public access and public programs.

- Development and implementation of a new integrated disaster-management framework for the Library and Archives.

- Continued preventive measures to improve existing facilities and avoid damage to the collections; plus solutions in place to reduce damage to the Library's collection of print newspapers, and to collections in crisis or at risk.
- Continued separation of materials for the Preservation Collection of Canadiana (this material is kept separate from those used for service purposes.)
- Detailed planning for the upcoming move of collections to a temporary facility.

2004-2005

- Conversion of an existing facility to meet short- and medium-term accommodation requirements.

- Implementation of solutions for published collections at significant risk.

- Review of long-term accommodation requirements, in the context of the new Library and Archives.

- Continued identification and separation of the Preservation Collection of Canadiana.

- Preventive measures to improve environments in existing collection facilities are integrated into the management of collections.

- Move of collections to an interim facility.

2005-2006

- Upgrades of facilities to meet medium-term accommodation requirements.

- Implementation of solutions for published collections at significant risk.

- Formulation of detailed plans for long-term accommodation requirements, in the context of the new Library and Archives.

- Maintenance of preventive measures for managing the collections.

- Continued identification and separation of the Preservation Collection of Canadiana.

- Conclusion of the process of moving the collection to an interim facility.

Preservation and Conservation

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Planning of preservation activities that are consistent with the Government Heritage Policy Framework.

- Implementation of better long-term preservation of Canadian sound recordings of historical value, with the support of the Canadian Heritage Music Fund.

- An informal evaluation of the results of the new base funding for preservation.

- Creation of a joint Preservation Plan and Program for the new Library and Archives.

- Organization of a symposium on *Preserving Electronic Records: New Knowledge and Decision-Making* (jointly with the National Archives, the Canadian Conservation Institute and the Canadian Heritage Information Network) in September 2003, to find better techniques for preserving electronic documents.

- Development of a Threat and Risk Assessment for the Library and Archives, which will outline the appropriate steps to take to ensure the security of the collections.

- Update of the Preservation Plan and Program to identify and address preservation challenges presented by digital and traditional information resources, sound recordings, audiovisual material and magnetic media.

- A continued focus on gathering data to support the allocation of more resources to preservation.

- Establishment of a mass de-acidification program.

- Outreach to staff and public, to educate them about the challenges and outcomes of preservation initiatives.

2004-2005

- Activities to follow up on the Symposium on Preservation of Electronic Resources.

- Updates of the Preservation Plan and Program.

- Improvement of preservation standards for Library and Archives collections, and the adjustment of conservation treatment to maximize existing resources and new ones (as approved).

- Protection of materials being transferred to other facilities.

- An evaluation of the Sound Recordings Initiative.

- Analysis of *Archiving the Web*, a proof-of-concept project provides policy direction in the matter of mass preservation of Web content.

2005-2006

- A survey of the collections of the Library and Archives.

- Strategic needs assessments.

- Improvements in the Library's perception of its role in preserving and storing digital material.

- Implementation of the strategic orientations of the Heritage Policy Framework Concerning Preservation.

- Transfer of selected collections to other facilities.

- Participation in developing an overall preservation strategy for Canadian libraries.

Strategic Outcome 2: Free Access for All Canadians to Knowledge on Canada, and Delivery of the National Collection to Canadians and to the World

The National Library celebrates its 50th anniversary in 2003. This milestone presents an ideal opportunity for the Library to increase its public visibility, and to promote the future Library and Archives. The profound transformation already under way in terms of the delivery of the services of the National Library will continue.

This initiative will emphasize digital resources and products that deliver a wide variety of services to the public. More and more clients are using AMICUS, the Library's free national bibliographic database, and are accessing the online holdings of the National Library and of 1,300 other Canadian libraries. Visits to the Library's enhanced and attractive Web site, which showcases popular Canadian content, have increased dramatically.

Challenges and Rationale

❑ Improve international public access to the National Library's resources.

❑ Emphasize youth educational needs, digital resources and public programs.

❑ Since electronic access depends on information technology infrastructure, develop a comprehensive plan to address projected base budget requirements for the institution's Information Technology and Information Management needs.

❑ Define and reinforce the leadership role and responsibilities, both national and international, of the new institution, and cultivate the existing network of 21,000 Canadian libraries.

❑ Develop public programs that foster awareness, knowledge, understanding and appreciation of our rich and diverse documentary heritage, in all its forms, and how it connects us to our national identity and culture.

Specific Outcomes

The National Library's goals for the next year include these specific elements:

❑ Provide Canadians with a vibrant and accessible national cultural institution designed to serve their knowledge needs.

❑ Improve National Library collections and services to increase self-sufficiency and ensure high client satisfaction.

❑ Offer a variety of ways to access collections and services: electronically, in person, or through other libraries and partners.

❑ Increase public recognition and use of the National Library's outreach activities, services and collections. (The International Forum on Children's Literature, to be held in Ottawa in June 2003, will attract international attention.)

❑ Confirm government recognition and support of the National Library's leadership, expertise, and crucial role in managing federal government information, particularly developing government policy and collections and creating metadata. The new institution will build on that strength to ensure long-term access to the corporate memory of the government.

❑ Include diverse, engaging and enduring digital Canadian content.

❑ Take a leadership role within government, the library community, and the cultural sector in providing freely accessible information to all Canadians.

Strategies and Planned Results

Strategies

❑ The Library will offer an expanded, client-centred suite of services that is free, equitable, relevant to users' needs, and based on the well-organized and accessible national collection. AMICUS, the National Library's free online bibliographic database, currently contains some 22.2 million titles; and approximately 1.1 million new titles are added each year. Almost 1,400 libraries and related institutions—as well as businesses and individuals—use AMICUS to access bibliographic information and digital resources.

❑ The Library will strengthen existing partnerships and use the latest technology to allow easy access to its own collection, and to information about collections in other publicly funded institutions across the country. As specified by the Federal Disability Agenda, the Library will use the guide being developed jointly with the Council on Access to Information for Print-Disabled Canadians to create alternative formats and accessible Web sites.

❑ The Library will work with other libraries, museums, and archives to develop a digital cultural strategy and deliver authoritative, high-quality information services. The Canadian Initiative on Digital Libraries (CIDL) will continue to make available, in both official languages, the content of significant collections from all parts of Canada.

❑ The Library will spearhead the revision of key government information management policies and practices, and will strengthen its ties to the Council of Federal Libraries to support the critical role played by almost 300 federal libraries in managing the information resources of departments and agencies.

❑ The Library will significantly increase electronic service delivery (as recommended in the GOL strategy), and will work in partnership with a number of libraries—such as the Sm@rtCapital project, and the Council of Federal Libraries Consortium—to procure information products and services.

❑ The Library will design and develop original on-site, online and travelling exhibits and programs that will attract national and international interest and recognition.

Planned Results

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Further development of client-centred projects, as outlined in the GOL strategy.

- Sustainability for the Digital Library of Canada is secured through adequate funding for long-term projects.

- Continued development of the Digital Library, and an evaluation of its digitization program.

- Improved access to Aboriginal and multicultural collections to respond to the needs of an increasingly diverse public.

- Continued expansion and improvement of AMICUS, the Library's free national bibliographic database.

- Assessment of national responsibilities for long-term access to Canadian digital content, and its preservation.

- Implementation of a strategic plan to design and deliver new and enhanced exhibits and public programs to attract national and international interest and recognition. An example is the International Forum on Children's Literature, to be held in Ottawa in June 2003.

- Improved access to the collections and services of Canada's 21,000 libraries, and the development of tools to make them easier to use.

- An ongoing strengthening of Virtual Reference Canada.

- Expansion of the role of the Council of Federal Libraries.

2004-2005

- Assessment of the effectiveness of Virtual Reference Canada.

- Continued expansion and improvement of AMICUS, the Library's free national bibliographic database.

- Continued development of the Digital Library.

- Assessment of national access services for clients with print, perceptual and other disabilities.

- The design and delivery of new and enhanced exhibits and public programs that will attract interest and recognition, both in this country and abroad.

- Recognition of the Library and Archives as a world-class institution of knowledge, both in this country and abroad.

2005-2006

- Greater integration of the digital resources of the National Library and the National Archives.

- More comprehensive information for Canadians about how to access the Library and Archives' collections.

- Improve facilities for long-term access to and preservation of Canadian digital content.

- Assessment of the impact of the Virtual Reference Canada.

- Improved capacity for long-term access and preservation of Canadian digital content.

- Continued enrichment of AMICUS, the Library's free national bibliographic database.

- Increased collaboration with communities, institutions and other federal departments to develop digital content.

- Continued development of the Digital Library.

- An increased body of Canadian digital content available online, particularly curriculum-focused educational material.

- Assessment of the status of national access services for clients with print, perceptual and other disabilities.

- Recognition of the book- and sound-recording industries as key players in building the collections.

- Promotion of the Library and Archives as an outstanding and vibrant cultural institution that promotes literacy, creativity and innovation.

- Position the Library and Archives in the education field as an authoritative and trusted source of educational material for students, teachers and lifelong learners.

Strategic Outcome 3: Strengthening and enriching the national collection

Since 1953, the National Library has built its collections largely through the legal deposit mechanism established by Parliament. Over the years this mechanism has been extended to include a wide range of published media: paper-based print publications, sound recordings, microfilm, videos, CD-ROMs, and digital and electronic publications in physical forms. Recently, a discussion paper outlined possibilities for updating legal deposit provisions for electronic publications, and the Library organized a consultation on online newspapers. The Library strives continually to ensure that legal deposit procedures remain current and responsive to new strategic priorities; and it is currently exploring new ways to acquire, maintain and preserve online newspapers.

At the same time, the Library faces the enormous and ongoing challenge of acquiring every Canadian publication produced in traditional formats. Because of current fiscal restraints, the Library has placed new emphasis on donations of Canadian materials. Its collections budget—the smallest among the Canadian members of the Association of Research Libraries—has undergone a major review.

The Library consults regularly with key stakeholders, particularly in the areas of multilingual/multicultural and Aboriginal collections. Canada is becoming the most diverse country in the world; and the Library wishes to reflect that diversity, both in its collections and in its services.

Challenges and Rationale

- ❑ The constant growth of our publishing industry makes it increasingly challenging for the Library to acquire a comprehensive collection of published Canadiana.
- ❑ New media are very labour-intensive to acquire. To facilitate the process, legal deposit requirements must be made explicit, and publishers must be reminded of the importance of comprehensive collections.
- ❑ Budget reductions, inflation, price increases and the reduced buying power of the Canadian dollar make it increasingly difficult to purchase collection materials.
- ❑ Canada's cultural and linguistic diversity is a real asset in a knowledge-based society and economy, in which international commerce, communications and exchanges are sources of wealth.
- ❑ Aboriginal cultures and languages are at risk, and the information needs of Aboriginal peoples must be addressed.
- ❑ Multiculturalism is fundamental to our national identity, to our belief that all citizens are equal, and to the rich diversity of our cultural, social and economic landscape.

Specific Outcomes

The National Library's goals for the next year include various elements.

- ❑ In partnership with other institutions and agencies, build a focused, comprehensive Canadiana collection, and expand holdings of newspapers, special collections, Aboriginal resources, online electronic publications from the public and private sectors, and Canadiana published abroad.

- ❑ Provide comprehensive reference and general collections for the comparative study of Aboriginal peoples and issues, covering such topics as the North, myths and beliefs, traditions, arts and crafts, social and economic conditions, etc.

- ❑ Develop multilingual collections that illustrate Canada's cultural diversity, and make them available to everyone.

- ❑ Develop a national strategy to ensure access to and preservation of online newspapers and periodicals.

Strategies and Planned Results

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Explicit definitions of the requirements for legal deposit of online publications.

- Acquisition of more electronic publications and other materials that document the evolution of Canadian society and economy.

- The creation of a culture of donations of Canadiana, as part of the Library's 50th anniversary celebrations.

- Discussions of revised collection policies, in anticipation of harmonizing collections with the National Archives for the creation of the Library and Archives.

- Development of an Internet portal featuring Canadian theses.

- Development of acquisition strategies to ensure the comprehensiveness of the Canadiana collection.

- The cataloguing and preservation of a major collection of audio-book masters, for print-disabled and blind people.

- A redefinition of the Library's role in the National Site Licensing Project, in the context of the new Library and Archives.

2004-2005

- Assessment of the impact of changes in legal deposit requirements on resources and compliance.

- Improvement of the collaboration between the Canadian Exchange Book Centre and its partners, and an expansion of its role in donations.

2005-2006

- Assessment of the impact of changes in legal deposit requirements on resources and compliance.

- Improvement of the cultural acquisitions system, to ensure that the Library and Archives' collections include a wide variety of material (music, theatre, dance, film, etc.) accessible to everyone.

- Preparation of a base acquisitions budget to support comprehensive collections that reflect the diversity of Canadian creators and the Canadian population.

- Evaluations of acquisitions procedures.

Strategic Outcome 4: Implementing an agenda for management

The success of the Library and Archives depends on a strong infrastructure that will support the new institution's mission and strategic objectives. Transformation will be the major theme for the next three years. The management of the National Library and the National Archives is committed to a transparent and fully participative transition process, and both institutions will work together to design and create the new agency.

This massive transformation will involve all levels of staff of both organizations. Our aim is to build a new institution that is responsive, effective and highly visible; that has diverse, comprehensive and meaningful collections; and that delivers varied, timely services to all stakeholders and clients.

Challenges and Rationale

❑ The principles and strategies shaping the current modernization of the Federal Public Service will also apply to the Library and Archives, creating a workplace where Public Services values are upheld and all employees are treated with fairness and respect.

❑ The Library's information technology infrastructure and services must be upgraded to meet growing demands for more and faster services.

❑ The Capacity Assessment exercise done in 2003-2003 revealed a need to bring abilities and accountabilities in line with modern management practices. A five-year plan will be implemented.

❑ Training and professional development will be needed to help staff deal with the extra demands placed on them, as they deal with the transformation process while continuing to do their regular jobs and deliver quality service in a rapidly changing and demanding environment.

Specific Outcomes

The National Library's goals for the next fiscal year include various elements.

❑ Develop a Human Resources Strategy and Plan, including a multi-year Equity plan, for the Library and Archives.

❑ Implement an institutional culture that encourages growth, supports transformation, improves internal communications and promotes learning and development.

❑ Enhance the technology infrastructure by addressing a number of major issues for systems development and office systems.

Strategies and Planned Results

Strategies

❑ The National Library is taking steps to ensure both that its staff reflects the diversity of Canadian society, and that it is equipped to provide state-of-the-art library services to clients in the networked and digital environment of the 21ˢᵗ century. These measures include enhanced human resource management, employment equity, employee retention and well-being, and policies that accommodate the diverse needs of Library employees.

❑ The Library will promote a renewed culture of pride in its employees' skills and achievements, and recognition of them.

❑ The Library will offer ongoing education programs to allow employees at all levels to upgrade their skills, so that they can provide the public with the highest possible quality of service.

❑ The Library will upgrade its technology infrastructure to meet the demand for more and faster integrated services.

Human Resources

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Evaluation of the Continuous Learning Policy.

- Recruitment and training of new employees for the next decade, to replace the retiring baby-boomer generation.

- Use of the Library's staff competencies profile in hiring and recruitment.

- Adjustment of policies, programs and practices, as specified in the Government Modernization of Human Resources Initiative.

- Collection of data for Employment Equity Plan (Year 1).

- Implementation of a risk-based internal audit framework.

- Provision of professional development and technical training (in field such as preservation, for example), according to the results of the Capacity Assessment and other technical assessments.

- Development of evaluation frameworks for Recognition and Orientation Programs.

- Continued implementation of performance appraisals, and monitoring of their effectiveness.

- Assessment of the results of Public Service Employee Survey, to identify important issues, recommend solutions and develop action plans.

- Promotion of new opportunities for career development at the Library and Archives.

2004-2005

- Continued upgrading of the knowledge and skills of all employees.

- Evaluation of the Learning Framework.

- Targeted recruitment to hire and/or replace employees in high-risk occupations.

- Assessment of management, professional and technical competencies.

- Adjustment of policies, programs and practices in accordance with the *Government Modernization of Human Resources Initiative*.

- Collection of data for Employment Equity Plan (Year 2).

- Evaluation of Recognition and Orientation Programs.

- Evaluation of Performance Appraisal system.

2005-2006

- Promotion of an institutional culture of continuous learning that fosters growth and creativity.

- Recognition of the new Library and Archives of Canada as a workplace of excellence.

- Analysis of the results of the Learning Framework evaluation.

- Modernization of human resources management.

- Collection of data for Employment Equity Plan (Year 3).

- Evaluation of Recognition and Orientation Programs.

- Collection and analysis of data to improve the Performance Appraisal system and its usefulness as a career development tool.

Information Technology

The Library and Archives will continue to embrace emerging technologies to meet new challenges in service delivery, and will allocate resources to create a single gateway to its collections and services.

Over 2003-2004 and into 2005-2006, the Library and Archives will continue to develop and provide a flexible and secure information and communications technology infrastructure. This system will safeguard the security and integrity of Library and Archives systems and databases, and will allow the institution to deliver electronic service across the country; store and display the descriptions of items in its collections; and, in the case of digital materials, provide access to the items themselves.

In the upcoming fiscal years, the National Library plans to deliver the following results.

2003-2004

- Amalgamation of content from the National Archives and National Library Web sites into a single technological platform.

- Identification of the technological requirements for a digital content strategy for the Library and Archives

- Implementation of a joint metadata standard for Web content.

- Development of MIKAN 3, an online descriptive catalogue of National Archives collections. This initiative will also benefit the Library by facilitating exchange of collections information among libraries and archives.

- Identification of technical requirements for displaying and manipulating information in non-Roman character sets.

- Focusing on increased bandwidth as a continuing priority.

- The ongoing consolidation of Information Technology Services in several areas, including informatics infrastructure and applications, and shared standards and practices.

2004-2005

- Creation of a single public portal to the Library and Archives Web site.

- Development of a unified system to handle metadata, item description and collection management.

- Implementation of technological support for a digital content strategy for the Library and Archives.

- Creation of an infrastructure to display and manipulate information in selected non-Roman character sets.

- Continued focus on increasing bandwidth.

2005-2006

- Broader acceptance of a common Open Archives Initiative standard, which allows for greater integration of resources with partner institutions.

- Implementation of a unified system to handle metadata, item description and collection management.

- Creation of an improved Information Technology structure to provide the new institution with modern, flexible, secure and integrated equipment and services—including shared technology, information and application infrastructure, rationalization of software and hardware, and upgrades to computer rooms.

Performance Information

This section explains the methodology that will be used to describe the Library's performance results. Branches will provide statistical and financial information on a regular basis; results will be reported to the National Library Executive Committee; and Library management will use this information to evaluate results, take appropriate actions, adjust objectives, report accomplishments, and 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 tool to gauge the comprehensiveness of its Canadiana collections.

❑ The Library periodically conducts user surveys to determine levels of client satisfaction and the effectiveness of 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 tool to gauge the effectiveness of sharing resources on a national level.

❑ The Library periodically conducts user surveys to determine levels of client satisfaction and the effectiveness of Library services.
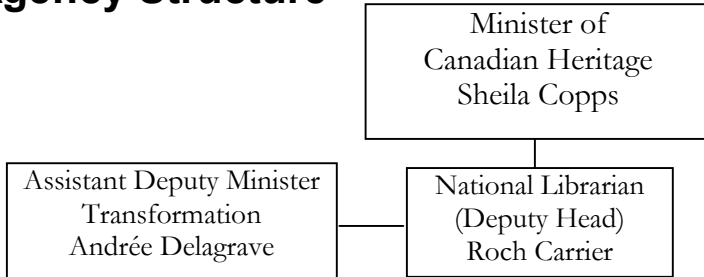
Business Line 3: Corporate and Branch Administration

❑ 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.
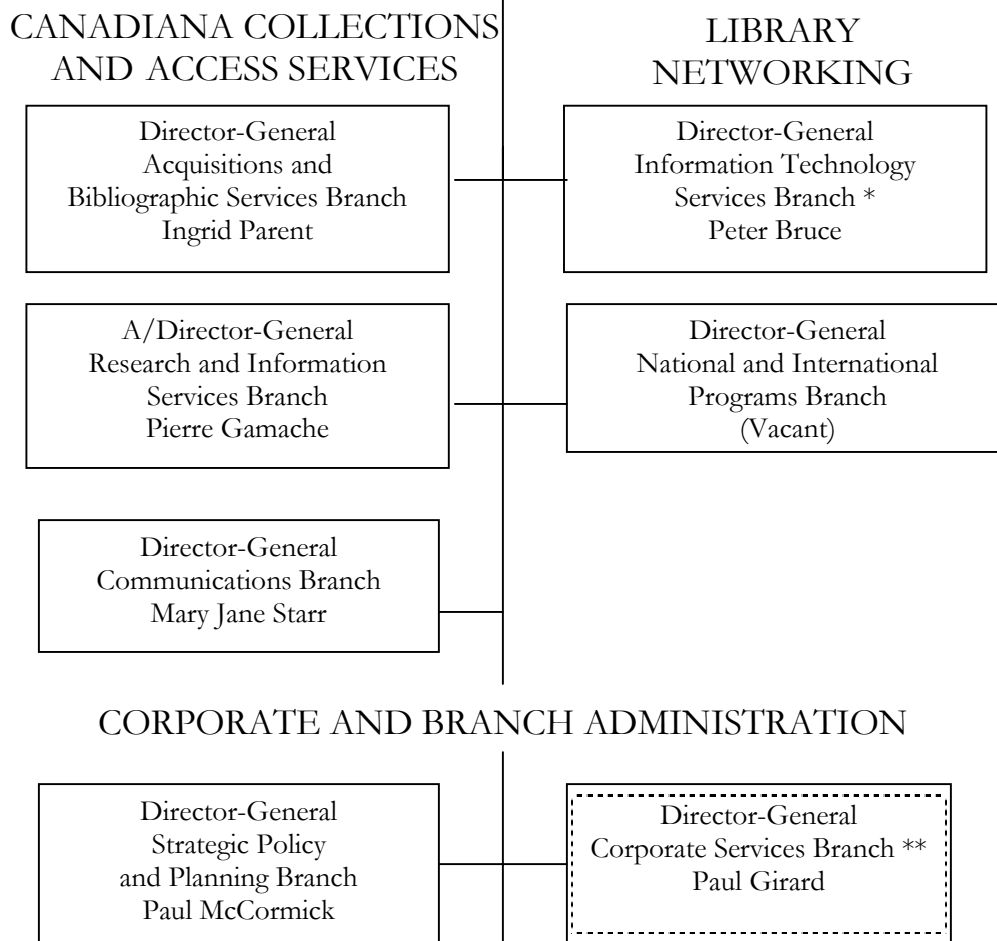
Performance Measurement Strategy

❑ The Library will measure the effectiveness and efficiency of corporate management and support service operations 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 IV: Organization of the National Library of Canada

Agency Structure

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                        │      Minister of     │
                        │  Canadian Heritage   │
                        │     Sheila Copps     │
                        └──────────────────────┘

┌─────────────────────────┐      ┌──────────────────────┐
│ Assistant Deputy Minister│      │   National Librarian │
│     Transformation       │──────│    (Deputy Head)     │
│    Andrée Delagrave      │      │     Roch Carrier     │
└─────────────────────────┘      └──────────────────────┘
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NATIONAL LIBRARY OF CANADA PROGRAM

CANADIANA COLLECTIONS
AND ACCESS SERVICES

LIBRARY
NETWORKING

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┌───────────────────────────┐      ┌───────────────────────────┐
│     Director-General       │      │     Director-General       │
│     Acquisitions and       │      │   Information Technology    │
│ Bibliographic Services     │──────│   Services Branch *        │
│        Branch              │      │       Peter Bruce          │
│     Ingrid Parent          │      │                            │
└───────────────────────────┘      └───────────────────────────┘

┌───────────────────────────┐      ┌───────────────────────────┐
│    A/Director-General      │      │     Director-General       │
│  Research and Information   │      │  National and International │
│      Services Branch        │──────│      Programs Branch        │
│      Pierre Gamache         │      │        (Vacant)             │
└───────────────────────────┘      └───────────────────────────┘

┌───────────────────────────┐
│     Director-General       │
│  Communications Branch     │
│    Mary Jane Starr         │
└───────────────────────────┘
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CORPORATE AND BRANCH ADMINISTRATION

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┌───────────────────────────┐      ┌───────────────────────────┐
│     Director-General       │      │     Director-General       │
│     Strategic Policy       │      │  Corporate Services Branch **│
│  and Planning Branch       │──────│       Paul Girard          │
│      Paul McCormick        │      │                            │
└───────────────────────────┘      └───────────────────────────┘
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* Services shared the National Library of Canada and the National Archives of Canada.
** Corporate Services Branch resources are part of the National Archives of Canada.

Administrative Structure

The National Library is a cultural agency within the Department of Canadian Heritage Portfolio. The National Librarian, Mr. Roch Carrier, reports to Parliament through the Minister of Canadian Heritage, the Honourable Sheila Copps.

An Assistant-Deputy Minister, Transformation, Ms. Andrée Delagrave, oversees the organizational process (including the legislative aspects) of creating the new institution. She reports to both the National Librarian and the National Archivist.

Five branches are devoted solely to the National Library, while two provide services to both the National Library and the National Archives. This structure is designed to optimize the use of resources in two specific cultural organizations.

The five Branches devoted to the National Library are:

Acquisitions and Bibliographic Services Branch
Responsibilities include:
- Acquisitions
- Bibliographic Access
- Bibliographic Services

Communications Branch
Responsibilities include:
- Public Programs
- Media Relations
- Publishing
- Strategic Communications

National and International Programs Branch
Responsibilities include:
- Coordination of Heritage Initiatives
- Resource Sharing
- Council of Federal Libraries

Research and Information Services Branch
Responsibilities include:
- Canadian Literature Research Services
- Collections Management
- Jacob M. Lowy Collection
- Music Division
- Reference and Information Services
- Resource Sharing Services

Strategic Policy and Planning Branch
Responsibilities include:
- Corporate Policy and Planning
- Government On-Line Task Force
- Management of Government Information Policy
- Strategic directions regarding Preservation and Accommodation

The two Branches shared by the National Library and the National Archives are:

Information and Technology Services Branch
(Resources are part of the National Library of Canada)
Responsibilities include:
- Client Services Management
- Applications Management
- Informatics Infrastructure Development
- Research and Standards

Corporate Services Branch
(Resources are part of the National Archives of Canada.)
Responsibilities include:
- Facilities and Security
- Finances
- Human Resources
- Modern Management and Integrity

In addition, two Task Forces reporting to the National Librarian have been established to address corporate initiatives and priorities.

The Government On-Line Task Force
The GOL Task Force was established to develop and deliver high-quality online services and products to meet the needs of Canadian citizens for information about this country and its government. The work of the Task Force is directly related to the broad governmental agenda to promote change by developing accessible, user-friendly, high-quality, comprehensive and secure electronic services for Canadians.

The Digital Library of Canada Task Force
This task force is in charge of establishing the Digital Library of Canada, a large online resource dedicated to providing authoritative information in a rich variety of media to support learning at all ages. With other partners, the task force develops new digitized products and services. (The National Library's Web site already includes several free products, on such themes as Canadian history, music and literature.)

Relationship between Business Lines and Strategic Outcomes 2003-2004

During 2003-2004, the National Library will maintain its general strategic priorities, with emphasis on the transformation to the Library and Archives; and Task Forces already established will continue to address key issues and priorities.

These tables illustrate the relationship between the Library's Business Lines and Strategic Outcomes.

Strategic Outcome 1:
Protecting and preserving the collections of the National Library of Canada

Strategic Outcome 2:
Free access for all Canadians to knowledge on Canada, and delivery of the National Collections to Canadians and to the world.

Strategic Outcome 3:
Strengthening and enriching the national collection

Strategic Outcome 4:
Implementing an agenda for management

The National Library of Canada				
	Strategic Outcomes			
Business Lines	Outcome 1	Outcome 2	Outcome 3	Outcome 4
Business Line 1 Canadiana Collections and Access Services	X	X	X	X
Business Line 2 Library Networking	X	X	X	X
Business Line 3 Corporate and Branch Administration	X			X

Management Accountability Structure

National Library	Budget ($ thousands)	Number of Full-Time Equivalents (FTEs)
National Librarian	41,752	492

Business Line 1: Canadiana Collections and Access Services

Branches	Budget ($ thousands)	Number of Full-Time Equivalents (FTEs)
Acquisitions and Bibliographic Services Branch	11,440	202
Research and Information Services Branch	6,593	116
Communications Branch	1,358	16

Business Line 2: Library Networking

Branches	Budget ($ thousands)	Number of Full-Time Equivalents (FTEs)
National and International Programs Branch	709	5
Information Technology Services Branch* (includes the Digital Library of Canada Task Force)	13,473 (2,390)	125 (25)

* ITS Branch services are shared by the National Library and the National Archives.

Business Line 3: Corporate and Branch Administration

Branches	Budget ($ Thousands)	Number of Full-Time Equivalents (FTEs)
Strategic Policy and Planning Branch (including GOL Task Force)	1,581	20
Office of the National Librarian	6,598	8

National Library of Canada, Planned Spending 2003-2004 to 2005-2006

Spending Trends 2003-2004

Planned expenditures for ongoing program activities will remain constant over the planning period, at approximately $41 million per year. Salary-related expenditures account for approximately 69 per cent of total planned expenditures, while other operating costs represent some 31 per cent. At the moment there no confirmed additional funding, although the National Library will continue to pursue a long-term accommodation strategy with its partners.

The creation of a new institution, the Library and Archives, presents a unique opportunity to transform the National Library and the National Archives into one single world-class cultural institution. The challenge for these three planning years will be to balance the transition activities with our existing strategic priorities.

($ Thousands)	Forecast Spending 2002-2003*	**Planned Spending 2003-2004**	Planned Spending 2004-2005	Planned Spending 2005-2006
Canadiana Collections & Access Services	19,625.0	**19,391.0**	18,731.0	18,731.0
Library Networking	9,874.0	**14,182.0**	14,172.0	14,172.0
Corporate and Branch Administration	7,159.0	**8,179.0**	8,179.0	8,179.0
Budgetary Main Estimates (gross)	36,658.0	**41,752.0**	41,082.0	41,082.0
Non-Budgetary Main Estimates (gross)	0	**0**	0	0
Less: Respendable revenue	0	**0**	0	0
Total Main Estimates	36,658.0	**41,752.0**	41,082.0	41,082.0
Adjustments**	8,627.3	**0**	0	0
Net Planned Spending	45,285.3	**41,752.0**	41,082.0	41,082.0
Less: Non-Respendable revenue	60.0	**60.0**	60.0	60.0
Plus: Cost of services received without charge	15,163.8	**14,048.2**	14,047.2	14,046.2
Net Cost of Program	60,389.1	**55,740.2**	55,069.2	55,068.2
Full-Time Equivalents (FTEs)	492	**492**	492	492

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

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

Annex A: Financial Information

Table 1: Summary of Transfer Payments

($ Thousands)	Forecast Spending 2002-2003	**Planned Spending 2003-2004**	Planned Spending 2004-2005	Planned Spending 2005-2006
Grants				
Canadiana Collections and Access Services				
International Serials Data System	20.2	**25.0**	25.0	25.0
Library Networking				
International Federation of Library Associations and Institutions	11.0	**11.0**	11.0	11.0
Total Grants	31.2	**36.0**	36.0	36.0

Table 2: Non-Respendable Revenue

($ Thousands)	Forecast Revenue 2002-2003	**Planned Revenue 2003-2004**	Planned Revenue 2004-2005	Planned Revenue 2005-2006
Canadiana Collections and Access Services				
Service Fees	60.0	**60.0**	60.0	60.0
Total Non-Respendable Revenue	60.0	**60.0**	60.0	60.0

Table 3: Net Planned Spending and Full-Time Equivalents (by Business Line)

a) Canadiana Collection and Access Services

Forecast Spending 2002-2003*		**Planned Spending 2003-2004**		Planned Spending 2004-2005		Planned Spending 2005-2006	
$ Thousands	FTE	**$ Thousands**	**FTE**	$ Thousands	FTE	$ Thousands	FTE
$23,113.7	334	**$19,391.0**	**334**	$18,731.0	334	$18,731.0	334

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

b) Library Networking

Forecast Spending 2002-2003*		**Planned Spending 2003-2004**		Planned Spending 2004-2005		Planned Spending 2005-2006	
$ Thousands	FTE	**$ Thousands**	**FTE**	$ Thousands	FTE	$ Thousands	FTE
$14,902.5	130	**$14,182.0**	**130**	$14,172.0	130	$14,172.0	130

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

c) Corporate and Branch Administration

Forecast Spending 2002-2003*		**Planned Spending 2003-2004**		Planned Spending 2004-2005		Planned Spending 2005-2006	
$ Thousands	FTE	**$ Thousands**	**FTE**	$ Thousands	FTE	$ Thousands	FTE
$7,269.1	28	**$8,179**	**28**	$8,179.0	28	$8,179.0	28

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

Table 4: Net Cost of Program for the Estimates Year 2003-2004

($ Thousands)	Total
Net Planned Spending (Total Main Estimates plus Adjustments)	**41,752.0**
Plus: *Services Received Without Charge*	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	**7,027.1**
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	**1,810.8**
Workers' Compensation coverage provided by Human Resources Canada	**32.0**
Management of human, financial, material and tenant services provided by the National Archives.	**4,525.6**
Other client services provided by the National Archives	**652.6**
Total Cost of Program	**55,800.1**
Less: *Non-Respendable Revenue*	**60.0**
Less: Services provided without charge to National Archives	**4,694.3**
2003-2004 Net Cost of Program	**51,045.8**

Annex B: Government-Wide Collective Initiatives

1. Canadian Culture On-Line Program: Digital Library of Canada Task Force contribution

The 2003-2004 fiscal year will be characterized by two main aspects: an increased emphasis on metadata, and a joint program of educational content and outreach with the National Archives under the aegis of the newly announced Library and Archives. Through its work with the Digital Library Task Force, the National Library will continue to contribute to the goal of the Department of Canadian Heritage: to make Canadian cultural content available on the Internet.

For the period 2000-2001 through 2002-2003, the Digital Library of Canada Task Force received funding of $2.5 million per year under a program managed by the Department of Canadian Heritage. In fiscal year 2002-2003, the Digital Library of Canada Program produced a wide range of innovative digital collections, educational sites and exhibitions for the Library's Web site. These were on three main themes: Canadian history, music and literature.

That program will continue to develop Canadian online content, as well as educational and reference tools and resources (such as teaching strategies, lesson plans and student activities). These will increase learning support for children, youth, general audience and researchers. The digital library program will provide authoritative information in a rich variety of media to support learning at all ages. Its long-term goal is the creation (with partners) of a large and comprehensive digital library that reflects the events, people, places and interests of this country.

The Library's Web site highlights Canadian cultural content and incorporates the government's *Common Look & Feel* standards. The Library plans to broaden the scope of *Images Canada*, a collaborative project launched in 2001 that provides links to online collections of Canadian visual images. The Library will also continue to collaborate on digitization work with Canadian libraries through the Canadian Initiative on Digital Libraries.

In its fourth year, the Digital Library of Canada Program will continue to expand its products by digitizing a wide range of cultural content. It will then share that project-management experience with other agencies involved in digitization in such areas as standards development, education, site architecture, storyboards, copyright, improved Web accessibility, digitization methodologies, storage and back-up facilities, and information technology training.

New digital collections, in both official languages, will include:
- *ABC Book*s
- *Canadian Directories*, 1790-1900 (Phase II)
- *Canadian Writers: Louis Dudek*
- *Canadian Writers: Phyllis Webb*
- *Celebrating Women's Achievements: Canadian Women in the Performing Arts*
- *Images Canada* (Phase IV)
- *Kids' Site of Pioneer Life*
- *Learn and Teach* site

- *Our Roots* (Canadian local histories)
- *PIKA: Canadian Children's Literature Database* (Phase II)
- *Satisfaction Guaranteed: Mail Order Catalogues* (Phase II)
- *Sheet Music from Canada's Past* (Phase III - completion)
- *Theses Canada*
- *The Virtual Gramophone* (Phase VII)

Partners in process include the Canadian Aviation Museum, Canadian Initiative on Digital Libraries, Canadian Institute for Historical Microreproductions, Canadian Museum of Nature, City of Calgary Archives, Galt Museum, Halton Hills Public Library, National Archives of Canada, Nova Scotia Museums, Oakville Public Library, Canadian Postal Museum, Simon Fraser University, Sir Alexander Galt Museum and Archives, Université Laval, University of Calgary, University of New Brunswick, University of Manitoba, University of Toronto.

This year, the Library will approach more potential partners from Quebec; and we hope to finalize agreements with National Archives of Canada, Canadian Heritage Information Network (CHIN), the Library of Congress (USA), Canadian Museum of Civilization, and Canadian Museum of Nature.

Table B1: Canadian Culture On-Line Program:

The Digital Library of Canada's Task Force contribution

Horizontal Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners ($ Thousands)	Planned Results
Canadian Culture On-Line Program: Digital Library of Canada Task Force	To create and make accessible, nationally and internationally, Canadian digital content that reflects the diversity of our culture and contributes to a knowledge-based economy and society.	Department of Canadian Heritage National Archives of Canada Canadian Olympic Association Canadian Press Canada Science and Technology Museum City of Calgary Archive Earth Sciences Information Centre (NRCan) Glenbow Library and Archives Nova Scotia Museum Simon Fraser University Library Toronto Public Libraries University of Toronto Libraries	Not yet confirmed Total estimated money allocated by all other partners: To be determined	Authoritative information in a rich variety of media supporting learning at all levels. Long-term, comprehensive digital library that reflects the diversity of Canadian events, people, places and themes.

2. Government On-Line Strategy:

The National Library's Government On-Line Task Force

The Library's GOL Task Force was created to enhance, promote and implement quality client-focused electronic services and Canadian government content on the Web; and to promote the Library's leadership role and expertise in acquiring, presenting and preserving government information in all formats. The Task Force works with other federal departments and the Council of Federal Libraries to support federal library initiatives, and contributes to the Culture Canada Internet portal being developed by the Department of Canadian Heritage.

Planned results are directly linked to Strategic Outcome 2 (*Free access for all Canadians to knowledge on Canada, and delivery of the National Collections to Canadians and to the world*). The Task Force will continue to develop and deliver electronic services and products for National Library users.

❑ The New Books Service will continue to improve Library services to publishers, booksellers, libraries, researchers and the general public. It will also enhance its online search and retrieval capabilities, and streamline procedures for receiving publishers' contributions.

❑ Virtual Reference Canada (VRC), introduced in January 2003, is a bilingual, innovative network of libraries, archives, museums, information centres and research institutions across the country that deliver professional reference services. It was developed as a result of the Library's participation over several years in the Collaborative Digital Reference Service project, and other initiatives that worked to develop robust international virtual reference services and networks. Plans for VRC include enhancing coding subjects and geographic components of questions; and ensuring the network's compliance with the *Question and Answer Transaction Protocol* created by the National Information Standard Organization (NISO); the protocol will be released later in 2003. Through NISO and other agencies, the Library continues to work in the international forefront on protocols and standards for networked reference services.

❑ In collaboration with various partners, the Library will continue developing a Federal Government Publications Locator Service, a Persistent Locator for Government Publications (permanent Web address), and enhancements to the Library's Canadian Information by Subject (CIBS) service.

❑ In collaboration with the Digital Library of Canada Task Force, the Library will develop a proof-of-concept project, *Archiving Canadian Web Sites*. Its purpose will be to negotiate for and acquire a selection of Canadian Web sites, both government and non-government, live and defunct. The object of this innovative project is to define the problems and issues (such as copyright and storage) that may arise while capturing Web sites for historical research purposes.

❑ The Library will develop a new user-friendly Web interface for its Electronic Collection.

❑ The Library will improve communications between federal government staff and Library clients, by way of another proof-of-concept project based on wireless technology.

❑ Research currently under way will allow the Library to expand its resources sharing/access goal by identifying software to improve searching and maintenance functions for the Virtual Canadian Union Catalogue (vCuc) and other resources that share Web services (such as the Canadian Library Gateway).

❑ The Library is committed to fulfilling the agenda of the interdepartmental GOL Metadata Working Group. Library staff has contributed notably to the government's *Common Look and Feel* set of online standards, thesauri, metadata standards and guidelines, etc.—all of which will enhance access to federal government information in general, and to the Library's own collections in particular.

Table B2: Government On-Line Strategy:

The National Library's Government On-Line Task Force contribution

Horizontal Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners ($ Thousands)	Planned Results
Government On-Line Strategy	To make government services: Accessible to all, easy to use, and responsive to Canadians' service needs Quick and inexpensive High-quality and comprehensive Private and secure	Department of Canadian Heritage Communication Canada Industry Canada Treasury Board of Canada Other partners: Canadian library community Canadian publishers Canadian booksellers Federal libraries Library of Congress National Library of Australia	To be determined 300	Increased awareness of the benefits of electronic services and products Better response to clients' needs Exploration of new (wireless) technologies to deliver e-services Enhanced and expanded reference services Better access and improved information about historical and current Canadian publications Reorientation of services to a client-centred model

Annex C: Other Information

Contact the National Library of Canada

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Estimates

Report on Plans and Priorities (Part III) for 2002-2003
http://www.nlc-bnc.ca/10/8/a8-1006-e.html#partiii

Performance Report

Performance Report - 2002 (Adobe Acrobat format)
http://www.nlc-bnc.ca/obj/a5/f2/01-e.pdf

Departmental Performance Reports
http://www.nlc-bnc.ca/10/index-e.html

Service standards

The National Library of Canada's Service Standards Declaration
http://www.nlc-bnc.ca/about/eservst.htm

National Library online resources

Web site (home page): http://www.nlc-bnc.ca

About the Library: http://www.nlc-bnc.ca/10/index-e.html

AMICUS Service: http://www.nlc-bnc.ca/7/2/index-e.html

Canadian Information By Subject:
http://www.nlc-bnc.ca/caninfo/ecaninfo.htm

Images Canada: http://www.imagescanada.ca/index-e.html

Publications: http://www.nlc-bnc.ca/9/index-e.html

Research Tools: http://www.nlc-bnc.ca/8/index-e.html

Services: http://www.nlc-bnc.ca/6/index-e.html

What's On (events): http://www.nlc-bnc.ca/1/index-e.html

What's New: http://www.nlc-bnc.ca/1/6/index-e.html

The Digital Library of Canada

- *Music*: http://www.nlc-bnc.ca/4/index-e.html

- *History*: http://www.nlc-bnc.ca/2/index-e.html

- *Literature*: http://www.nlc-bnc.ca/3/index-e.html