National Library
of Canada

Bibliothèque nationale
du Canada

National Library of Canada

Performance Report

**For the
period ending
March 31, 2000**

Sheila Copps
Minister of Canadian Heritage

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Section I: Messages

Minister's Message

This Performance Report flows from the commitments made by the National Library of Canada in its 1999-2000 *Report on Plans and Priorities*. The results also reflect the contribution of the National Library of Canada to the shared priorities of the Canadian Heritage Portfolio.

In 1999-2000, the National Library made significant progress in areas central to its mandate of acquiring, preserving and making accessible the nation's published heritage. The Library defined a plan for digitizing resources from its collections; created a Government On-Line task force to extend its range of services available electronically to Canadians, while making available its AMICUS bibliographic system on the Web; and co-operated with the National Archives on the resolution of their accommodations needs.

The Canadian Heritage Portfolio contributes to a common national purpose. We help to advance Canadian culture in an era of globalization. We provide Canadians with opportunities to learn and understand more about our country and each other. We protect Canada's natural and cultural heritage for the benefit of current and future generations.

It is up to all of us, individually and collectively, to nurture the diversity that is such a hallmark of Canadian identity.

The contribution of the Canadian Heritage Portfolio reflects the diversity of our Canadian values and heritage.

Sheila Copps

The Canadian Heritage Portfolio

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

National Librarian's Message

Almost a year ago, I took the responsibility of steering the National Library of Canada toward its future in this new millennium. I learned in my cross-country tour of Canadian libraries in the fall and winter of 1999-2000 how important the National Library is to these libraries and their users; I became aware also of how much potential there was for the National Library to build on its services so as to better meet Canadians' need for knowledge, through their local libraries as well as directly to individual readers.

In 1999-2000, the National Library achieved great things of which we can all be proud. Our efforts to bring the National Library and Canadians closer together have been paying off.

For example, in August 1999, Canadians performed 18,254 searches using our new national service, Access AMICUS on the Web; the month of June 2000 saw 114,787 searches – nearly seven times more! The Library acquired and catalogued a record number of Canadian publications, and achieved remarkable new highs for the use of the Library's Web site and digital products as well as for the number of bibliographic records made available in the AMICUS database. Our archive of Canadian electronic publications grew dramatically, and we also secured resources to improve the computing infrastructure that is needed to ensure that these digital documents remain accessible to Canadians in the future. With the National Archives of Canada, the National Library celebrated the re-opening of the auditorium in the headquarters building at 395 Wellington Street in Ottawa, providing a world-class facility for readings and musical performances that the Library will make available to all Canadians through the Internet.

There remains critical work to be done. Significant parts of the Library's very precious collection are at risk due to poor storage conditions: in the space of 10 months, for example, there have been six floods, of various origins, that caused damage. These accidents follow some 50 other incidents that have occurred in the past six years. Each time, we were lucky to avoid what could have been considerable damage. Our clients no longer have access to certain sections of our collection due to the endangered condition of the documents. Thousands of other items remain in boxes due to lack of space.

In 1999-2000, the Library took an important step towards relieving its storage crisis by undertaking a Joint Accommodations Strategy in partnership with the National Archives, Public Works and Government Services Canada and the Department of Canadian Heritage. The Strategy will define solutions that meet both the urgent and longer-term requirements of the Library and the National Archives. Canada needs adequate housing for the work of its citizens, politicians, thinkers, writers, journalists and researchers who have made us what we are and have defined the Canadian identity.

In conclusion, I would like to extend my sincere thanks to the Department of Canadian Heritage, the Department of Public Works and Government Services Canada and the Treasury Board of Canada for their support in helping us meet the challenge of making the National Library of Canada a truly national institution adapted to the needs of the third millennium.

Roch Carrier
National Librarian

Section II: Departmental Performance

Societal Context

Objectives

The program objective of the National Library is:

> The National Library of Canada is dedicated to building a world-class national resource that will enable Canadians to know their country and themselves through their published heritage, and to providing an effective gateway to national and international sources of information.

Strategic Priorities

1.   *Safeguarding the heritage collection*

Over a period of less than fifty years the National Library has built a collection of more than 18 million items. The core of the collection is made up of Canadian publications and covers a broad range of formats in print, audio-visual and electronic materials. It is the most comprehensive collection of Canadian publications held anywhere in the world, and it serves as an unparalleled source for research in all fields of relevance to Canada's development as a nation—historical, economic, and social. Since the protection of this asset as a cultural resource for future generations of Canadians is critical to the fulfillment of the Library's mandate, the National Library must ensure that the collection is housed in environmentally secure facilities that provide sufficient space for effective use of the materials by clients and staff.

At the present time, an emergency situation exists. More than 20% of the collection is stored off-site, in inadequate facilities that fail to protect the materials from water damage and extremes of humidity and temperature that cause rapid deterioration in the integrity and usability of items. There are also ongoing problems with water leaks and other damage in the National Library's 30-year-old headquarters building, which threaten the collections stored there. The National Library is in dire need of a single, permanent off-site facility to unite its remote collections and to locate its preservation collection of Canadian publications in a secure environment that will ensure the ongoing availability of Canadians' published heritage.

2. *Creating a comprehensive research collection to support the study of Canada*

The National Library has determined, both in consultation with its researcher community and through the National Librarian's cross-country tour of Canadian libraries in the fall of 1999, that its collection, while world-leading in its Canadian content, does not completely support the Library's mandate to be a resource for comprehensive research supporting the study of Canada and reflecting Canada to the world. In order for researchers and general readers to appreciate fully the Canadian experience, they must have access to relevant publications from other countries and international organizations that have contributed to the context in which Canada has developed as a nation. Furthermore, the Library's collection must be expanded to reflect the experience of all Canadians, as Canadian society becomes ever more multicultural and ethnically diverse.

The National Library has initiated a fundamental review of its collecting policy that will define criteria and seek resources for expanding its collection in order to support this broader research objective. For example, the Library will consider acquiring publications from jurisdictions such as states with federal systems of political organization, northern nations, societies with First Nations inhabitants, multicultural populations, and the like. To take its place among the great library collections of the world, the National Library will need to implement the refocused collecting policy that will result from this review, and obtain an increase to its funding base to support the greater depth and breadth of acquisitions that will be required. The Library will also seek to repatriate rare and historical items of Canadiana that are currently held in libraries and other institutions in foreign countries.

3. *Improving access to the National Library Collection*

With the support of technology, the National Library will provide all Canadians, from all regions, income groups and linguistic and cultural backgrounds, with better access to its collection of the nation's published heritage. The Library will promote the richness and availability of the collection to Canadians, and will provide unique products and services based on Canadians' changing needs for access to knowledge in the new environment of lifelong learning and distance education. The National Library will broaden its client base by connecting more directly to individual Canadians, using the rapid advances in information technology that make such outreach possible.

4. *Positioning the National Library in the digital environment*

Canadian libraries and the users they serve are reaping the benefits of the increasing number of information resources that are available in electronic form, and of advances in technology—such as the Internet, multimedia personal computers, and wireless communications—that create the potential for easier and enriched access to information. The National Library is actively engaged in the creation of digital resources from materials in both its own collection and those of Canadian libraries, as well as in the development of research tools to facilitate access to knowledge in a networked environment. The National Librarian has recently created the Digital Library of Canada Task Force, reallocating internal resources to bring together a highly competent and creative team to produce a rich, national multimedia resource documenting Canadian heritage and culture that will be easily accessible to all Canadians.

5. *Using National Library resources to help Canadians*

The National Library of Canada is the custodian of an unequalled national knowledge resource and the provider of a wide range of services that benefit Canadians in all parts of the country. It is critical that the National Library, its collection and its services become more widely known to the Canadian public, so that Canadians can better exploit the Library for their personal and social development. The Library will become more involved in national and regional literacy initiatives, so that more Canadians will be able to benefit from the knowledge available in their National Library and in the libraries in local communities across the country. The National Library will provide greater support to the 21,000 school libraries across Canada, to provide Canadian students with improved resources and services. The National Library has begun a reorganization of its children's literature services, so that this crucial audience of young readers will be equipped with the skills and resources they need to function in the knowledge economy.

6. *Ensuring Canada's voice is heard in the world concert*

The National Library has a long and rich tradition of participation and leadership in international library and information organizations. By working with Canadian embassies, Canadian Studies programs in foreign universities and other channels, the Library will expand the international dimension of its products and services so that people in other countries become more aware of Canada and are able to access information about our nation. The Library will also make available its expertise, experience and collection materials to support literacy and access to information programs in third-world nations as part of the Minister of Canadian Heritage's international cultural development initiatives.

Key Co-Delivery Partners

Partner	Nature of Collaboration
NATIONAL ARCHIVES OF CANADA	• a common Information Technology Services branch, rationalizing resources for creating access for Canadians to the content of two national heritage collections • collaboration in digitizing materials from heritage collections • a Joint Accommodations Strategy, to preserve heritage collections for the long term and to enhance public access • a Joint Acquisitions Committee to ensure comprehensiveness while avoiding duplication in collecting the nation's documentary heritage • cooperation in providing reference services to clients, who frequently call upon the resources of both institutions to meet their research needs
CANADIAN HERITAGE	• portfolio-wide collaboration in digitizing and providing access to resources in federal cultural heritage collections
INDUSTRY CANADA	• projects to digitize materials in library collections across Canada, under the aegis of the Canada's Digital Collections Program • input and advice on the role of Canadian libraries and their needs and capabilities in improving access for Canadians to information resources, such as in the LibraryNet, SchoolNet, and Community Access Program
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA	• the Depository Services Program, which ensures that major Canadian public and academic libraries, as well as Canadian Studies centres abroad, have comprehensive collections of Government of Canada publications
CANADA COUNCIL FOR THE ARTS	• collaboration in presenting the annual Governor-General's Literary Awards Gala Reading, where the winners of Canada's foremost literary award present their works to Canadians • receipt by the National Library of copies of translated works of Canadian authors, published abroad in languages other than English and French under funding from the Council's International Translations Grants program. A reciprocal service is the National Library's exhibition of works awarded prizes by the Council. • the National Library will be one of the sites for the Council's new Artist-in-Residence program.

Stakeholders and Clients

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

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

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

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

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

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

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

⇔ the wider **library and information community**, including organizations such as the Canadian Library Association, l'Association pour l'avancement des sciences et des techniques de la documentation, the Audio-Visual Preservation Trust, the Alliance of Libraries, Archives and Records Management, and the Canadian National Institute for the Blind

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

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

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

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

Social and Economic Factors

Ensuring Public Access to Information in Digital Form

The National Library has taken a leadership role in collecting, organizing and providing access to electronic publications from the Canadian public sector and non-profit institutions. As more and more publishing takes place in online form, the Library faces a twofold challenge. First, electronic publications must be preserved and organized for future consultation and research, even after the commercial life of private-sector publications, or the policy relevance of government documents, has expired. The dimensions of the preservation task are daunting, and there is a need to allocate substantial resources to the preservation of digital publications if Canada is to succeed in capturing this heritage. In addition, there is a pressing need for the creation and use of metadata as an essential component of access. Without standard means to sort, organize and identify Canadian digital content, users' access to information can be neither precise nor sustained. In digital preservation and intellectual access, the National Library's role is unique: no other public institution or private entity has the mandate to take on this enormous task, and there is an emerging consensus from the library and publishing communities that the National Library should fulfill this function on an urgent and ongoing basis.

Second, the National Library is committed to continuing in the digital dimension Canada's proud tradition of free public libraries by working to ensure that all Canadians, regardless of income level, location, or disability, have access to information in electronic form, including commercial publications. The Library already works with colleagues in the federal government, the Canadian library community and organizations such as the Canadian National Institute for the Blind to ensure that access to information is provided for library users with disabilities. The Library will expand its advocacy role in supporting the provision of sufficient computer equipment, network access and training for staff and users in public facilities such as libraries and schools throughout Canada, thereby addressing the issues of equity of access and the "digital divide". Finally, advances in Web technology along with heightened client expectations are combining to produce greater demand for user-friendly Web resources and access tools, to which the National Library must respond by constructing interfaces to its own collections and services that are at once innovative, simple and equitable.

Citizen-Centred Service Delivery

The Government of Canada has made a commitment that Canada will be the most connected nation on earth by the year 2004. Central to its program of realizing this goal, the government will make all of its key public information and services accessible through the Internet. The challenge to the National Library is clear: NLC must re-align its services to fit within Government On-Line guidelines and become much more interactive with its clients, because the nature of the Internet means that citizens and clients have the means not just to access, but also to influence the structure and delivery methods of government services. In June 2000, the National Librarian announced the creation of the Library's Government On-Line Task Force, with a mandate to bring the riches of the Library to all Canadians, as well as facilitate GOL initiatives with other partners, such as the National Archives and the federal government library community.

The National Library will also be involved in initiatives such as smart communities, the distribution of Gates foundation funding and the Community Access Programs, both rural and urban.

Ensuring the Availability of Canadian Content

The Government of Canada is greatly concerned about the lack of Canadian content, especially French-language material, on the Internet, where currently over 95% of the material available is of American origin. The National Library shares with its partner institutions in the Canadian Heritage portfolio the recognition of a compelling need for Canadian voices and a place for Canadians to tell their stories on the Internet. The National Library is seeking to ensure that all Canadians have access to knowledge resources in digital formats and in both official languages from the collections of their national heritage institutions. The National Library also collaborates with other libraries across Canada to make available to Canadians the content of significant collections from all parts of the nation.

Sustaining a National Heritage Collection

The National Library of Canada's collections are at the heart of the services it provides to its own clients as well as to Canadian libraries and their users. However, severe pressure on its budget for the purchase of books, serials and other materials has hampered the Library's ability to maintain a comprehensive collection of Canadiana and resources supporting the study of Canada, and to acquire manuscript collections and archives of major Canadian literary and musical figures. In the last six years, the Library's collections budget declined by 32%, while the average price of serial titles purchased by the Library rose by 80%. The continuing low Canadian dollar exacerbates the impact on the Library's purchasing power for foreign publications. Each time an opportunity to acquire unique heritage materials must be ceded to another institution with greater resources, sometimes outside the country, there is a potential for the Canadian public to lose a piece of its heritage.

Key Results Commitments

To provide Canadians with:	*To be demonstrated by:*
◆ a strong national resource for the study and appreciation of Canada's published cultural heritage and its development as a nation	▪ a comprehensive collection of published Canadiana ▪ the preservation of published Canadiana ▪ client satisfaction with reference and research support services ▪ timely and equitable information services in both official languages ▪ public exhibitions and events
◆ access for all Canadians to national and international networks of information resources	▪ universal and equitable access to the nation's collective library resources ▪ an integrated approach to the management of federal library resources ▪ assistance to Canadian libraries in developing services for diverse client groups

Performance Results Expectations

Performance Measurement Strategy by Business Line:

Canadiana Collections and Access Services

▪ The Library will monitor and report annually on: results achieved against service standard targets for the timeliness of production of bibliographic records and turnaround times for responses to reference requests and document retrievals; the number of items acquired for Canadiana and Canadian Studies collections; the number of bibliographic and authority records created; the number of items circulated from National Library collections; and the number of reference requests answered.

▪ The Library is developing a reporting capability to gauge the comprehensiveness of its Canadiana collections.

▪ The Library will periodically conduct user surveys and evaluations to determine levels of client satisfaction and the effectiveness of National Library services.

Library Networking

- The Library will monitor and report annually on: performance against service standard targets for systems availability and turnaround times for interlibrary loans and location services; the number of interlibrary loan requests answered, collection materials redistributed through the Canadian Book Exchange Centre, and records added to the Library's AMICUS database; and the volume of online usage of AMICUS.

- The Library is developing a reporting capability to gauge the effectiveness of resource sharing on a national level.

- The Library will periodically conduct user surveys and evaluations to determine levels of client satisfaction and the effectiveness of National Library services.

Corporate and Branch Administration

Key results:

- Staff capacity to manage information and deliver quality services in a rapidly changing environment

- A service, policy and technical infrastructure responsive to the Library's mission and strategic objectives

Performance Measurement Strategy:

- The effectiveness and efficiency of corporate management and support service operations will be measured through financial reports, the appropriate allocation of departmental resources, the renewal and revitalization of the Library's work force, and the optimization of collections space in conformance with service requirements.

- The Library will also periodically conduct internal audits and reviews of management systems.

Performance Accomplishments

Key Results Commitment:

a comprehensive collection of published Canadiana

1999-2000 Priority	Results Achieved	Benefit to Canadians
Update the Library's multi-year acquisition plan for Canadian literary and music manuscript collections, and for Canadian audio-visual collections	The Library's collection curators presented multi-year acquisition plans for the literature and music manuscript collections in December 1998. During 1999/2000, selectors continued to work on the background information required to put proposed acquisitions in context, such as the significance of the artist, list of creative works, scope and type of material in a collection, and restrictions on use.	A continually enriched collection of Canada's published heritage, covering current and retrospective titles.
	A major review of the Library's collections policy has begun, aimed at broadening the scope of what the Library collects not only in Canadian literature, music and history, but also in the social sciences and humanities in general. A new collections policy will provide the basis for the Library to realign resources and obtain additional funding for collections development	NLC collections support the broader study of Canada and its place in the world.
	Significant acquisitions for NLC collections during 1999-2000 included: • a second accession of the *fonds* of author Carol Shields • a second accession of the Ronald I. Cohen Lucy Maud Montgomery Collection • original artwork from Canadian children's books from Ron Lightburn • a collection of Canadian country music LPs	Irreplaceable treasures of the nation's published heritage are safeguarded for future generations of researchers and library users across Canada.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Develop metrics and a reporting capability to gauge the comprehensiveness of the Library's Canadiana collections	The Library, with advice and assistance from Consulting and Audit Canada, is developing these measures. In November 1999, a group of National Library staff met to answer basic questions such as what Canadians want to know about the comprehensiveness of the Library's Canadiana collections, and what decisions the measures would help the Library to make. For example, statistically sound measurements could help in gauging the effectiveness of NLC's acquisitions program, and in justifying additional resources needed to fill any gaps. Testing is ongoing to determine which measures to use. The final step, developing the plan and technical reporting mechanisms for implementing the selected comprehensiveness measures, will be completed during 2000/2001.	Accountability for demonstrating the inclusiveness of the leading collection of the nation's published heritage.

Key Results Commitment:

the preservation of published Canadiana

1999-2000 Priority	Results Achieved	Benefit to Canadians
Seek support for research and application of techniques for the preservation of digital materials that constitute a growing proportion of Canadian libraries' collections	The National Library worked with government partners (the National Archives, and the Information Management Forum) to prepare guidelines for Managing Internet and Intranet Information for Long-Term Access and Accountability: http://www.imforumgi.gc.ca/products_e.html The National Library continued work with the Canadian Association of Law Libraries to address issues of preserving and authenticating legal information in digital form. Liaison was established between this library group and InterPares, an international research project based at the University of British Columbia that is studying the permanent preservation of authentic records in electronic systems.	Long-term accessibility for Canadians to information resources in digital form.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Process a greater proportion of acquired items through NLC's mass deacidification program	The National Library is investigating the potential for modernizing and improving its mass deacidification system that has been in operation as a pilot system for over 20 years and has treated almost a million collection items, as well as the costs and technical requirements of a new, up-to-date system.	Long-term availability of fragile original documents to future generations of Canadians.
Seek support for continued research into applying mass deacidification techniques to large volumes of print material	Staff of the Canadian Conservation Institute (CCI) met with National Library collection curators in March 2000 to discuss areas of common concern and research into cost-effective, environmentally benign mass deacidification methods. CCI will be carrying out two studies related to mass deacidification in the coming year.	A greater range of library collection material is preserved for the long term.

Key Result Commitment:

client satisfaction with reference and research support services

1999-2000 Priority	Results Achieved	Benefit to Canadians
Contribute Canadian content and create bibliographic tools and finding aids for the Internet	In 1999-2000 the National Library improved many of its existing digital resources, including expanded audio content in the *Virtual Gramophone: Canadian Historical Sound Recordings* and an updated *Index to Federal Royal Commissions* that will soon be made available to the public. Other new digital projects were completed, such as: ▪ *Special Editions of Canadian Newspapers* ▪ *Canadian Poetry Archive* and ▪ *Passages: A Treasure Trove of North American Exploration.*	Canadian researchers and libraries are assisted in locating and retrieving needed information resources. The use of library resources by Canadians throughout the country is facilitated.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Contribute Canadian content and create bibliographic tools and finding aids for the Internet *(continued)*	*The Directory of Special Collections of Research Value in Canadian Libraries* was updated and expanded into an electronic version on the National Library of Canada's Web Site in April 1999. It offers full keyword access to almost 300 special collections that are recognized as important resources at the regional or national level. In addition, new sites such as *Oscar Peterson: A Jazz Sensation*, *Prime Ministers of Canada: 1867-2000*, *Canadian Illustrated News*, guides to NLC's Literary Manuscripts and Music collections, and a major expansion of the popular *Canadian Confederation* site were largely completed and are to be launched early in 2000-01.	Collections in Canadians' National Library and in libraries across the country are made more easily and widely known and accessible.
Promote reading and literacy in Canada through the Read Up On It program and other guides to Canadian literature	*Read Up On It* is an annual bilingual guide to the best in Canadian literature for children and young adults, based on the National Library of Canada's children's literature collection. Entitled "Tickle Your Funny Bone!" the 1999 *Read Up On It* kit contains a list of Canadian children's books with a humour theme. The 1999 edition of *Read Up On It* broke new ground by including lists of books in alternative formats for visually impaired readers. Thanks to collaboration with the Canadian National Institute for the Blind and the Institut Nazereth et Louis-Braille, *Read Up On It* reached a greater number of young Canadians.	Support for the expansion of literacy and reading levels in Canada, enabling greater citizen participation in the knowledge economy.

Key Result Commitment:

timely and equitable information services in both official languages

1999-2000 Priority	Results Achieved	Benefit to Canadians
Rationalize the distribution policies, prices and practices for the suite of product formats in which <u>Canadiana</u>, the national bibliography, appears	A survey of users of the Library's bibliographic and authority products and services indicated a high level of acceptance for discontinuing distribution of the microfiche products, as long as the same data were available on the CD-ROM product and, more importantly, freely available via AMICUS. The National Library will therefore stop production of the fiche products at the end of the 2000 calendar year. The CD-ROM product will be published on a semi-annual basis for another couple of years, and will then be reassessed in light of comparable use of the same data that is made available online.	Cost-effective provision of information to Canadian libraries, in accordance with client priorities.

Key Result Commitment:

public exhibitions and events

1999-2000 Priority	Results Achieved	Benefit to Canadians
From 1999 through 2001, mount a program of exhibitions of material from National Library collections, with a "past - present - future" focus	The National Library's major exhibition for 1999-2000, entitled *Impressions: 250 Years of Printing in the Lives of Canadians* opened on April 23, 1999, Canada Book Day, and ran until January 7, 2000. The exhibition was a tribute to the pioneer printers, booksellers and publishers of Canada. Canadians and visitors from around the world who experienced the on-site exhibition and those who still access its Web version witness the enduring role of printing in the lives of Canadians. The Library completed the preparation and mounting of the exhibition *Oscar Peterson: A Jazz Sensation*, which opened to the public on July 1st, 2000 at the National Library building and on the NLC Web site.	Onsite exhibitions and their Web versions provide Canadians with the opportunity to appreciate treasures of Canada's published and musical heritage.
1999-2000 Priority	**Results Achieved**	**Benefit to Canadians**

Complete the renovations to the Library's auditorium, and resume a full program of readings, lectures, and musical performances	The National Library, together with the National Archives and Public Works and Government Services Canada, celebrated the opening of the newly renovated auditorium in the 395 Wellington St. headquarters facility of the Library and Archives. The auditorium was re-opened to the general public on Monday, September 13 with a concert by the popular jazz group Time Warp. More than 250 were in attendance for the concert, and the reaction to the new facility was positive. Musicians have remarked very favourably on the acoustical quality of the hall.	A state-of-the-art forum for expression of Canada's cultural heritage.

Key Result Commitment:

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

1999-2000 Priority	Results Achieved	Benefit to Canadians
Implement enhancements to the searching features of NLC's AMICUS bibliographic system	On August 16, 1999, the National Library launched an AMICUS Z39.50 service that made the national AMICUS bibliographic database accessible to all libraries with systems that implement the standard Z39.50 information retrieval protocol. At the same time, the National Library made its Access AMICUS service available via the World Wide Web. Access AMICUS clients using this interface gained seamless access not only to the AMICUS database but to other National Library services on the Web, such as the Canadian Interlibrary Loan Directory and the Library's collection of electronic publications. The number of users of the AMICUS Web service increased from 560 in September 1999 to 717 by June 2000. The number of searches conducted by clients each month increased from 48,000 to 115,000 over the same period.	Improved access for Canadian libraries and their users to the nation's leading bibliographic database, using widespread searching technologies.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Initiate a two-year pilot project to assess the impact of providing public access through National Library systems to two of CISTI's priced NRC Research Press online journals	The joint National Library / Canada Institute for Scientific and Technical Information pilot project to provide free public access to two NRC Research Press online journals began in early 1999 and is scheduled to end in the spring of 2001. The NRC Research Press regularly sends the Library issues of all fourteen of their electronic journals, including the two priced e-journals in the pilot project (*Canadian journal of fisheries and aquatic sciences* and *Canadian journal of physiology and pharmacology*). The National Library is undertaking a detailed statistical analysis of the usage reports of the *Canadian journal of physiology and pharmacology*. Upon completion, the Library's analysis will be compared with statistics gathered by the NRC Research Press, in order to spot usage patterns and assess the impact on the Press's revenue intake.	Equitable access for library clients to publications in electronic formats, while respecting creators' copyright and commercial interests in their publications.
Migrate the Library's current pilot electronic publications management system to production-class software and hardware	National Library staff prepared the Request for Proposal and evaluation methodology for the new Electronic Publications Management System (EPMS). It is expected that the EPMS will be selected and implemented by spring 2001.	Canadians' national library is capable of handling the volume and complexity of electronic documents, and the multiplicity of data formats, that the explosion in electronic publishing is bringing.
Define a strategy for digitizing the content of selected materials in text, image, audio and video formats in NLC collections	The Library defined a long-term plan for creating a multimedia digital collection of Canadian materials. In May 2000 the National Librarian announced the creation of the Digital Library of Canada Task Force, bringing together on a dedicated team those NLC personnel experienced in digitization, with a three-year mandate to produce a national digital resource documenting Canadian heritage and culture and making it accessible to all Canadians. With the National Archives of Canada, the National Library is pursuing plans for joint digitization initiatives that will achieve synergy and greater depth in new digital resources relating to the Canadian	A sustainable program for digitizing materials from the Library's collections that meet users' priorities and needs.

	experience.	

1999-2000 Priority	**Results Achieved**	**Benefit to Canadians**
Investigate the feasibility of using voice recognition software as a means of digitizing handwritten archival correspondence	Professor Alan Gillmor of Carleton University's Music Department collaborated with the National Library of Canada in examining the effectiveness of using voice recognition software as a means of transcribing archival correspondence into digital form. In the course of his research at the National Library, Professor Gillmor discovered hundreds of handwritten letters exchanged between Canadian composer Istvan Anhalt and American composer George Rochberg. Professor Gillmor described his use of the "Dragon Naturally Speaking" voice recognition software to transcribe these primary sources for publication. This pioneering project uncovered the many advantages of this new technology, as well as the limitations of the program that translates spoken words into editable text.	Experience in applying technology to preserve and provide access to rare and fragile source documents.
Initiate development of a gateway service to library databases and other information resources	The Library launched the Canadian Library Gateway on the NLC Web site, providing a single place for searchers to go to access a number of automated library information services. The Library has also spearheaded the development and international approval of a profile to enhance the use of the z39.50 protocol for searching and retrieving information from many databases concurrently, including information on archival and museum collections as well as library holdings. Finally, the National Library has made staff available to systems staff from libraries in other parts of Canada, so that they may implement the z39.50 protocol specifications in their local system. Examples of this advisory work in 1999/2000 are the smart community project in Ottawa-Carleton and Saskatchewan public libraries.	Single-window access for libraries and individual researchers who utilize systems equipped with standard search and retrieval protocols.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Coordinate the development and implementation of a national strategy for the creation and management of digital resources in the collections of Canadian libraries	• The Canadian Initiative for Digital Libraries (CIDL) has grown to 60 members and has sponsored a series of training workshops open to its members and to other library staff as well. CIDL also developed a proposal for a coordinated national multimedia project that is being considered by the Department of Canadian Heritage. The CIDL secretariat acts as a clearinghouse of information on digitization, and communicates regularly through a newsletter. • In partnership with the Canadian Institute for Historical Microreproductions, the universities of Toronto and Laval, and the Bibliothèque nationale du Québec, the National Library provided bibliographic descriptions for the 3,200 titles digitized for the Early Canadiana Online (ECO) project. The ECO project created full-text online versions of books and pamphlets covering Canadian history from the 16th to the late 19th centuries, with particular strengths in literature, women's history, native studies, travel and exploration, and the history of French Canada.	Digital information resources in Canadian libraries are accessible through the Internet. Canadians have access to the complete texts of rare documents in Canadian history.
Create a Registry of Digital Initiatives in Canadian libraries	The *Inventory of Canadian Digital Initiatives*, a registry of digitization and digital access projects in Canadian libraries, archives, museums and other organizations, was launched in June 1999. Almost 100 projects are listed, with over 150 participating institutions representing every province and region of the country. The National Library also contributed to an international registry of digitization projects through the IFLA Universal Availability of Publications program and the UNESCO Memory of the World program.	Coordination of digitization initiatives in Canadian public institutions, to avoid duplication of effort and to exchange information on standards and best practices.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Coordinate a national working group to review the 1994 Canadian Information Resource Sharing Strategy	The framework for coordinated planning for library services across the country was achieved through the building of consensus among representatives of every library sector in Canada. The resulting statements on the values, principles and objectives of library service have been distributed in the community, and the National Library is reviewing comments and modifications. In the meantime, the content of the framework document has been discussed with colleagues in Industry Canada, where plans for the future of Community Access Program sites are being developed. Since many libraries in both rural and urban Canada act as CAP sites and are points of public presence for the delivery of services from government and other sources, the link between the work of the Information Highway Application Branch in Industry Canada and the National Library of Canada has been strong.	Coordinated planning of library services to Canadians, resulting in more effective services and lower costs to taxpayers.

Key Result Commitment:

an integrated approach to the management of federal library resources

1999-2000 Priority	Results Achieved	Benefit to Canadians
Work with federal government libraries to develop a network linking significant collections of research materials in support of Canadian studies, and to coordinate information and education activities	The Council of Federal Libraries Consortium staffed a full-time coordinator position. Through the coordinator's office, the number of deals concluded with vendors has increased, especially for electronic products and services. The presence of a permanent coordinator has also allowed for longer-term planning by the Consortium's Advisory committee. The Coordinator visited federal library members in Western Canada and represents the Consortium at Consortia Canada, a coalition that meets with its international counterparts. Such cooperation promotes the development of partnerships, the sharing of expertise and the development of a commitment to Canadian products and services.	Cost savings in the operation of federal government libraries, and the creation of more Canadian products and services for library users.

1999-2000 Priority	Results Achieved	Benefit to Canadians
Increase the representation of holdings of federal government libraries in the union catalogue on AMICUS	The initiative to increase the representation of holdings of federal government libraries, especially those with extensive scientific and technical collections, was successfully concluded. Eleven of the 14 libraries identified by the Council of Federal Libraries' Union Catalogue Committee as being top priorities for inclusion now report on a regular basis, and three are on the pending list for action in the current fiscal year. Only one library opted not to report. With over 360,000 records for publications of the federal government from 1867 to date, AMICUS is now the most comprehensive collection of Canadian federal government information in existence.	Canadians have improved access to a more comprehensive collection of their federal government's publications.

Key Result Commitment:

assistance to Canadian libraries in developing services for diverse client groups

1999-2000 Priority	Results Achieved	Benefit to Canadians
Work with institutions and associations in the library, information and Canadian studies communities to develop programs and publications relevant to Canadian libraries and their clients	The National Library, the Ottawa-Carleton public libraries and the Media Awareness Network held a public program for parents, teachers, students and library staff to discuss an informed approach to the use of the Internet. National Librarian Roch Carrier hosted a panel of young persons and a presentation by Media Awareness prior to an interactive discussion. NLC has led continued discussion and development sessions with Media Awareness, LibraryNet and the broader Canadian library community through meetings and teleconferences.	Informed, secure and productive use of new information technologies by all Canadians, especially young people.

1999-2000 Priority	Results Achieved	Benefit to Canadians
With the Canadian publishing community, conduct a feasibility study to develop a national clearinghouse for electronic texts in support of alternate-format publications	The Library worked to advance the concept of a national clearinghouse of electronic files to support the production of alternate-format materials (such as Braille and audio books), but the feasibility study itself did not receive funding during 1999/2000. These issues have been given special attention by the National Librarian and the President and CEO of the Canadian National Institute for the Blind in the spring and summer of 2000, resulting in the formation of a task force to address the need for inclusive public policy in providing access to information for print-disabled Canadians. The task force will work over the next several months to develop a public policy framework and plan to ensure that print-disabled Canadians can get timely, affordable and usable information to facilitate their full participation in the emerging knowledge-based economy.	Enriched access to information for Canadians who have difficulty using standard print formats.
Provide leadership and coordination among school libraries in Canada, working in conjunction with provincial and territorial partners	The General Conference of UNESCO approved the text of the *School Library Manifesto*. Publishing of multiple copies of the text in English, French and Spanish is the joint responsibility of the National Library of Canada and the International Federation of Library Associations and Institutions (IFLA). Promotion of the manifesto in Canada has been undertaken at the national and provincial levels, and NLC has advised the Canadian library community on how the manifesto may be used to gain support and improve services in school libraries. The National Core Library Statistics Program published a three-year review of Canadian library statistics (1994-1996). Members of the NCLSP advisory committee also consulted and prepared the ground for including the 16,000 school libraries that have not been part of the otherwise inclusive profile of Canadian library statistics. With three-year data and the commitment of larger parts of the library community to addressing the role of libraries in information policy, the value of having accurate and recent data is becoming more evident to stakeholders and funding authorities.	Increased support to an under-resourced library sector, resulting in improved information resources and access for Canadian schoolchildren.

Key Result Commitment:

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

1999-2000 Priority	Results Achieved	Benefit to Canadians
Administer a Skills Inventory survey of NLC staff	The Skills Inventory survey, based on the Library's earlier work in specifying core competencies, was completed. The survey identified gaps between current competency levels and those perceived to be required in the future, as assessed by staff themselves. The analysis of the results of the inventory will provide the basis for a strategic (3 to 5-year) corporate training plan, as part of an updated human resources management strategy that will also address recruitment, succession planning and employment objectives.	National Library staff will be equipped with upgraded skills to provide service to Canadians in the rapidly changing information environment.

Key Result Commitment:

Establish and maintain a service and technical infrastructure that is responsive to the Library's mission and strategic objectives

1999-2000 Priority	Results Achieved	Benefit to Canadians
Present a submission to Treasury Board for approval of the Library's space authority and Preliminary Project Approval for a strategy to realize long-term accommodation requirements	• Public Works and Government Services Canada negotiated authority for NLC to occupy space vacated by the National Archives in the 395 Wellington St. headquarters building. • As of February 2000, the National Library and National Archives adopted a new approach to fulfilling their requirements for collections and public space, in the form of a Joint Accommodations Strategy. The Joint Strategy also involves representatives from Canadian Heritage, Public Works, and Treasury Board Secretariat.	The nation's priceless collection of its published heritage will be housed in environmentally secure facilities, guaranteeing its availability to future generations of Canadians.
1999-2000 Priority	**Results Achieved**	**Benefit to Canadians**

Consolidate NLC's collection of print newspapers into an environmentally secure facility	The National Library completed a full examination of the requirements for a facility to safeguard its collection of printed newspaper for future generations of Canadians, and presented this report to Public Works and Government Services Canada. In addition, the Archives Preservation Branch of the National Archives completed a detailed analysis and risk assessment of the print newspaper collection that indicated the collection was "in crisis". The Library transferred one portion of its printed newspapers collection from a building that was experiencing continuing problems of humidity and water damage – that were causing the growth of mould in the newspapers -- to another, more environmentally secure facility. At the end of the year, work began on a Joint Accommodation Strategy with the National Archives to address the short- and long-term accommodation needs of both institutions over a 25-year period, including the urgent requirement to house newspapers.	A large, unique collection of an irreplaceable information resource is secured for long-term access by Canadians.
Complete a feasibility study to construct a "cold site" for NLC's central computing operations	The National Library found that it was not feasible to construct a "cold site" for its central computing operations. Instead, the Library has contracted with the private sector for mobile cold site facilities and services.	Automated information services to Canadians will be maintained in the event of protracted downtime at NLC's main computer site.
Implement workflow and organizational changes from a review of the functions and processes in NLC's Acquisitions directorate	Approved organizational changes were implemented, and workflow changes contributed to reductions in the processing time for new titles. A pilot project in the Electronic Publications Section tested the benefits of a fully integrated workflow beginning with selecting items and contacting publishers, through receiving and processing the publications. Increased productivity, greater work satisfaction and considerable staff flexibility resulted.	Faster turnaround of newly acquired items, and the bibliographic data describing them, for the Library's collection and its users

Performance Accomplishments by Business Line

Canadiana Collections & Access Services

Planned Spending	$ 14,212,000
Total Authorities	*$ 15,345,499*
1999-2000 Actual	**$ 15,693,679**

Planned Spending shows the department's plan at the beginning of fiscal year 1999-2000.

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

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

Performance Results -- Key Statistical Indicators

	1997-98 Actual	1998-99 Actual	1999-2000 Forecast	1999-2000 Actual
Canadiana Acquisitions [1]				
New titles acquired	53,609	64,442	60,000	58,269
Canadian serial titles currently received	32,176	33,070	34,000	33,772
Items treated in mass deacidification unit [2]	22,228	43,775	60,000	63,627
Bibliographic records created	63,066	66,664	66,000	69,957
Authority records created	15,962	17,023	17,000	18,397
Reference requests answered	32,404	27,089	27,500	23,375
Items circulated	180,322	169,072	173,600	185,872

[1] Includes both: a) Canadian publications, and b) works published outside Canada written by Canadian authors or on Canadian subjects

[2] Mass deacidification treats materials printed on acidic paper, to ensure that they do not disintegrate over time and become unreadable to future generations of Canadians.

Performance Results -- Service Standard Targets

Service Standard	Target	*1999-2000 Results*
National Bibliography		
Records for publications covered by the Canadian Cataloguing in Publication (CIP) program and for federal government publications available to libraries participating in the federal government's Depository Services Program (DSP) will be added to the Library's database within 10 days of receipt of the publication by the National Library. (Publications in these two categories account for approximately 20% of the total number of publications listed annually in the national bibliography, *Canadiana*.)	100%	91% [1]
Records for at least half of all other current publications listed in *Canadiana* will be added to the database within three months of receipt of the publication.	50%	80% [2]
Research Support		
Requests for simple, factual reference information will be answered within two business days.	100%	99%
Information requests requiring extended analysis and research will be answered within five to ten business days.	100%	97%
The Library will deliver requested materials to clients: + within one hour of receipt of the request, for materials located in the main building; + within 24 hours, for materials stored in off-site locations; + on the same day, for requests for photocopies of collection material.	100%	100%

[1] Although this year's turnaround time was the best achieved since this service standard was defined in 1995, the Library is continuing its efforts to improve throughput for this category of material.

[2] These results have been made possible by extensive coordination between the Acquisitions and Bibliographic Access directorates in streamlining processing workflows.

Library Networking

Planned Spending	$ 9,901,000
Total Authorities	*$ 10,363,841*
1999-2000 Actual	**$ 11,189,201**

Planned Spending shows the department's plan at the beginning of fiscal year 1999-2000.

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

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

Performance Results -- Key Statistical Indicators

	1997-98 Actual	1998-99 Actual	1999-2000 Forecast	1999-2000 Actual
Records added to AMICUS database	1,450,000	2,600,000	2,800,000	2,856,000
Hours of AMICUS on-line use	267,000	275,839	260,000	294,529
Interlibrary loan requests answered	160,946	159,823	145,300	159,365
Items redistributed through CBEC	380,700	233,888	300,000	337,208

Performance Results -- Service Standard Targets

Service Standard	Target	1999-2000 Results
Database Services		
The Library's national bibliographic database service, AMICUS, will be available 98% of the time during scheduled service hours	98%	96.7%
Downtime over a one-year period will not exceed 3,600 minutes	3,600	14,277 [1]
There will be no period of continuous downtime lasting longer than 24 hours (= 1,440 minutes)	1,440	1,974 [1]
Resource Sharing		
Responses to Basic interlibrary loan (ILL) search requests will be provided within two to four business days of receipt of the request	100%	n/a [2]
Responses to In-Depth ILL search request will be provided within ten business days of receipt of the request.	100%	n/a [2]

[1] The target limits for system downtime were exceeded due to persistent bugs and instability in the CA-Ingres database management software, and a malfunctioning tape drive and tape management system software, which prevented the timely restoration of the AMICUS database. The National Library is implementing a database stabilization plan as well as improved system backup and restoration procedures.

[2] The statistics management module in the National Library's new Interlibrary Loan system was still not implemented in 1999-2000, so no data on turnaround times for ILL requests is available.

Corporate and Branch Administration

Planned Spending	$ 6,302,000
Total Authorities	$ 7,865,169
1999-2000 Actual	**$ 6,603,121**

Planned Spending shows the department's plan at the beginning of fiscal year 1999-2000.

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

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

Section III: Consolidating Reporting

Modernizing Comptrollership

One of the many initiatives currently underway which will make an important contribution to the modernization of comptrollership in the National Library is the implementation of the Government of Canada's Financial Information Strategy (FIS). The National Library will be FIS-compliant by April 1, 2001, and has spent $303,000 on this project in 1999-2000. Another such initiative was the introduction in January 2000 of a new Financial Management Model for the department, which will modernize the financial management function by decentralizing appropriate authority and accountability for budgetary decisions and control to the level of Responsibility Centre managers. To support this new financial management model, the National Library hired three Financial Advisors with the requisite expertise to provide NLC managers with information and advice on financial and budgetary matters.

Section IV: Financial Performance

Financial Performance Overview

The National Library of Canada's Main Estimates for 1999-00 were $30,415,000 (see table 1), which includes the contribution to employee benefit plans. The National Library carried forward $563,685 from fiscal year 1998-99 to 1999-00. The authority to spend these funds was granted through Supplementary Estimates in the fall of 1999. In addition, the department received $2,535,383 to compensate for new collective agreements. This and other smaller adjustments brought the total funds available for the year to $33,574,479 (see table 2). The National Library used $33,486,001 (see table 3).

The National Library manages its program with a structure comprised of three business lines. Two business lines, Canadiana Collection and Access Services and Library Networking, account for 80.3% of the total spending for the department (see table 4). Included in the department's expenditures was $1,656,865 for the acquisition of materials for the Canadiana collection.

Revenues in the amount of $502,955 generated by the National Library came mainly from user fees for the Library's AMICUS database, library delivery services and reprography services (see table 5).

The National Library continued to provide funding to support the International Serials Data System and the International Federation of Library Associations (see table 6).

The following required Financial Tables are included:

Table Number	Title of Financial Table
1	Summary of Voted Appropriations
2	Comparison of Total Planned Spending to Actual Spending
3	Historical Comparison of Total Planned Spending to Actual Spending
4	Resource Requirements by Organization and Business Line
5	Non-respendable Revenues
6	Transfer Payments

Financial Table 1: Summary of Voted Appropriations

Financial Requirements by Authority ($ thousands)		1999-2000		
Vote		**Planned Spending**	**Total Authorities**	**Actual**
	National Library			
105	Program expenditures	27,008.0	29,634.1	29,557.0
(S)	Contributions to Employee Benefit Plans	3,407.0	3,929.0	3,929.0
	Total Agency	**30,415.0**	**33,563.1**	**33,486.0**

Note:
Total Authorities are Main Estimates plus Supplementary Estimates. They do not include the proceeds from the Disposal of Crown Assets ($11,361).
Actual expenditures include spending from the proceeds from the Disposal of Crown Assets ($7,572).

Financial Table 2:   Comparison of Total Planned Spending to Actual Spending

Business Lines	FTEs	Operating	Capital	Grants & Contri-butions	Total Gross Expendi-tures	Less: Respendable Revenues	Total Net Expenditures
Agency Planned versus Actual Spending by Business Line ($ thousands)							
Canadiana Collections & Access Services							
(Planned Spending)	236.0	14,172.0		40.0	14,212.0		14,212.0
(Total Authorities)	*236.0*	*15,320.4*		*25.1*	*15,345.5*		*15,345.5*
(Actuals)	**238.9**	**15,668.6**		**25.1**	**15,693.7**		**15,693.7**
Library Networking							
(Planned Spending)	*127.0*	*9,890.0*		*11.0*	*9,901.0*		*9,901.0*
(Total Authorities)	*127.0*	*10,352.8*		*11.0*	*10,363.8*		*10,363.8*
(Actuals)	**122.8**	**11,178.2**		**11.0**	**11,189.2**		**11,189.2**
Corporate & Branch Administration							
(Planned Spending)	62.0	6,302.0			6,302.0		6,302.0
(Total Authorities)	*62.0*	*7,865.1*			*7,865.1*		*7,865.1*
(Actuals)	**69.4**	**6,603.1**			**6,603.1**		**6,603.1**
Total							
(Planned Spending)	425.0	30,364.0		51.0	30,415.0		30,415.0
(Total Authorities)	*425.0*	*33,538.4*		*36.1*	*33,574.5*		*33,574.5*
(Actuals)	**431.1**	**33,449.9**		**36.1**	**33,486.0**		**33,486.0**
Other Revenues and Expenditures							
Non-Respendable Revenues							
(Planned Spending)							(568.0)
(Total Authorities)							*(502.9)*
(Actuals)							**(502.9)**
Cost of services provided by other departments							
(Planned Spending)							8,451.0
(Total Authorities)							*10,775.7*
(Actuals)							**10,775.7**
Net Cost of the Program							
(Planned Spending)							38,298.0
(Total Authorities)							*43,847.3*
(Actuals)							**43,758.8**

Note:
Numbers in italics *denote Total Authorities for 1999-2000: Main and Supplementary Estimates and proceeds from the Disposal of Crown Assets.*
Bolded numbers denote actual expenditures/revenues in 1999-2000.
Due to rounding, figures may not add up to totals shown.

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

Historical Comparison of Agency Planned versus Actual Spending by Business Line ($ thousands)					
				1999-2000	
Business Lines	**Actual 1997-98**	**Actual 1998-99**	**Planned Spending**	**Total Authorities**	**Actual**
Canadiana Collections & Access Services	14,031.0	16,015.0	14,212.0	15,345.5	15,693.7
Library Networking	11,507.0	12,014.0	9,901.0	10,363.8	11,189.2
Corporate and Branch Administration	5,696.0	5,950.0	6,302.0	7,865.1	6,603.1
Total	**31,234.0**	**33,978.0**	**30,415.0**	**33,574.5**	**33,486.0**
Note: **Total Authorities** are Main and Supplementary Estimates plus proceeds from the Disposal of Crown Assets. Due to rounding, figures may not add up to totals shown.					

Financial Table 4:   Resource Requirements by Organization and Business Line

Comparison of 1999-2000 (RPP) Planned Spending and Total Authorities To Actual Expenditures, by Organization and Business Line ($ thousands)

Organization	Business Lines			
	Canadiana Collections & Access Services	Library Networking	Corporate & Branch Administration	TOTAL
Office of the National Librarian				
(Planned Spending)	25.3	26.6	1,389.0	1,440.9
(Total Authorities)	*27.3*	*27.9*	*1,733.5*	*1,788.7*
(Actuals)	**28.0**	**30.1**	**1,455.4**	**1,513.4**
Corporate Policy and Communications				
(Planned Spending)	391.0	165.6	1,192.1	1,748.7
(Total Authorities)	*422.2*	*173.4*	*1,487.8*	2,083.3
(Actuals)	**431.7**	**187.2**	**1,249.0**	**1,868.0**
Information Technology Services				
(Planned Spending)	13.1	5,893.0	872.3	6,778.4
(Total Authorities)	*14.2*	*6,168.5*	*1,088.7*	*7,271.3*
(Actuals)	**14.5**	**6,659.7**	**914.0**	**7,588.2**
Information Resource Management				
(Planned Spending)	518.8	85.6	208.6	813.0
(Total Authorities)	*560.2*	*89.6*	*260.3*	*910.1*
(Actuals)	**572.9**	**96.7**	**218.5**	**888.2**
Research and Information Services				
(Planned Spending)	3,841.3	1,849.4	1,143.2	6,833.9
(Total Authorities)	*4,147.7*	*1,935.8*	*1,426.7*	*7,510.2*
(Actuals)	**4,241.8**	**2,090.0**	**1,197.8**	**7,529.6**
Acquisitions & Bibliographic Services				
(Planned Spending)	9,400.8	1,588.2	1,333.4	12,322.4
(Total Authorities)	*10,150.5*	*1,662.4*	*1,664.2*	*13,477.1*
(Actuals)	**10,380.8**	**1,794.8**	**1,397.1**	**13,572.8**
National and International Programs				
(Planned Spending)	21.6	292.6	163.5	477.7
(Total Authorities)	*23.4*	*306.3*	*204.0*	*533.7*
(Actuals)	**23.9**	**330.7**	**171.3**	**525.9**
TOTALS				
(Planned Spending)	14,212.0	9,901.0	6,302.0	30,415.0
(Total Authorities)	*15,345.5*	*10,363.8*	*7,865.2*	*33,574.5*
(Actuals)	**15,693.7**	**11,189.2**	**6,603.1**	**33,486.0**
% of TOTAL	46.9	33.4	19.7	100.0

Note:
Numbers in italics denote Total Authorities for 1999-2000 (Main and Supplementary Estimates plus proceeds from Disposal of Crown Assets).
Bold numbers denote actual expenditures/revenues in 1999-2000. Due to rounding, figures may not add up to totals shown

Financial Table 5:   Non-respendable Revenues

Non-Respendable Revenues by Business Line ($ thousands)					
			1999-2000		
Business Lines	**Actual 1997-98**	**Actual 1998-99**	**Planned Revenues**	**Total Authorities**	**Actual**
Canadiana Collections and Access Services	108.0	37	115	36.7	36.7
Library Networking	642.0	577	453	454.9	454.9
Corporate and Branch Administration	-	-	-	-	-
Sub-total	**750.0**	**614.0**	**568.0**	**491.6**	**491.6**
Unplanned	**12.0**	**13.0**	**-**	**11.3**	**11.3**
Total Revenues	**762.0**	**627.0**	**568.0**	**502.9**	**502.9**

Note:
The unplanned revenues represent the revenues from the proceeds from the Disposal of Crown Assets. The total available for 1999-2000 is composed of the amount generated during the current year ($10,914) and the amount available from the previous year ($447). The amount spent during the current year was $7,572. This expenditure is included in the Operating Costs.

Financial Table 6:   Transfer Payments

Transfer Payments by Business Line ($ thousands)					
				1999-2000	
Business Lines	**Actual 1997-98**	**Actual 1998-99**	**Planned Spending**	**Total Authorities**	**Actual**
GRANTS					
Canadiana Collections and Access Services	53.0	23.0	40.0	25.1	**25.1**
Library Networking	11.0	11.0	11.0	11.0	**11.0**
Corporate and Branch Administration					
Total Grants	**64.0**	**34.0**	**51.0**	**36.1**	**36.1**
Total Transfer Payments	**64.0**	**34.0**	**51.0**	**36.1**	**36.1**

Section V: Departmental Overview
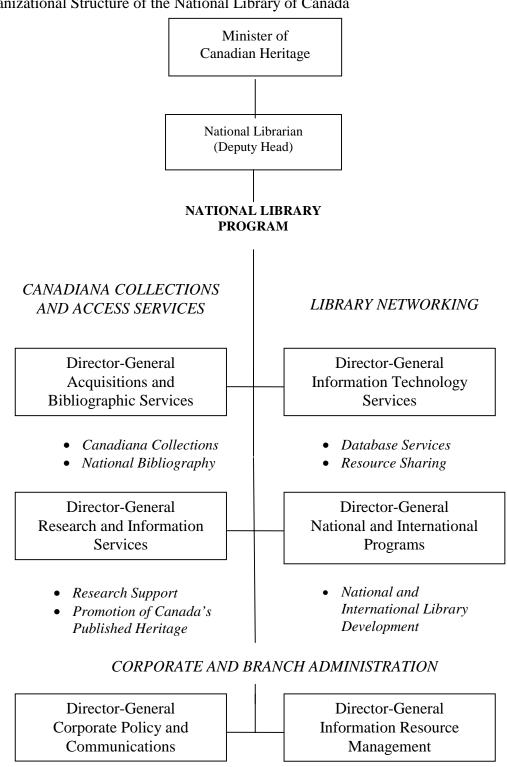
Mandate, Mission and Vision

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

- develop, preserve, and make accessible collections to support its own services and those of other Canadian libraries;

- create and maintain a national resource sharing database listing the holdings of Canadian libraries;

- compile and publish the national bibliography;

- coordinate federal library services;

- transfer and dispose of surplus library materials from other federal departments

- enter into agreements relating to library services with other institutions.

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

Departmental Organization

Organizational Structure of the National Library of Canada

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                    ┌─────────────────────────┐
                    │       Minister of       │
                    │    Canadian Heritage    │
                    └─────────────────────────┘
                                 │
                    ┌─────────────────────────┐
                    │   National Librarian    │
                    │      (Deputy Head)      │
                    └─────────────────────────┘
                                 │
                        NATIONAL LIBRARY
                            PROGRAM
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CANADIANA COLLECTIONS AND ACCESS SERVICES　　　　　*LIBRARY NETWORKING*

Director-General Acquisitions and Bibliographic Services	Director-General Information Technology Services

- *Canadiana Collections*
- *National Bibliography*

- *Database Services*
- *Resource Sharing*

Director-General Research and Information Services	Director-General National and International Programs

- *Research Support*
- *Promotion of Canada's Published Heritage*

- *National and International Library Development*

CORPORATE AND BRANCH ADMINISTRATION

Director-General Corporate Policy and Communications	Director-General Information Resource Management

Business Line Descriptions

Canadiana Collections and Access Services

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

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

Canadiana Collections:

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

✪ The Library's collection currently comprises over 18 million items (books,
periodicals, sound and video recordings, microforms and electronic documents),
representing 3 million unique titles. The collection grows at a rate of 500,000 items
(65,000 titles) per year.

National Bibliography:

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

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

Research Support:

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

✪ Each year the National Library registers over 5,000 new clients as on-site researchers,
and receives 25,000 reference requests.

Promotion of Canada's Published Heritage:

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

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

Library Networking

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

The Library Networking business line incorporates three service lines:

Database Services:

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

✪ The Library's AMICUS database contains over 20 million unique bibliographic records, and grows by over one million records each year. The database includes records of items in the National Library's collection, as well as holdings currently reported by 450 Canadian libraries. Over 800 Canadian libraries and other information institutions use the National Library's Access AMICUS service to search for library materials for their clients.

Resource Sharing:

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

✪ The Library's Interlibrary Loan Division responds to 400 requests per day, from over 3,000 libraries per year.

National and International Library Development:

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

✪ The National Library of Canada has acquired a world-wide reputation, in bodies such as International Organization for Standardization (ISO), for its leadership role in the development of standards for the exchange of bibliographic data, the preservation of library materials, the application of information technology to library services, and the promotion of universal and equitable access to basic information services, especially in the developing world.

Corporate and Branch Administration

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

The Corporate and Branch Administration business line includes:

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

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

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Section VI: Other Information

Contacts for Further Information

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References

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voice: (613) 995-7969
fax: (613) 991-9871

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

2000-2001 Estimates Part III -- Report on Plans and Priorities
http://www.nlc-bnc.ca/about/emain.htm#partiii

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

Legislation Administered

The National Librarian has sole responsibility to Parliament for the following Act:

National Library of Canada Act   R.S.C., 1985, c. N-12

Listing of Statutory and Departmental Reports

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

Annual Report: Treasury Board Secretariat notified the National Library in June 1998 that the only step remaining in officially discontinuing the Library's *Annual Report* was Governor-in-Council approval. The final *Annual Report* of the National Library of Canada was published in 1995/1996. Between 1996 and 1998, an annual review was published in the *National Library News*. In 1999, the *National Library Activities and Projects: Semi-Annual Update* report replaced the annual review.