



LIBRARY OF PARLIAMENT

# Annual Report

## 2023–2024





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# Message from the Parliamentary Librarian

**The 2023–2024 fiscal year was a testament to the Library’s continued commitment to excellence in providing information and knowledge for and about Parliament.**

analysis and visualization, and explored how artificial intelligence may be helpful to us in our work. We increased our touchpoints with parliamentary clients through pop-up libraries and boutiques, the Ambassador Program, and training opportunities. We also made it easier for parliamentary clients to access our services through an intranet modernization project.

In this report, you will read about the initiatives we undertook to provide an outstanding parliamentary client experience, the connections we made between the public and Parliament through outreach and visitor services, and the steps we took to make the Library a workplace of choice. You’ll also read about how the Library is structured and the leadership role of the Speaker of the Senate and the Speaker of the House of Commons for our organization. This year, we welcomed the Honourable Raymonde Gagné to her role at the Senate and the Honourable Greg Fergus to his role at the House of Commons.

In 2023–2024, we added research capacity with a focus on parliamentary diplomacy, created a centre of expertise on data



This was a busy year on the visitor services and outreach front as we opened a new multimedia immersive experience, expanded the reach of our virtual reality classroom kits program, resumed guided tours of East Block and created new video tours. We hosted the Association of Parliamentary Libraries in Canada conference and the Teachers Institute on Canadian Parliamentary Democracy, and we collaborated with partners near and far. We also gave the public a behind-the-scenes look at our Interim Main Library and made available to the public a series of interviews that offered a glimpse of the more personal side of Parliament.

We continued our focus on making our workplace an inclusive and accessible environment while fostering effective internal governance. We introduced a new Employee and Family Assistance Program

provider, made improvements to internal communications and gave back to our community through a charitable giving campaign. We took time to celebrate success – both the contributions of our employees and the fact that we were named a top employer in the National Capital Region for a third consecutive year.

As I look back on all that the Library has accomplished this year, and over all the years of my term as Parliamentary Librarian, I am filled with pride. In the year to come, the Library will see a change in leadership with my retirement, but I am confident that the organization will continue to serve Parliament with excellence as a preferred and trusted source of information and knowledge.

**Dr. Heather P. Lank**  
Parliamentary Librarian



# The Library by the Numbers

**436**

employees fulfilling the Library's mandate



**6,100+**

responses to inquiries from the public

**234,200+**

visitors participating in guided tours of Parliament

**35,500+**

visitors to *Parliament: The Immersive Experience*

**570,000+**

page views of Parlinfo



**3,100+**

clients subscribed to news compilations produced by the Library



**96,000+**

electronic resources made available to parliamentary clients

**75**

research publications produced

**8,750+**

information and reference requests completed for parliamentary clients, committees, associations and delegations



**3,900+**

in-depth research and analysis requests completed





# Focusing on Client Needs



## INCREASED RESOURCES FOR PARLIAMENTARY DIPLOMACY

In July 2023, we added a new section to our research divisions, with a focus on parliamentary diplomacy. This section was created to be a centre of excellence within the Library supporting the international engagement of parliamentarians. The team provides specialized research support to the Speaker of the Senate and the Speaker of the House of Commons, and it collaborates with other research sections and Hill partners to coordinate support for parliamentary associations.

## DATA ANALYSIS AND VISUALIZATION

In 2023–2024, the Library created a centre of expertise to strengthen the data analysis and visualization capacity of our research services. The team provides data, statistics and visual elements that enrich research and analysis products prepared for parliamentarians and parliamentary committees and associations. The newly launched [HillNotes Visualization Gallery](#) contains examples of visual elements included in our research publications.

## IMPROVED INTRANET FOR THE PARLIAMENTARY COMMUNITY

We launched a new and improved version of Dome, our intranet for the parliamentary community, in June 2023. A key component of this project was to improve the user experience of the website, and clients had the opportunity to participate in a user testing activity that helped inform the new structure of the site. With its improved navigation, updated look and feel, and streamlined content, Dome provides clients with easy access to the Library's many products and services.



## ARTIFICIAL INTELLIGENCE

In light of the proliferation of generative artificial intelligence (AI) tools, the Library established a working group to better understand the opportunities and risks of using AI tools in support of the Library's mandate. We tested several tools to better understand how they could be leveraged for policy research or media monitoring purposes and identified best practices for the responsible use of generative AI tools. In March 2024, we released guidelines to assist employees in using these tools in an accountable, transparent and fair way.

these sessions are available at regular intervals throughout the year to everyone in the parliamentary community.

## LEARNING OPPORTUNITIES

The Library offers a variety of learning opportunities that help parliamentary clients in their work. In 2023–2024, we offered 48 training sessions on Library services and the use of our resources, reaching over 860 participants, with the most popular session being on funding resources. We also offered 11 seminars in each official language to a total of 430 attendees. The most attended seminars were those on eliminating barriers to accessibility and on best practices for speech writing. Clients also consulted our on-demand learning tools and topical guides over 8,000 times.

## AMBASSADOR PROGRAM

The Library's Ambassador Program continues to be a key element of our engagement with parliamentary clients, enabling us to better understand their needs while providing them with information about how the Library can support them in their parliamentary work. In 2023–2024, the Library's ambassadors held 43 information sessions on the Library's products and services, which were attended by almost 250 parliamentarians and their staff. New this year was the addition of Library overview sessions. Delivered virtually,





## BRANCH SERVICES

The Library has five branches located across the parliamentary precinct where parliamentary clients can access Library services, search online databases and journals, borrow items from our collection and use private or shared workspaces. In 2023–2024, the Library provided services for clients in branches over 8,500 times and offered more than 150 branch tours and orientation sessions, reaching over 700 parliamentary clients.

## PRESERVING OUR COLLECTION

The preservation lab is responsible for maintaining the health of the Library's collection through conservation and other preservation activities. In 2023–2024, the team carried out nearly 550 conservation treatments, bindings, interventions and repairs. The team also created custom items, such as a leather-bound Declarations of Qualifications book for the 42<sup>nd</sup> Parliament and gift boxes for protocol gifts.

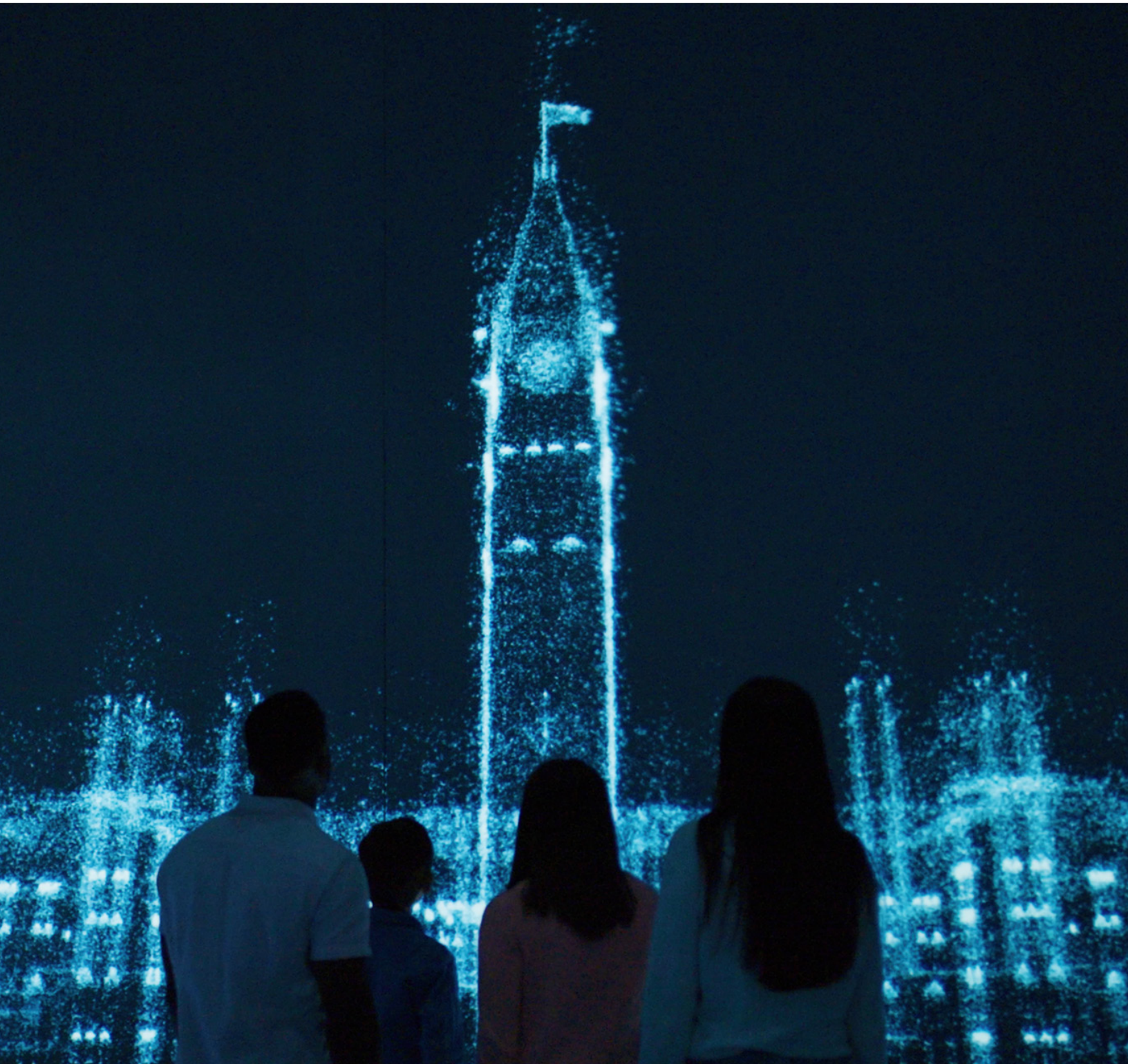
## POP-UP EVENTS

Pop-up events allowed us to bring Library services to high-traffic spaces within the Parliamentary Precinct, making it easier for clients to access our services. In 2023–2024, we held several pop-up boutiques, where clients could shop for items from the Parliamentary Boutique, and pop-up Libraries, where clients could browse a selection of items from our collection and learn about how the Library can support them in their work.





# Outreach and Collaboration



## **PARLIAMENT: THE IMMERSIVE EXPERIENCE**

On 17 August 2023, we launched [\*Parliament: The Immersive Experience\*](#).

This multimedia attraction takes visitors on a 360° journey through the main Parliament Building – also known as Centre Block – bringing the history, art and architecture of this iconic building to life in vivid sensory detail. The attraction includes an exhibit and an immersive show that features large-scale projections of key spaces in Centre Block, including the Senate and House of Commons chambers, Library of Parliament, Peace Tower and Memorial Chamber. With immersive sound, narration, and visual effects, it also spotlights some of the decisions and debates that have

taken place in Centre Block over almost 100 years. More than 35,500 people visited the immersive experience in 2023–2024.

*“Parliament: The Immersive Experience is a remarkable addition to the Library’s visitor services and gives Canadian and international visitors a unique way to access, experience and learn about Parliament.”*

Dr. Heather P. Lank,  
Parliamentary Librarian



## WELCOMING VISITORS TO PARLIAMENT

In the summer of 2023, the Library resumed tours of East Block, which had been suspended for several years due to the COVID-19 pandemic. Available only in the summer months, these tours allow visitors the opportunity to explore four restored heritage rooms, providing a glimpse of life at Parliament in the 19<sup>th</sup> century. Year-round, visitors can also take guided tours of the Senate of Canada Building and the House of Commons at West Block, and can shop in store at the Parliamentary Boutique or [online](#).



The Library's parliamentary tour guides are bilingual students who provide guided tours of Parliament and receive visitors at *Parliament: The Immersive Experience*. In 2023–2024, they welcomed over 86,700 visitors to the Senate of Canada Building, more than 134,600 visitors to the House of Commons at West Block, over 12,800 visitors to East Block and more than 35,500 visitors to *Parliament: The Immersive Experience*.

## NEW VIDEO TOURS OF PARLIAMENT



In March 2024, we launched a new series of [video tours](#) of the Senate of Canada Building and of the House of Commons at West Block, allowing the public to discover the buildings from anywhere. Designed to be accessible to the broadest public possible, the video tours are offered in a standard format video version with closed captioning, a sign-language version and one with audio description. Available online in both English and French, these videos set a new standard for multimedia accessibility at the Library.

### **PARLIAMENT: THE CLASSROOM EXPERIENCE**

In the 2023–2024 academic year, we expanded the reach of our classroom program designed to bring Parliament into schools with the help of virtual reality and 360° videos. More than 6,000 students from over 80 schools, representing every province and one territory, participated in [Parliament: The Classroom Experience](#).



## TEACHERS INSTITUTE

In the fall of 2023, we welcomed 85 teachers to Parliament for the 24<sup>th</sup> edition of the [Teachers Institute on Canadian Parliamentary Democracy](#). With a focus on the importance of civic literacy to democracy, this week-long professional development opportunity gives participants insight into the inner workings of Parliament. Educators met with the Speaker of the Senate and the Speaker of the House of Commons, senators, members of the House of Commons and many employees who work behind the scenes in support of Parliament. They also heard from inspirational leaders such as Her Excellency the Right Honourable Mary Simon, Governor General of Canada; Dr. Ronald E. Ignace, Commissioner of Indigenous Languages; and the Honourable Justice Nicholas Kasirer of the Supreme Court of Canada. Educators also participated in hands-on activities, including a committee simulation, an election simulation and a model Parliament. Participants who completed a program evaluation reported a 96% overall satisfaction rating.

“The Teachers Institute on Canadian Parliamentary Democracy completely changed my life.

It managed to condense an incredible three months of personal and professional experience into five days. The knowledge I gained, the experiences I had, the parliamentarians and personalities I met, the activities I took part in (the list goes on and on), were for me a true love story.”

Participant, 24<sup>th</sup> edition  
of the Teachers Institute on  
Parliamentary Democracy

## DOORS OPEN OTTAWA

In June 2023, we welcomed the public to the Interim Main Library at 125 Sparks Street as part of Doors Open Ottawa – an annual event that celebrates Ottawa’s architectural heritage. A total of 1,245 people visited the branch, learning about the unique history of the building and the work the Library does in support of Parliament.

## ORAL HISTORY PROJECT

In December 2023, the Library made available via our catalogue newly digitized transcripts of over 350 interviews conducted from the 1960s to the 1990s with parliamentarians, public servants, journalists and others. The [Oral History Project](#) allows parliamentarians and the public to explore a personal side of Parliament’s history.

## ASSOCIATION OF PARLIAMENTARY LIBRARIES IN CANADA CONFERENCE

The Library hosted the Association of Parliamentary Libraries in Canada (APLIC) annual conference in September 2023. APLIC keeps Canada’s parliamentary libraries connected to one another and seeks to support their common mission of providing high-quality services to legislators. The conference was held in a hybrid format, which allowed for increased participation. Eighty participants from across the country attended, either on site or virtually. In addition to roundtables on collections and reference and analysis

services, conference highlights included sessions on harnessing information, strategic planning, designing and renovating library spaces, marketing, outreach and engagement activities, and building welcoming and inclusive libraries.

## COLLABORATION ON THE HILL AND BEYOND

In 2023–2024, we continued to leverage partnerships on the Hill, within Canada and abroad for collaboration and exchanges of information, knowledge and best practices. We collaborated on an accessibility working group with the administrations of the Senate, House of Commons, Parliamentary Protective Service and Office of the Parliamentary Budget Officer. We engaged with the tourism industry to share news of our visitor offerings and with a local high school to provide students with developmental disabilities with a vocational training opportunity. We met with the United States Congressional Research Service to discuss artificial intelligence and with the United Kingdom Parliament to exchange information on visitor services and the rehabilitation of our respective parliaments. We also welcomed visitors from the European Parliamentary Research Service.



# Our Workplace



## A TOP EMPLOYER

For the third consecutive year, in 2024, the Library was named one of the National Capital Region's Top Employers. The Library received this special designation through a competition that recognizes exceptional workplaces. Among the criteria evaluated were the physical workplace, work atmosphere, training and development, and health, financial and family benefits.



## CELEBRATING EXCELLENCE

The Parliamentary Librarian's Awards of Excellence recognize the outstanding achievements of Library employees. At a celebration held in December 2023, two employees were recognized with the Parliamentary Librarian's Award for Individual Excellence for their professionalism and commitment to creating a culture of service excellence. A group of senior research librarians was awarded the Parliamentary Librarian's Award for Team Excellence for ensuring an exceptional client experience while also contributing to a positive work environment.

## IMPROVING INTERNAL COMMUNICATIONS

This past year, we undertook several initiatives to improve internal communications at the Library. We made improvements to the home page of our employee intranet, and we introduced an informal communication channel for our employees called Connexion. With the goal of reducing the number of emails sent to all employees, we also launched an internal news website that is accessible, searchable and easy to use.





## FOSTERING AN INCLUSIVE WORKPLACE

In 2023–2024, we continued to build on our commitment to fostering an inclusive workplace. We conducted an employee healthy workplace survey that allowed for segmented data based on self-identification, and we launched a Gender-Based Analysis Plus (GBA Plus) working group with the goal of strengthening the application of GBA Plus and broadening its scope of use in research products. We also provided training opportunities through the Canadian Centre for Diversity and Inclusion, Indigenous Works, and the Canada School of Public Service, and we held disability awareness sessions. We issued the first [progress report](#) on the implementation of the Library's accessibility plan, which covers the seven areas required by the *Accessible Canada Act*, as well as an eighth priority area – culture – that we elected to add.

## NEW EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

We transitioned to a new employee and family assistance program provider in June 2023. The new provider continues to offer the full range of health and wellness services but with an enhanced focus on diversity and inclusion, including services offered in over 200 languages and the ability to match users of the program with available counsellors according to preferred demographic profiles.

## DEMONSTRATING ORGANIZATIONAL EXCELLENCE

In 2023–2024, we continued to foster effective internal governance and informed decision-making – one of the priorities set out in our [Strategic Plan 2023–2028](#). The Directors’ Forum was established to serve as an advisory and consultative committee in support of the Parliamentary Librarian and the Library Executive Committee, and we created the position of Executive Lead, Long Term Vision and Plan, to ensure seamless collaboration and coordination with our partners on this important file. We also enhanced our incident and crisis communications planning, tested new office space allocation models and implemented a new approach to IT equipment life cycling.

## GIVING BACK TO THE COMMUNITY

Library employees showed their generosity by raising more than \$60,000 through the 2023 Government of Canada Workplace Charitable Campaign. This campaign is an opportunity for us to come together as a Library community and participate in events such as our annual art auction, trivia challenge and Bibliofest – a keynote event that showcases the musical talents of our employees. This year, employees also got competitive through a mini-golf challenge, tried their luck at a bazaar and tantalized their palates through a soup-of-the-day event.





# About the Library



## OUR VISION

To be Parliament's preferred and trusted source of information and knowledge.



## HOW THE LIBRARY IS ORGANIZED

The Speaker of the Senate and the Speaker of the House of Commons are jointly responsible for the direction and control of the Library of Parliament in accordance with the *Parliament of Canada Act*. They are assisted by senators and members of the House of Commons on the Standing Joint Committee on the Library of Parliament. The Parliamentary Librarian is responsible for the control and management of the Library and has the status of a Deputy Head, reporting to the two Speakers. The Library is divided into three service areas, each headed by a director general who reports to the Parliamentary Librarian.

## OUR MISSION

The Library of Parliament contributes to Canadian parliamentary democracy by creating, managing and delivering authoritative, reliable and relevant information and knowledge for and about Parliament.

## WHOM WE SERVE

Parliamentarians and their staff

Parliamentary committees and associations

Organizations that support Parliament

The Canadian public on behalf of parliamentarians





**Heather P. Lank, PhD**  
Parliamentary Librarian

## **OFFICE OF THE PARLIAMENTARY LIBRARIAN**

Dr. Lank is supported by the Office of the Parliamentary Librarian, which provides executive services, communications and legal advice. The office is also responsible for parliamentary outreach programs and activities, such as orientation activities and the Library Ambassador Program, and it is the steward of the Parliamentary Poet Laureate program.



**JoAnne St-Gelais, MA**  
Director General, Corporate Services

## **CORPORATE SERVICES**

Corporate Services is the group that provides business support to the Library. While its work often happens behind the scenes, its contributions are essential to ensuring the Library is staffed and equipped to deliver on our mandate. The Corporate Services team supports the financial, material management, facilities and security needs of the Library. It oversees all aspects of human resources and information technology and is responsible for the Library's corporate planning.



**Johanna Smith, MIST**  
 Director General,  
 Information and Collection

## INFORMATION AND COLLECTION

The Information and Collection team delivers the functions commonly associated with libraries. It operates our five branches, provides reference and information services to parliamentarians and responds to public inquiries about Parliament. It also develops, manages, promotes and optimizes access to our vast collections of print and digital books and resources, art and artifacts. The team also does preservation work on items in our collection and compiles historical information about Parliament and parliamentarians. Information and Collection oversees the Library's information management program and provides customized news alerts and media monitoring services to help parliamentarians and their staff stay informed about emerging issues.



**Marcus Pistor, PhD**  
 Director General,  
 Research and Education

## RESEARCH AND EDUCATION

The Research and Education team provides research and analysis services to Parliament. Whether supporting parliamentary committees and associations, delivering seminars or responding to research requests, the Research and Education team provides direct support to parliamentarians. It produces numerous high-quality research products every year in support of Parliament, many of which are available to the public. Research and Education is also responsible for helping Canadians access, experience and learn about Parliament. The team provides educational programming about Parliament, operates the Parliamentary Boutique and gives guided tours of Parliament.



# Financial Information



## LIBRARY OF PARLIAMENT BUDGET, 2023–2024

Type of Service	Main Estimates (\$)	Supplementary Estimates and Adjustments (\$)	Total Authorities (\$)	Actual Spending (\$)
<b>Research and Education<sup>1</sup></b>	21,425,083	1,213,369	22,638,452	22,591,907
<b>Information and Collection</b>	12,840,268	596,360	13,436,628	12,537,730
<b>Corporate Services<sup>2</sup></b>	13,462,906	3,188,958	16,651,864	15,767,287
<b>Office of the Parliamentary Librarian<sup>3</sup></b>	3,781,891	253,522	4,035,413	3,925,147
<b>Employee Benefit Plan</b>	6,361,530	92,713	6,454,243	6,454,243
<b>Total</b>	<b>57,871,678</b>	<b>5,344,922</b>	<b>63,216,600</b>	<b>61,276,314</b>
<b>FTEs<sup>4</sup></b>	<b>425.23</b>		<b>425.23</b>	<b>392.55</b>

1. Includes retail program.

2. Includes central costs.

3. Includes Communications, General Counsel.

4. Full-time equivalents (does not include guides, students or interns).

## LIBRARY OF PARLIAMENT SPENDING TRENDS (\$ MILLIONS)

Fiscal Year	Main Estimates	Total Authorities <sup>1</sup>	Actual Spending
<b>2021–2022</b>	54.45	53.78	50.19
<b>2022–2023</b>	55.84	55.32	52.35
<b>2023–2024</b>	57.87	63.22	61.28

1. Total authorities include adjustments made with regard to the employee benefit plan.



Consult the [audited financial statements](#)

(625 Kb, 25 pages)



Consult the [accessible version](#) of the financial statements

(436 Kb, 25 pages)



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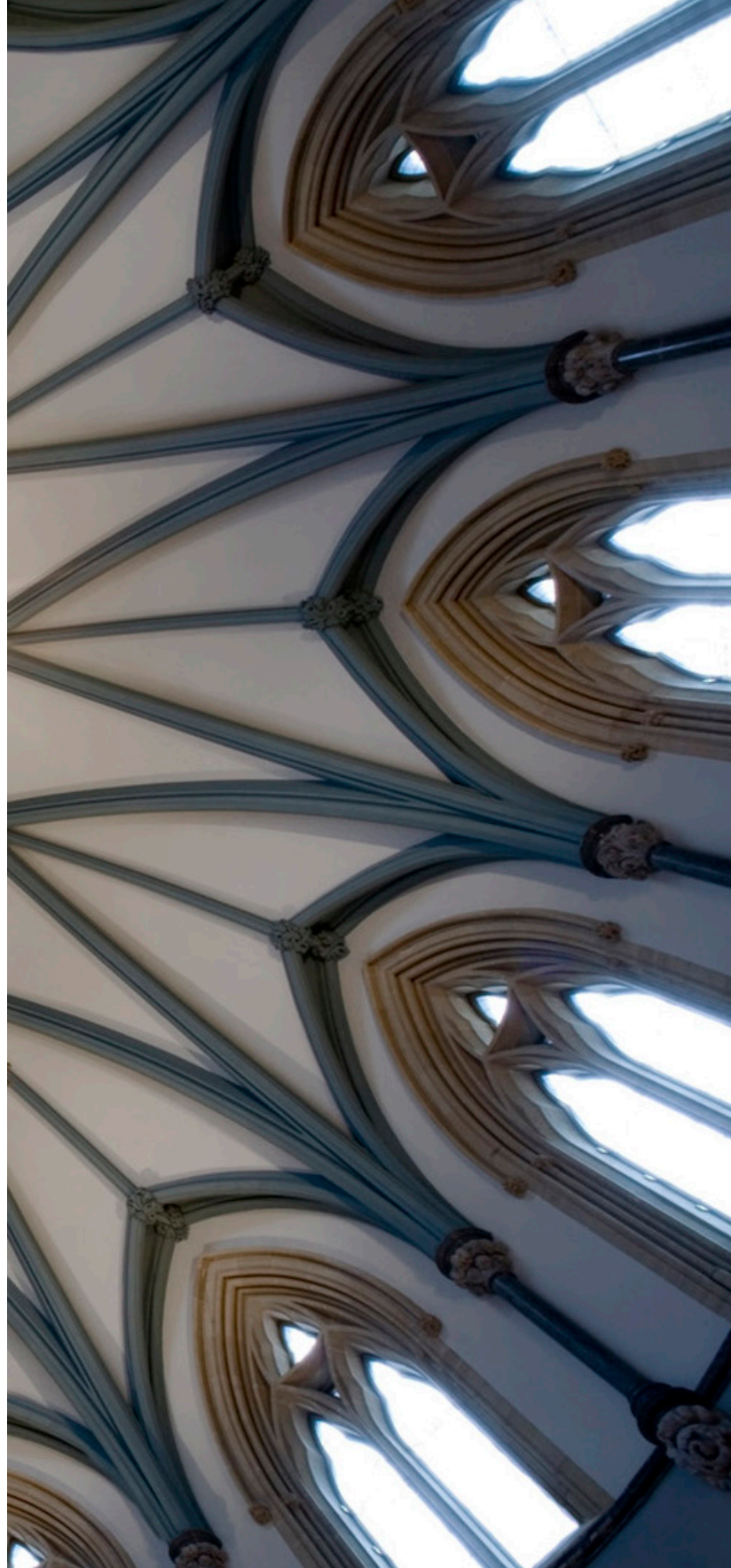
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