



LIBRARY OF PARLIAMENT | ANNUAL REPORT



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Message from the Parliamentary Librarian

Being associated with one of the most impressive buildings in the country can be both a blessing and a curse. I love walking into Parliament's Library and I still marvel at how the recent restoration has returned this 135-year-old building to its former glory. U.S. President Barack Obama described the effect best with one word during his February 2009 tour – "Wow."

At the same time, I recognize that this view, shared by the many visitors to Parliament each year, leaves many people with the impression that the Library of Parliament is little more than a very beautiful building, a nice piece of history with little relevance in the information age. In reality, nothing could be farther from the truth.

Parliamentarians need independent, authoritative and reliable information in order to represent their constituents effectively and hold the Government to account. Employees at the Library are proud of our history in supporting Canadian parliamentary democracy. In the past year alone we received over 71,000 requests for reference and information. In addition, we provided independent research and analysis support to about 50 parliamentary committees, as well as a dozen parliamentary associations. We also managed and preserved a vast collection of documents, offered educational programs and products to help Canadians understand Parliament's role in our democratic system, and provided tours for over 350,000 of the one and half million visitors to Parliament Hill.

While doing all this, Library staff has remained guided by our defining vision: to be the preferred and trusted source of information for all parliamentarians regardless of their political affiliation. It is a vision that we hold very dear and one that we have worked very hard at – every day for over 140 years.

Achieving that vision means more than just providing parliamentarians and our other clients with information. We must also provide material when parliamentarians need it, using the technology that they prefer. For that reason, the Library is continuing to follow the broad-based plan of organizational renewal that I launched almost six years ago when I became Parliamentary Librarian. This plan has one simple goal: to serve our clients better by modernizing our products and processes.

This year we made important strides on our path of renewal by improving the quality, effectiveness, relevance and responsiveness of our services to Parliament and parliamentarians. We launched *Pass(e)port, HillNotes,* and the *Trade and Investment Activity* series, as well as other online services, opening new channels for novel products, including customized information filtering. We also advanced the digitization of Parliament's documentary heritage by making significant progress on our *Early Debates Project* and by partnering with Library and Archives Canada to complete the initial digital imaging of the Senate and House of Commons debates from 1901 to the mid-1990s. These projects will contribute to the preservation and accessibility of Parliament's past for future generations.

We also collaborated with the Senate and the House of Commons to redesign *LEGISinfo*: we enhanced the program's capacity to track legislation before Parliament and improved its capabilities to search and download material and to provide BlackBerry-friendly pages and RSS feeds.

We have an ambitious renewal agenda that will keep us busy for many more years. It includes enhancing our ability to support parliamentarians, modernizing our information infrastructure, investing in our research services, developing innovative virtual library services, and modernizing our management practices. Will we ever be finished? I hope not, because we should always be looking for more and better ways to serve our clients.

On a personal note, as this will be my last annual report, I would like to take this opportunity to thank everyone who has made my tenure as Parliamentary Librarian such a rich and rewarding experience. I also want to say that six years is too short a time to have spent in this position. This sentiment was obviously shared by all of my predecessors: in the 144 years since Confederation there have been only seven Parliamentary Librarians, which points either to a marked inability by six people to say "enough is enough" or an indication that this is truly one of the best jobs there is.

Young

William R. Young Parliamentary Librarian





Our Vision

Our Mission

Strategic Outcome



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

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

An informed and accessible Parliament.



Overview of the Library of Parliament

Our Services

- Provide customized research and analysis to parliamentarians and their staff
- Keep parliamentarians informed and up to date, and deliver news and information that is relevant to our clients
- Support legislators and committees with the information they need to examine the issues of the day, consider legislation, and hold the government accountable
- Preserve Parliament's documentary heritage and ensure access to
- Help parliamentarians inform Canadians about Parliament and the issues before it

Our Clients

- Parliament
- Individual parliamentarians and their staff
- Parliamentary committees and associations
- Organizations that support Parliament
- The Canadian public, on behalf of parliamentarians



Our Organizational Structure

The Speakers of the Senate and the House of Commons:

Vested with the direction and control of the Library of Parliament in accordance with the *Parliament of Canada Act*

The Standing Joint Committee on the Library of Parliament:

Composed both of Senators and of Members of Parliament, is responsible for advising the Speakers on the operations of the Library



The Parliamentary Librarian: Exercises control and management of the Library, and has the status of a Deputy Head, reporting to the two Speakers



Parliamentary Information and Research Service: Provides parliamentarians with news, reference, research and analysis services and processes requests for information from parliamentarians and the public

Parliamentary Budget Officer: An officer of the Library of Parliament who provides independent analysis to Parliament about the state of the nation's finances, government estimates and trends in the national economy

Information and Document Resource Service: Builds, manages, preserves and optimizes access to the Library's resources and collections

Learning and Access Services: Provides the Library's learning and centralized outreach services to parliamentary clients, encourages public understanding and teaching about Parliament through a variety of programs and products, and acts as steward for the Parliamentary Poet Laureate

Corporate Services: Provides business support and services to the Library of Parliament

Operating Environment for 2010–2011

Parliamentary Considerations

The 3rd Session of the 40th Parliament was a busy one for committees, and a greater than usual number of brief studies were conducted. Responding to the needs of these committees placed pressure on the Library of Parliament to produce a high volume of research documents quickly. The ongoing renovations to the Parliamentary Precinct, as well as heightened security measures, also posed their operating challenges.

Fiscal Considerations

The current fiscal environment requires that everyone do their part. While the Library is not automatically subject to the Budget 2010 announcement that operating budgets would be frozen at their 2010–2011 levels for the fiscal years of 2011–2012 and 2012–2013, we did not seek an increase in the Library's budget.

To ensure continued support for Parliament's information needs, the Library began reviewing its processes and examining options to adjust to potential constraints in funding. The review allowed the Library to reallocate resources to fund some of its highest priorities, including information technology initiatives, research work on emerging issues, and more streamlined access to increased electronic content and digital products.

Finding more ways to contain and reduce operating budgets will be an ongoing challenge as we strive to continue to offer the levels of service that our parliamentary clients require.

Technological Considerations

To be the preferred and trusted source for information for all parliamentarians, we must do more than simply provide our clients with information; we must also provide material to parliamentarians when they need it, using the format that they prefer. For some time, this has meant making more and more of the Library's resources available online. Increased connectivity has translated into requests for electronic information beyond regular office hours, and while the accuracy of the content remains of paramount importance for both the Library and its users, access and speed are increasingly important.

To respond to the need for access and speed, the Library is focusing on enhancing information available on the parliamentary website. This past year we partnered with the Senate and the House of Commons to enhance two key online resources. The first was *LEGISinfo*, a parliamentary resource supporting all legislative information needs. The second was *PARLINFO*, the Library's interactive database of current and historical information about the institutions, people and events that have shaped Parliament since 1867. Plans are also being developed to enhance the Library's technology infrastructure and search capabilities to make it easier for users to find the information they need more quickly and efficiently.

The Memorandum of Understanding (MOU) for the provision of information technology services to the Library by the House of Commons Administration expired at the end of the 2010–2011 fiscal year. Discussions have begun for a new MOU based on new Library requirements that will allow it to meet the evolving needs of its clients.

Demographic Considerations

As with most organizations, recruitment and retention of qualified professionals continues to be a significant challenge. The retirement of many baby boomers over the past few years means that the Library has lost a significant number of seasoned, experienced employees and, with them, a significant amount of corporate memory.

While the retirement peak may be behind us – only 14 Library employees retired this year – absences of a different sort are making themselves felt as many employees recruited in recent years start families, leading to a number of temporary leaves related to maternity and parental leave.

To meet these challenges, the Library is devoting more effort and resources to orienting and mentoring new recruits and less-seasoned employees to ensure the transfer of knowledge, a stable workforce and the ability to maintain the high standards of service that our clients require.



Strategic Priorities and Key Accomplishments

To achieve its defining vision of being the preferred and trusted source of information for all parliamentarians, the Library has focused on two key priorities: connecting Parliament, people and information; and investing in our people and infrastructure. Connecting Parliament, people and information encompasses all of the work that the Library does to provide exemplary service to its clients. Investing in our people and infrastructure builds the Library's capacity to provide those services by developing its management and staff, as well as its internal systems and structures.

Strategic Priority 1:

Connecting Parliament, People and Information

The Internet, social networking and the explosion in popularity of handheld devices have fundamentally changed expectations about how information is obtained and shared. Our users now expect easy online access to Library services at any time and in a form that is compatible with the technology they use. To meet these expectations, the Library is making significant investments in information technology and boosting its focus on digitizing information. It has also launched a major information management initiative to improve service to parliamentarians and the public.

Serving Parliamentary Clients: Key Accomplishments

Several online resources were launched in the fall of 2010 to provide parliamentarians with easy access to the information they wanted. These included:

- Pass(e)port, a weekly, web-based selection of articles about Canada and current issues from international news sources (approximately 24 of these compilations were produced);
- HillNotes, a weekly publication designed to provide parliamentarians with a concise overview of current and emerging issues (17 publications were released); and
- the *Trade and Investment Activity* series that provides a snapshot of Canada's trade and investment activity with selected countries (30 short publications were released).

Significant digitization work was also carried out:

- In partnership with Library and Archives Canada, the Library completed the initial digital imaging of the Senate and House of Commons debates from 1901 to 1993 in both official languages.
- The Library completed a new volume of reconstituted debates of the House of Commons, and saw an additional volume of Senate debates through the bulk of its production. Debates for 1867 to 1872 are now available, both in print and in searchable electronic format on the parliamentary website.

In addition to these initiatives, the Library evolved several important electronic resources, including:

- Quorum, a daily compilation of Canadian newspapers: Over 185 editions were released in 2010–2011. The online version was accessed almost 70,000 times, and roughly 1,000 print copies of each edition were distributed.
- * LEGISinfo, a key parliamentary resource responding to all legislative information needs: This tool provides electronic access to a wide range of material for each bill, including the current text of the bill legislative summaries, details on passage through the Senate and the House of Commons, and coming-into-force dates. In 2010–2011, the major portion of the work was undertaken, with our parliamentary partners, to make LEGISinfo a truly tripartite information product. LEGISInfo was redesigned to include an enhanced capacity to track legislation before Parliament and to provide summaries and background information. New features include "Legislation at a Glance," a graphical representation of bills before Parliament, improved search and download capabilities, BlackBerryfriendly pages and RSS feeds. Over the past four years, LEGISinfo has received roughly 185,000 hits annually from within the parliamentary precinct, and an average of 1.6 million hits per year from the public.
- PARLINFO, an interactive database of current and historical information about the institutions, people and events that have shaped Parliament since 1867: Through data-sharing agreements with academic researchers in the field of Canadian parliamentary history, data from this product is regularly reproduced and referenced in scholarly articles and textbooks. Each year this important resource receives almost three million hits.
- NewsDesk, a mobile-enabled electronic media monitoring system on the parliamentary Intranet: This system allows eligible users to search full text and receive media alerts.

- Radar, an overview of what's new in the periodical literature and in the Library's collection: Thirty editions were published in 2010–2011, in both print and electronic format, referencing over 2,000 items.
- Hot Topics, an electronic listing of documents and reports in the news that
 are of interest to parliamentarians and their staff: This year, an RSS feed
 was installed to alert clients of updates throughout the day. Clients used
 this service to view more than 13,700 documents.
- House of Commons sessional papers: Since November 2010, 441 of these papers have been digitized, and documents are now being made available electronically to clients shortly after being tabled.
- Library holdings: In 2010–2011, the Library ordered 3,366 individual titles in various formats. Increasingly, licensed databases are replacing print periodical subscriptions, providing greater access to electronic journals.

To ensure that these resources could be used to their greatest potential, 79 resource training sessions were provided to 269 parliamentary clients and Library staff in 2010–2011.

The Library's bindery continues to contribute to the management and preservation of document collections by providing binding services to the Senate and the House of Commons in exchange for volumes of key publications for our holdings, and by repairing library collection volumes of continuing value. The bindery produced over 3,000 bound volumes during 2010–2011, and performed conservation repairs on over 200 volumes.

This year, the Library added to its parliamentary seminar program a new series for lawyers working on Parliament Hill. *Parliament and the Law* provides an opportunity for lawyers from a variety of law societies to receive accreditation for professional development hours required to maintain membership in their law societies. Currently, these legal seminars are accredited with four provinces: British Columbia, New Brunswick, Quebec and Saskatchewan.

The Parliamentary Budget Officer (PBO) strengthened his relationship with parliamentarians and the committees to which he reports through regular appearances as well as individual and group consultations. The PBO continued to provide relevant and authoritative analysis and advice to parliamentarians. In 2010–2011, the PBO published reports on the state of the economy and fiscal options, the structural deficit and fiscal sustainability of budget implementation, and policy costing, estimates and financial reporting.

The Library's research services provided independent research and analysis for about 50 committees, 12 parliamentary associations and a number of delegations, and responded to individual requests from 69 Senators and 228 Members of Parliament. In total, 4,409 customized research documents were created to meet the needs of these clients.

The Library selected six university students to work in its research internship program. The program provides interns with greater insight into the Canadian parliamentary system, as well as the opportunity to gain practical work experience in a knowledge-based institution. This year, with the financial support of the Canadian Association of Former Parliamentarians, interns visited Dublin and Edinburgh to exchange information and share research service practices in the parliamentary context.

Serving Canadians: Key Accomplishments

In addition to serving parliamentarians, the Library of Parliament also provides a wide range of programs and services to the general public on behalf of Parliament, including:

 Visitor Services: Last year, the Library provided nearly 13,000 tours of Canada's Parliament buildings for 349,610 visitors. These tours also included information about our country's history and parliamentary system.



- Education and Outreach: In addition to the close to 45,000 copies of
 How Canadians Govern Themselves sent to schools, federal and provincial
 partners, libraries and university departments across the country, two
 new web resources, aimed at increasing the knowledge and involvement
 of young Canadians in Parliament, were developed:
 - Youth Connection provides links to youth employment opportunities, new interactive web resources, live feeds, photos, and information for school projects on the parliamentary website.
- Discover How Canadians Govern Themselves, developed in partnership with the Department of Canadian Heritage, is aimed at youth aged 14-20 and uses interactive games, video, images, puzzles and quizzes to explain Canada's system of government and how Parliament works.
- The Library's 16th annual *Teachers Institute on Canadian Parliamentary Democracy* welcomed approximately 85 educators from across Canada. This high-profile professional development program provides teachers with a behind-the-scenes perspective on how Parliament works. This year, access to the program was enhanced by placing a web-based video presentation about the Institute on YouTube.



- Information Service: In 2010–2011 the Library of Parliament's Information Service responded to 36,649 requests for information from Canadians.
- Parliamentary Guide Program: Each year, the Parliamentary Guide
 Program affords bilingual university students the opportunity to discover
 their Parliament first-hand. Forty-seven students were hired from across
 Canada during the busy summer season, and 70 worked part-time
 during the school year to deliver tours 362 days of the year. This year,
 a recruitment video on YouTube was used to enhance access to the
 Guide Program.
- Parliamentary Poet Laureate: The Library provides administrative support services to the Parliamentary Poet Laureate. Nominated for a two-year term, the Poet Laureate encourages and promotes the importance of literature, culture and language in Canadian society.

Interparliamentary Relations

- This year, the Library hosted professional study visits for 102 individuals from 35 countries. Over 40 of these visitors participated in the *Parliamentary Officers' Study Program*, offered jointly by the Library, the Senate and the House of Commons. Other visits were generally offered in support of activities carried out by the Parliamentary Centre.
- The Library also worked with the U.K. Hansard Society on the completion of the Society's international comparative report *Parliament 2020: Visioning* the Future Parliament. This project focused on how technology could be used to transform the processes of parliaments and their relationship with the public. The Library retained Nanos Research to consult a range of stakeholders, including parliamentarians and first-time voters, to gather ideas and feedback on the implications of a digitally enabled parliament.

Strategic Priority 2:

Investing in Our People and Our Infrastructure We have built this strategic priority around three simple tenets, as stated in the *Library of Parliament Strategic Outlook 2010–2015*:

- We will build on our Human Resource Management Strategy to support the recruitment, retention and development of Library employees.
- Parliament will receive more timely and efficient Library services as we
 further strengthen our leadership, governance and organizational culture
 at all levels, with a special focus on developing nimble, networked, crossservice management processes and promoting shared commitment to
 the goals of the entire organization.

 Clients' information needs will be met more effectively as we build on our parliamentary information management partnership with the Senate and House of Commons administrations, and as we ensure the ongoing alignment of Library information technology activities with our overall information management strategy.

Investing in Our People: Key Accomplishments

The Library is a knowledge-based organization with approximately 350 staff that relies on highly skilled individuals, including librarians, subject area specialists and information experts.

To attract and retain the talent it needs, the Library continues to implement the comprehensive human resources strategy launched in 2008. These are some of the major achievements in 2010–2011:

- A Competency Profile for Managers was developed to strengthen the
 executive team and enhance management capacity at all levels. These
 competencies have now been incorporated into the staffing practices
 of the Library. We are continuing to develop processes to incorporate
 competencies into all other aspects of human resources management.
- The management structure was realigned to support the Library's digital initiatives and access to information and documents.
- A number of corporate policies were updated, including Internal Controls and Prevention and Resolution of Harassment in the Workplace, and related training and information sessions were provided.
- The Employment Equity and Diversity Program was enhanced, with the appointment of a new champion and working group committee. Their mandate includes developing a strategy that provides a high-level action plan of activities to be undertaken by the Library to build and sustain greater diversity in the workplace. One of the initiatives under this action plan is the distribution of a multicultural calendar.
- Sustaining our position as a leading-edge knowledge organization is a cornerstone of the Library's commitment to ensure that employees have access to up-to-date information and developing trends in their respective fields, as well as the opportunity to enhance their technical skills.
- Food for Thought, an employee-driven professional development initiative
 that encourages Library subject matter experts to share their knowledge
 or research with colleagues in an informal setting, continued in 2010–2011.
 Over 30 sessions were held, with topics ranging from youth engagement
 and social media to the United Nations and the role of the Canadian
 government intelligence community.

- Library analysts and librarians attended a variety of workshops and training sessions designed to help them perform better in their current positions or support them with their career development. In addition, employees attended conferences that would help strengthen the Library's capability to provide authoritative, reliable and relevant information. They participated in sessions on topics ranging from policy development to defence and security, and from the conservation of cultural property to clean air.
- Library and information specialists attended a variety of conferences to learn about new tools, share best practices and network with their colleagues from Canada (Association of Parliamentary Libraries in Canada and various regional library associations) and the United States (Knowledge Management and Taxonomy Bootcamp, North American Serials Interest Group, Computers in Libraries). One librarian was invited to participate in a U.S. Department of State study tour for library professionals, which provided an excellent opportunity to discover how other organizations are dealing with preservation and access issues and ways to manage print and electronic resources.

Investing in Our Infrastructure: Key Accomplishments

To meet the needs of our clients we must be on the leading edge of technology, not only responding to clients' needs, but anticipating them as well. We are working to ensure that our employees have the skills and expertise our clients demand and that they can deliver the services and information our clients need using the technology of the clients' choice. These are some of the Library's accomplishments in this area in 2010–2011:

- An extensive quality assurance assessment of the Library's responses to requests from parliamentarians was conducted. This interparliamentary, peer-reviewed process confirmed the overall high quality of our reference and research work and established a benchmark against which future progress can be measured. The project also offered proposals for improvement and checklists for Library staff to use in their day-to-day operations.
- A single point of entry for research and reference requests Alpheus –
 was launched. Offering a user-friendly self-service interface for clients, it
 enables timelier responses and reduces duplication of effort. As well, this
 new application will improve the quality of data collection for internal use
 and monitoring.
- Delivering on the Library's Information Technology Strategy, an electronic documents and records management system was created to better organize and share electronic content. This new system has significantly improved coordination and provided management with better insight into the Library's research activity.



- A new comprehensive records management policy and an awareness plan was introduced. It ensures that corporate records of decisions and activities are preserved according to operational, legal or historical requirements.
- A comprehensive bilingual subject taxonomy was developed to enable more efficient subject matter description and retrieval across the Library's applications. This taxonomy allows for better tracking of client requests by topic, and it improves information technology retrieval of documents by subject.
- As part of the Canadian contribution to the Global Legal Information Network, an authoritative international public database of official texts of laws, regulations, judicial decisions and other legal sources, the Library completed the retrospective task of analyzing, meta-tagging, scanning and summarizing federal statutes since 1985. Each document is accompanied by a concise summary in English and French.
- The upgraded Integrated Library System provides staff with more efficient collection management workflows, and it simplifies the administration of servers by the House of Commons. The new version will enable Library staff to implement the subject taxonomy when searching the catalogue. In the future, it will also allow clients to manage their library accounts online.

Ongoing Operations

Table 1: Fiscal Year 2010–2011
Parliamentary Client Base Supported by the Library of Parliament

105	Senators
308	Members of Parliament
413	Total

Table 2: Fiscal Year 2010–2011 Committees* and Associations Supported by the Library of Parliament

Senate committees	18
House of Commons committees	29
Joint committees	2
Committees subtotal	49
Parliamentary Associations	12
Total	61

^{*} Includes special committees and subcommittees other than those focused on agenda and procedure.

Table 3: Fiscal Year 2010-2011 Number of Research Requests† Received by the Library of Parliament by Client

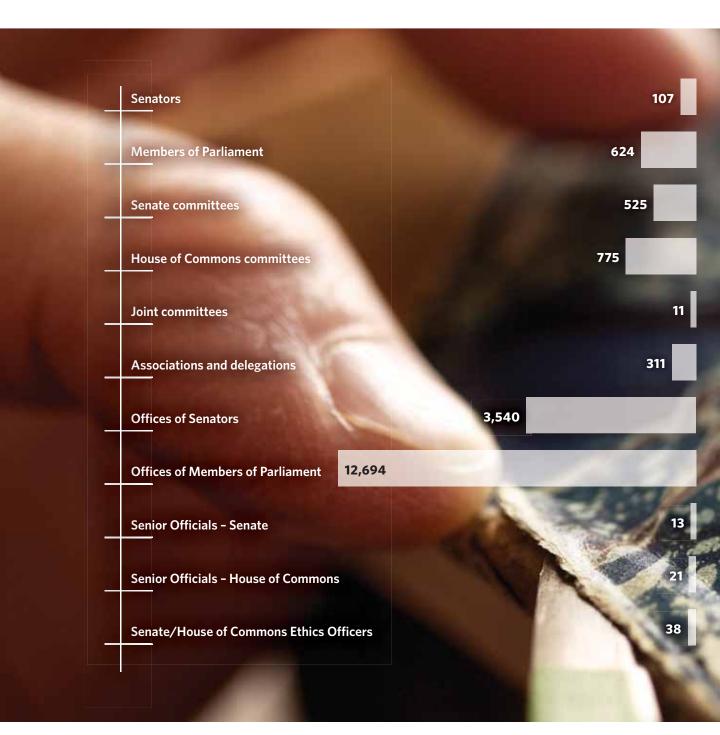
Senators	389
Senate committees	660
Members of Parliament	1,249
House of Commons committees	896
Joint committees	754‡
Associations and delegations	256
Other clients	205
Total	4,409

[†] In-person briefings, commissioned research notes, short briefing papers or substantive research papers are offered in response to requests from parliamentarians and parliamentary committees, associations and delegations.

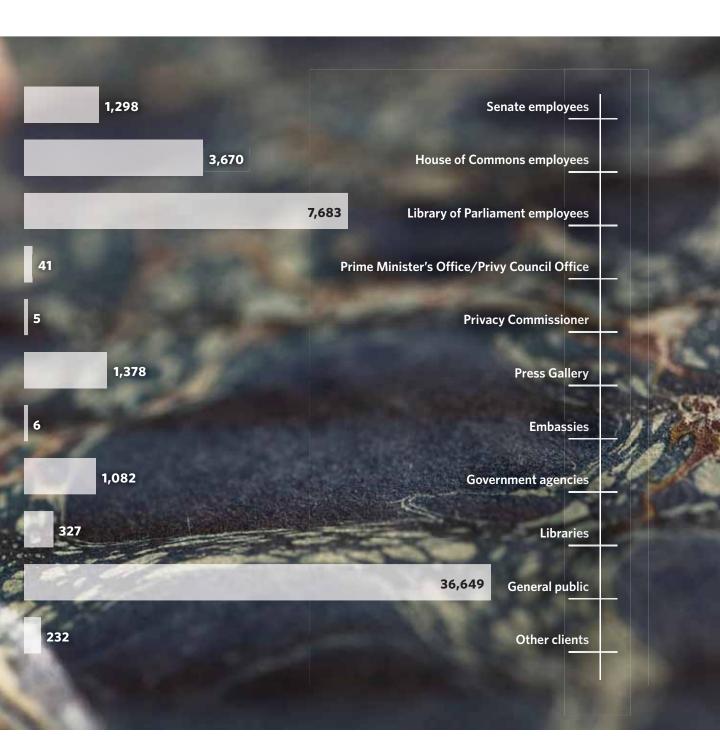
[‡] Includes 753 files in support of the Joint Committee for the Scrutiny of Regulations.

Table 4: Fiscal Year 2010–2011

Number of Reference and Information Requests* Received by the Library of Parliament by Client



^{*} Responses to information requests include the provision of timely basic information, fact checking, customized information searches, and copies of news items, official publications or other documents.



TOTAL 71,030

Table 5: Fiscal Year 2010-2011 Library of Parliament Budget

Expenses	Planned Spending	Approved Authorities	Actual Spending
	\$	\$	\$
Salaries and wages*	34,136,000	34,724,977	34,509,493
Operations	8,320,000	8,320,000	7,412,078
Total	42,456,000	43,044,977	41,921,571
FTEs**	355	355	342

 $^{^{\}star}$ Includes contributions to Employee Benefit Plans.

^{**} Full Time Equivalents.



Senior Management Team

The Library Executive Committee provides corporate leadership and serves as the Parliamentary Librarian's senior advisory and strategic planning forum.



Lynn Brodie
Director General, Information
and Document Resource Service



Dianne Brydon
Director General, Learning and
Access Services



Sonia L'Heureux Assistant Parliamentary Librarian, Parliamentary Information Research Service



Kevin Page Parliamentary Budget Officer



Lynn Potter
Director General, Corporate
Services