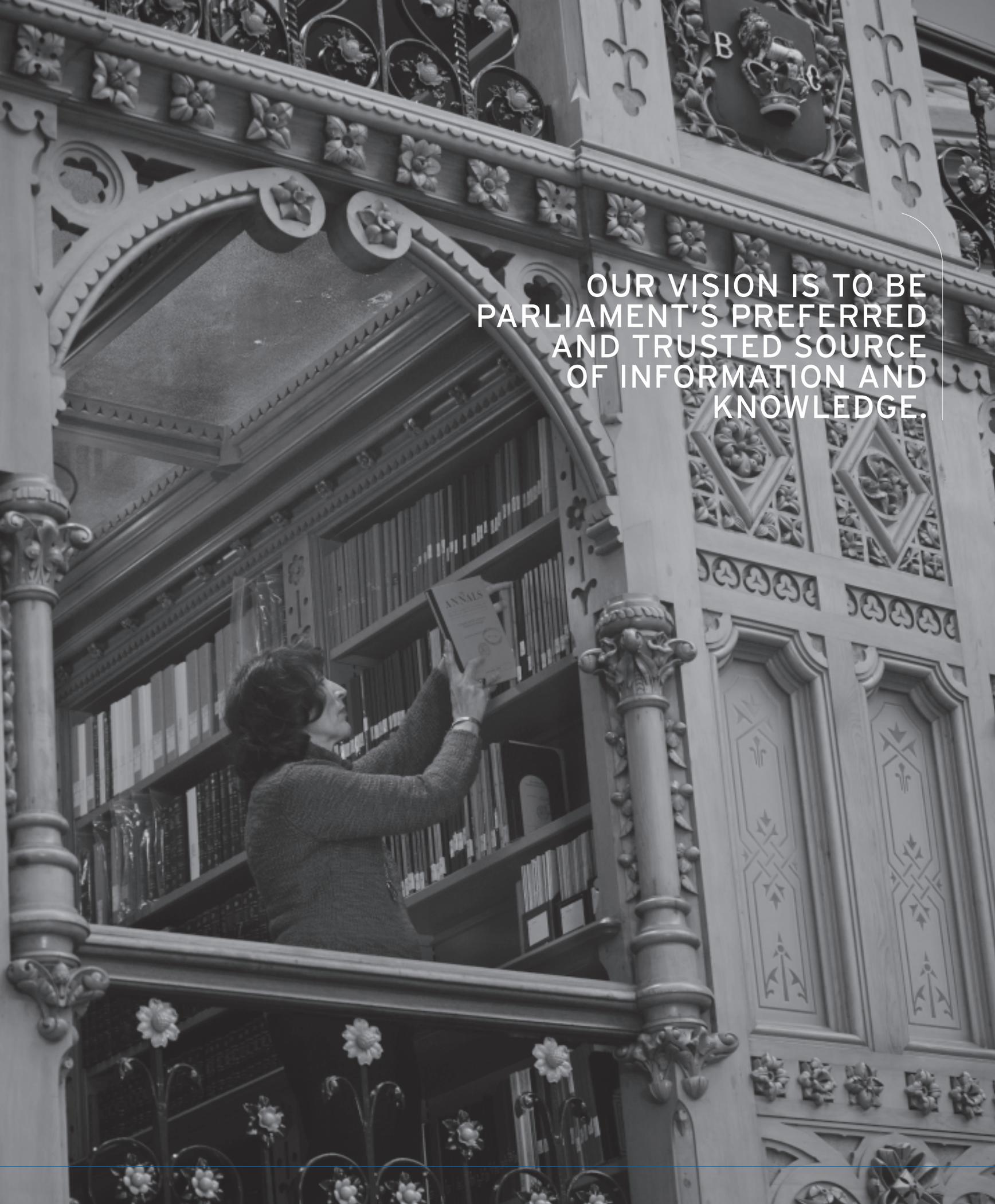




LIBRARY OF PARLIAMENT

# ANNUAL REPORT 2008-2009



OUR VISION IS TO BE  
PARLIAMENT'S PREFERRED  
AND TRUSTED SOURCE  
OF INFORMATION AND  
KNOWLEDGE.

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# MESSAGE FROM THE PARLIAMENTARY LIBRARIAN

The Library has been providing information to parliamentarians for close to 140 years. Since its formal establishment in 1871, its operations have evolved significantly to meet the changing information needs and expectations of parliamentarians. The traditional library functions – collecting, cataloguing, conserving – have been supplemented with research, analysis, information and documentation services. Part of this evolution is the Library's new responsibility to provide analysis to Parliament about the state of the nation's finances, government estimates and trends in the national economy. The Library is also proud to provide information products and services, on behalf of Parliament, that help make Parliament accessible to the public.

In 2008-2009, the Library of Parliament made great strides in addressing the challenges of serving a 21st-century Parliament. The research service was restructured to meet the management challenges of a medium-sized organization and to cope with the impact of the retiring boomer generation. A Reference and Strategic Analysis unit was created to strengthen the links between the reference and research functions of the Library. It also laid the foundations for the development of capacity to better monitor and analyze emerging public policy issues.

The Library takes great pride in its ability to respond to the information and research needs of parliamentarians and other clients. The Library has traditionally depended on its employees' close working relationships and knowledge of parliamentarians' needs to guide it in choosing what services to offer. But with the increase of retirements, and the high number of new parliamentarians brought in by closely-spaced general elections, it has become essential to adopt a more strategic and systematic approach to consultation with parliamentarians and their staff about the value they are seeking from Library products and services. A team was established to determine what our parliamentary clients expect from us and, in collaboration with the firm of Harris/Decima, some 30 parliamentarians were consulted on their expectations and perceptions of the Library.

Broader access to information and digital technology is changing the environment in which the Library operates on many fronts, which requires a radical rethinking of our approach to service delivery. While the direct relationship between parliamentarians and Library staff remains a key element, provision of information and documentation via service points such as Library branches are being supplemented with virtual interactions.

Blackberries, laptops and research tools available on the Web have modified our clients' behaviour and expectations considerably with respect to the so-called traditional services, including training. In the Harris/Decima Perception Audit, parliamentarians expressed their concerns about the Library's ability to maximize the use of technology to conduct its business. The Library acknowledges the inefficiency of maintaining its current multitude of single-purpose applications. It has been addressing modernization of its information technology and systems that will enhance information access and service delivery to its parliamentary clients. One example is the expanded reach of the Library's seminars through online access.

To achieve the objective of being "Parliament's preferred and trusted source of information and knowledge," we have taken a decisive turn to modernize the Library. The result will be an organization more closely tailored to our clients' expectations and better able to confront the challenges they pose.

In conclusion, I want to thank the staff of the Library and the management team for their continued support, dedication and hard work.



William R. Young  
Parliamentary Librarian



# SECTION 1: RAISON D'ÊTRE

## MISSION

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

## VISION

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

## STRATEGIC OUTCOMES

- Parliamentarians are better informed.
- Parliament's institutional memory is preserved for future generations.
- Canadians gain a better understanding of Parliament.

# SECTION 2: OVERVIEW OF THE ORGANIZATION

Like any dynamic organization, the Library has evolved over the years to meet the changing needs and expectations of our stakeholders. It has adopted new technologies, changed the way it does business and found new ways to collaborate with like-minded organizations.

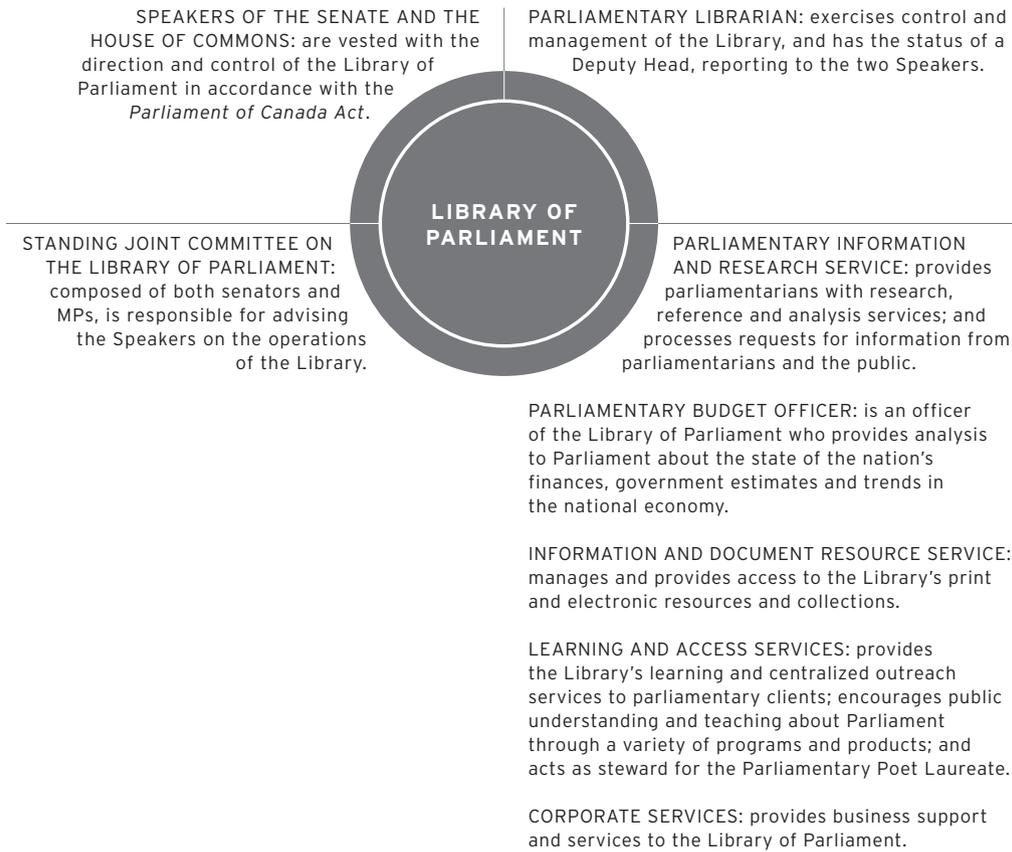
## OUR CLIENTS

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

## OUR SERVICES

- Provide customized research and analysis to parliamentarians and their staff.
- Keep parliamentarians informed and up-to-date, and deliver need-to-know news.
- 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 collections.
- Help parliamentarians inform Canadians about Parliament and the issues before it.

## OUR STRUCTURE



# SECTION 3: OPERATING ENVIRONMENT

The year 2008-2009 was not typical for the Library of Parliament given the October 2008 general election and the prorogation that followed in December 2008. This resulted in a shorter than usual sitting period for both the Senate and the House of Commons which, in turn, had a direct impact on the Library's work with regard to the type and distribution of requests for products and services for parliamentarians and their staff.

## CHALLENGES AND RISKS

### TECHNOLOGY AND INFORMATION

According to the findings from the Harris/Decima Perception Audit, parliamentarians and their staff are increasingly technologically savvy and expect a wider range of electronic services. However, the Library was seen as lagging when it came to implementing electronic technology. Digital technology is also changing the environment in which employees conduct their work. As digital imaging technology has advanced, so have opportunities for preservation of documentation and irreplaceable artefacts.

As an organization based on providing and preserving information, it is essential that the Library respond to its clients' expectations

with regard to accessing information and a digitally-based collection. Ensuring information is delivered using the parliamentary client's preferred means, and with ease of navigation, requires the modernization of the functionality and usability of the Library's underlying technology platform. Additionally, the need to maintain a multitude of single-purpose applications results in Library staff working with inefficient processes and inadequate tools.

### PEOPLE AND DEMOGRAPHICS

The Library exists to serve Parliament and parliamentarians' information needs and is directly impacted by factors affecting Parliament itself. Successive minority governments have resulted in many new members of Parliament entering the House of Commons. In the 40th Parliament, almost one quarter of Canadian MPs are newly elected, and two-thirds have less than five years experience. Only three percent have more than 15 years experience.<sup>1</sup> Not surprisingly, the Perception Audit indicated that the Library must make a more concerted effort to promote its services – and their benefits – to all parliamentarians and to external stakeholders. The Library has taken a more proactive approach in promoting its services and offered sessions aimed at informing clients about issues facing Parliament. This approach meant enhancing the Library's learning services to include the new orientation session after a new Parliament plus

<sup>1</sup> The Public Policy Forum (PPF) report released May 2009 entitled *(Less) Male, (Even Less) Educated, (Even Less) Experienced & (Even More) White*.

offering other sessions aimed at keeping clients up to date on the Library's resources.

Attracting and retaining employees in a variety of expert fields continued to be a challenge and a priority for the Library. To work effectively within the Parliamentary environment requires specialized skills and knowledge. These are acquired over a number of years from training and experience, and include key elements such as judgment, ability to build consensus and discretion. Knowledge of this type is not easily replaced and the impact of staff turnover can be significant. A tight labour market and stiff competition from the private and public sectors makes replacing these employees even more difficult. With a number of retirements and new hires, it is essential that the Library provide new staff with timely access to orientation and training programs to accelerate the knowledge transfer process.

### **ESTABLISHING THE PARLIAMENTARY BUDGET OFFICER FUNCTION**

The *Federal Accountability Act* amended the Parliament of Canada Act in 2006 to establish, within the Library of Parliament, a position to be known as the Parliamentary Budget Officer (PBO). The PBO's mandate is to provide

independent analysis to Parliament on the state of the nation's finances, the government's estimates and trends in the Canadian economy; and upon request from a committee or parliamentarian, to estimate the financial cost of any proposal for matters over which Parliament has jurisdiction.

As this is the first PBO within Canada's parliamentary community, several challenges arose in putting the Officer's legislated mandate into practice. In response, the Parliamentary Librarian and the PBO undertook extensive consultations with senators, members of Parliament, key parliamentary committees, retired and current senior bureaucrats, think tanks, academics and peer organizations in other jurisdictions. In addition, it was agreed that the Joint Committee of the Library of Parliament (BILI) undertake a study on the Library of Parliament and the Office of the Parliamentary Budget Officer. Despite the challenges, the PBO made every effort to ensure that parliamentarians were well supported to hold the government to account for the good stewardship of public resources.



IN 2008-2009, THE LIBRARY  
OF PARLIAMENT MADE GREAT  
STRIDES IN ADDRESSING THE  
CHALLENGES OF SERVING A  
21<sup>ST</sup> CENTURY PARLIAMENT.

# SECTION 4: STRATEGIC PRIORITIES

During 2008-2009, the Library focused on three Strategic Priorities:

1. Modernize our knowledge management capacity.
2. Strengthen our management support capacity.
3. Operationalize a new Parliamentary Budget Officer function.

## HIGHLIGHTS OF KEY ACCOMPLISHMENTS

### PRIORITY 1:

## MODERNIZING OUR KNOWLEDGE MANAGEMENT CAPACITY

### Taking a multidisciplinary approach

The complexity of the topics with which Parliament deals, and the expansion of available information, requires the Library to rethink its processes and re-align its resources to perform more effectively. To meet these challenges, and above all to maintain the quality of its information and services, the Library restructured its Research Service to support

committees tackling related issues. The changes were aimed at creating a team-based culture based on flexibility, collaboration and knowledge transfer among analysts.

- A total of 11 multidisciplinary teams with a variety of backgrounds have been set up under the direction of experienced chiefs that strive to balance continuity of support with the level and type of expertise required. The teams serve committees from both the Senate and House of Commons, with each member of the team equipped to serve as a back-up for his or her colleagues when required. Each team also benefits from access to the vast information resources, reference specialists and expertise across the Library.

### Identifying emerging issues

- A Strategic Analysis Unit was established to foster the development of tools and approaches supporting collaborative work across the Library. Among other things, the unit is working at harnessing information to assist the identification of emerging issues.
- A number of publications on a wide range of topics were produced, including two compendia on major issues of interest to parliamentarians. A first compendium on the Arctic highlighted a wide range of Canadian and international perspectives on the northern region; and a second one on the shared interests and concerns related

to Canada and the United States was issued shortly before the Ottawa visit of U.S. President Barack Obama.

### **Building partnerships**

- The Library is an active member of the International Federation of Library Associations and Institutions (IFLA).<sup>2</sup> In conjunction with the IFLA conference held in Quebec City, the Library hosted a pre-conference in Ottawa in August 2008 for the Library and Research Services for Parliaments Section. The theme of the pre-conference was "Legislative Libraries: Partners in Democracy" with a focus on how parliamentary libraries and research services work to assist Parliament, parliamentarians and their staff to make the democratic process more effective. About 120 officials, librarians and researchers representing over 40 international, national, and sub-national legislative libraries participated. This pre-conference was an important step towards developing closer effective partnerships and for many participants it was an excellent professional development opportunity.
- Along with IFLA, the Inter-Parliamentary Union (IPU) and the Association of Secretaries General of Parliaments (ASGP), the Library also co-organized a one-day meeting in Geneva, Switzerland in October 2008 on the theme "Informing Democracy: Building Capacity to Meet Parliamentarians' Information and Knowledge Needs" to discuss the challenges faced by parliaments in obtaining the information and knowledge they require to function effectively. The contributions of several Canadian parliamentarians were invaluable for participants seeking to learn more about our clients' needs and expectations.
- The Library launched two initiatives: the Visiting Scholar and the Distinguished Visitor Lecturer. Librarian-Scholar Tim

Mark was invited to the Library as Visiting Scholar. He spent six months researching and writing about digital preservation, drafted a Digital Agenda for the Library and shared his expertise with our group of librarians. Dr. Peter H. Russell, Professor Emeritus, University of Toronto, was invited as Distinguished Visitor Lecturer to lead a discussion on the subject of minority government.

- The Library participated with the Senate and House of Commons in the Parliamentary Officers Study Program to provide an opportunity for senior parliamentary staff from foreign legislatures and Canadian jurisdictions to learn how Canada's Parliament works. Separate programs were also organized for 15 groups of individuals, including visitors from Nigeria, Saskatchewan, Ghana, Ireland, United States (Congressional Fellows), Mexico, Uganda, South Africa, Chile, China, Russia, Egypt, India and Cambodia.

### **Increasing access to information resources**

- The Library initiated a cross-service working group to help streamline its service processes. The working group identified a range of short-term process improvements including the introduction of electronic workflow, enhanced tracking and reporting on activities, and new templates to standardize, simplify and accelerate the production and delivery of Library research products and publications for parliamentary clients.
- Working towards a modern set of integrated information systems that will better serve the needs of the Library and its parliamentary clients, a group of Subject Matter Experts (SME) and a working group identified the parameters of a single client request tracking system tailored to the information management and record-keeping objectives of the Library. This system will replace the

<sup>2</sup> The International Federation of Library Associations and Institutions (IFLA) is the leading international body representing the interests of library and information services and their users. It is the global voice of the library and information profession.

Library's current in-house systems with leading-edge technology that will improve the efficiency of researchers, librarians, and technicians and will improve the quality of the information captured and track the responses to the client.

- A two-year project to upgrade data in the online catalogue was completed. Subsequent to numerous collection moves and software migration, the Library provides the most accurate and complete data available.
- The Library unveiled its revised E-Resources page on Parliament's internal website, Intraparl. This modern portal brings together all library-evaluated, licensed and free electronic resources in one window. It received close to 43,000 searches last year, an almost 21 percent increase over the previous year.
- Work began on a single organization-wide taxonomy that will enable users to search information by subject across all Library resources. This taxonomy will also provide a bridge between various planned IM/IT initiatives.
- In response to the introduction of Bill C-61 – an act to amend the *Copyright Act* – the Library created a working group to examine how the new legislation could affect its services to Parliament. As part of this study, it contracted one of the country's leading experts on copyright to ensure that the Library understands the specifics of this agreement and its level of compliance with current legislation.

#### **Strengthening stakeholder relations**

- A perception audit was conducted on behalf of the Library to investigate the current awareness, perceptions, needs and expectations of its clients, stakeholders, staff, and certain audiences among the general public. By evaluating and identifying the key drivers behind each of the audiences queried, the Library increased its knowledge and understanding of key areas for improvement.

- The Library offered ongoing orientation for new and returning senators and members of Parliament following the 2008 General Election. It developed a variety of materials to promote its print and electronic services, including an updated version of the *Guide to Library Services* and a portal to the Library's services on the Intraparl.
- As the Library moved to integrate its client services and align products and services with client needs, the publishing, editing and design functions were consolidated to help minimize duplication and to allow for a comprehensive new publications program that will benefit clients. As a result, the Products and Services Forum was created. This Forum provides oversight and strategic direction regarding products intended for dissemination either to parliamentary clients or to the public at large.
- An inventory of all products and services was developed to determine which are of most value to parliamentarians and their staff.
- An action plan was developed to enhance the Library's seminar series. Evaluation forms were used to measure stakeholder satisfaction and determine the direction for future programming.

#### **PRIORITY 2:**

## **STRENGTHENING OUR MANAGEMENT SUPPORT CAPACITY**

#### **Consolidating policy and planning**

- The Library consolidated its corporate services function, increased its policy and planning capacity and established a planning committee of Library specialists and managers.

- The Library revised and implemented numerous policies and guidelines to ensure better service. For example, it developed guides containing information on the services to which different client groups are entitled and updated the Collection Development Policy.

#### **Strengthening management support**

- Human and financial resources training was offered to all new managers and the Library's research and analysis services piloted a professional development and training week for its staff.
- A leadership development program, launched in 2007, provided librarians with the opportunity to fill a variety of acting managerial and senior positions.
- Research team leader positions were created to provide staff with ongoing mentoring and guidance.
- A review of the Library's reference practices began identifying best practices and challenges faced by the Library's reference employees.
- A three-year Human Resources Strategy was developed to include a management development program, continuous learning, succession planning and language training – to ensure that knowledge and expertise remain within the Library.

#### **Rebooting our IT capacity**

- A new IT directorate was established to centrally manage its IT function, support the development of its electronic products and services, and direct the Library's information management strategy and plan.
- The Library worked closely with the Senate and House of Commons to streamline the way it shares parliamentary information and modernize precinct-wide IT practices. For example, the Library chaired the

Committee (PIMC) that comes together to ensure a coordinated effort towards improving service to parliamentarians.

#### **Securing appropriate accommodations**

- A major accommodation project to consolidate Library staff from various locations was completed. Nearly 300 staff moves and office set-ups were carried out. As a result, 65 percent of Library staff now work out of the same location, occupying two fewer buildings.

#### **PRIORITY 3:**

## **OPERATIONALIZING THE PARLIAMENTARY BUDGET OFFICER (PBO)**

The first Parliamentary Budget Officer (PBO), Kevin Page, was appointed in March 2008. Working with a staff of 13 skilled economists and financial analysts, the PBO produced over 20 reports for parliamentary committees and individual parliamentarians. Two of these reports were firsts of their kind: a horizontal costing of Canada's involvement in the Afghanistan war; and a capital budget model and fiscal costing of the Aboriginal educational infrastructure. The PBO also developed a short-term work plan that included an update of the current economic and fiscal situation, followed by regular economic and fiscal updates every quarter. In addition, the PBO provided regular analysis of how the government's stimulus budget was being implemented in order to improve budgetary reporting and oversight practices for Parliament. Moving forward, the Library is confident that the PBO will become an invaluable addition to the organization.



THE LIBRARY TAKES  
GREAT PRIDE IN ITS  
ABILITY TO RESPOND TO  
THE INFORMATION AND  
RESEARCH NEEDS OF  
PARLIAMENTARIANS  
AND OTHER CLIENTS.

# SECTION 5: YEAR IN REVIEW BY STRATEGIC OUTCOME

## STRATEGIC OUTCOME 1

### PARLIAMENTARIANS ARE BETTER INFORMED

#### BUSINESS LINE 1.0: KNOWLEDGE CREATION

Description	Expected Results	Key Performance Indicators
Provide Parliament with research and analysis services, documentation, data and information for and about Parliament.	Parliament relies on the Library as its main source of non-partisan research, analysis and information.	Parliamentarians use the Library services for their information needs.

Parliamentary client base supported by the Library		Committees and Associations supported by the Library	
Senators	105	Committees*	Senate 20
MPs	308		House of Commons 31
Total	413		Joint 2
		Total	53
		Parliamentary Associations	12

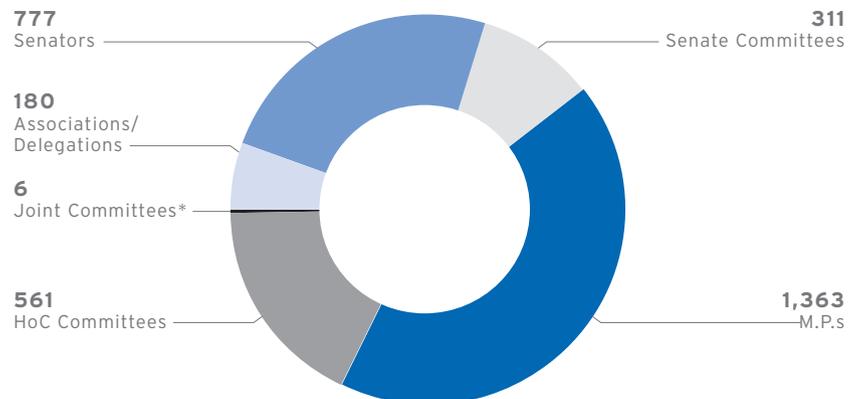
\* Includes sub-committees other than those focused on agenda and procedure.

## HIGHLIGHTS:

### Supporting parliamentarians in the conduct of their parliamentary duties

- The Library received requests for research from 67 senators and 271 MPs over the course of the year.
- 81 Library analysts completed nearly 3,198 requests for work from parliamentarians, associations and committees from both the Senate and the House of Commons.
- Almost 900 of the research requests were received from 20 Senate and 31 House of Commons committees<sup>3</sup> and two joint committees, and analysts devoted approximately 45,840 hours to these committees, and drafted 39 committee reports.
- Analysts provided expertise to 12 parliamentary associations and delegations, devoting almost 4,650 hours to them.
- Over 600 files were processed for the Standing Joint Committee for the Scrutiny of Regulations.
- 86 new research publications were drafted for parliamentarians (and made available to the general public).
- The Library's reference librarians, library technicians and information officers, and clerks responded to approximately 35,200 reference questions and other requests for information from parliamentarians and other clients. This excludes the 3,198 requests completed by analysts as well as requests from the public.
- Summaries of government bills from the 40th Parliament were prepared and made available electronically within 72 hours of the first reading. Access was also provided, where applicable, to the "Royal Recommendations" and "Major Speaker's Ruling and Statements" through links to the Senate Debates or the House of Commons Journals.
- The Library offered parliamentary clients 20 seminars and information sessions on public policy issues (6), accessing various government programs (8), and how to use the Library's desktop resources (6).

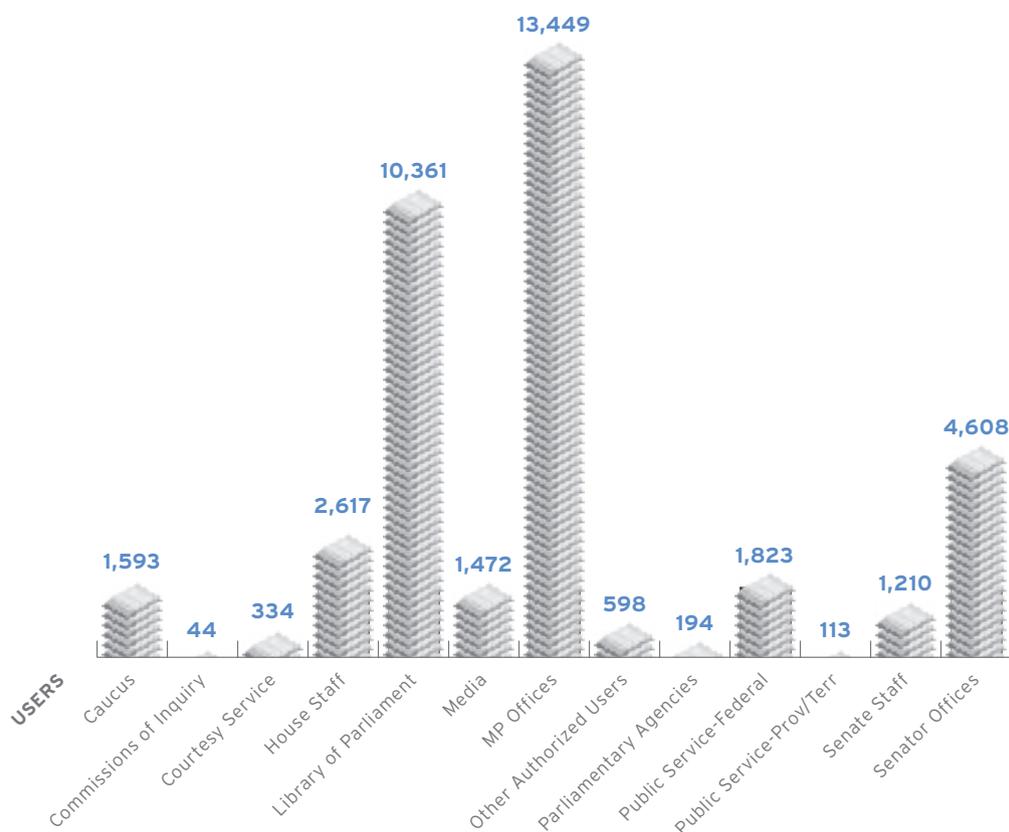
**TABLE 1 – BREAKDOWN OF RESEARCH REQUESTS COMPLETED BY ANALYSTS BY USER TYPE**



<sup>3</sup> A "committee" is a group of parliamentarians, from either the Senate, the House of Commons or both, selected to consider matters, including bills, referred to it by the Senate or the House of Commons. There are several types of committees: standing, legislative, special and joint committees, as well as Committees of the Whole and the Liaison Committee. (Reference: House of Commons website, About Committees - <http://www2.parl.gc.ca/CommitteeBusiness/AboutCommittees.aspx?Language=E&Mode=1&Parl=40&Ses=2>)

**TABLE 2 – INFORMATION ON THE TOTAL NUMBER OF REQUESTS RECEIVED BY THE LIBRARY BY USER TYPE (FY 2008-2009)**

(The number of requests from the general public is captured later in this document under Strategic Outcome 3: Canadians Gain a Better Understanding of Parliament.)



**NOTES:** An additional 46,723 requests were received from the general public. This information is available under Strategic Outcome 3.

**Courtesy Service** – A reference service is generally offered on a quid pro quo basis to other libraries or to clients of other libraries. The Library of Parliament has agreements with Library and Archives Canada and with other federal libraries for consultation of material only available at the Library of Parliament. On occasion, we may also assist a Library visitor (i.e. an officer of parliament from another country or a Library of Parliament consultant).

**Other Authorized Users** – Embassies; Supreme Court; authorized representatives from represented HoC parties; the Parliamentary Centre; international parliaments.

## STRATEGIC OUTCOME 2

# PARLIAMENT'S INSTITUTIONAL MEMORY IS PRESERVED FOR FUTURE GENERATIONS

### BUSINESS LINE 2.0: KNOWLEDGE MANAGEMENT

Description	Expected Results	Key Performance Indicators
Acquire, manage and preserve documentation, data and information for and about Parliament.	Parliament relies on the Library to provide leading edge information resources, as well as the necessary technology to retrieve, disseminate and preserve these resources.	Parliamentarians use the Library's information resources to access its collection.

## HIGHLIGHTS:

### Managing the Library's collection

- The Library ordered approximately 4,560 titles in various formats, and made 83,000 pages of debates, sessional papers and other essential documents available in digital format through its catalogue.
- In accordance with the government's renewed communication policy to strengthen the management of public opinion research through the *Federal Accountability Act*, the Library added the full text of all Government of Canada public opinion research reports – 4,674 reports – going back to 2006 to its catalogue for access to members of Parliament and the press.
- A Memorandum of Understanding was concluded with the House of Commons regarding printing and binding parliamentary papers, enabling the Library to preserve key publications more efficiently.
- As a result of the closure of Library and Archives Canada's (LAC) Canadian Book Exchange Centre, the Library made arrangements with a non-profit organization,

La fondation internationale des cultures à partager, to distribute its outdated materials to developing nations.

### Keeping parliamentarians informed

- ParlMedia is the Library's electronic media monitoring system on the Parliamentary Intranet, which allows eligible users to search the full text and receive media alerts for consultation and research purposes. Of the close to 12,400 users last year, over 1,800 benefited from its alerts and saved searches features.
- The Library piloted a news delivery solution called NewsDesk which allows users to read the full text of current news items on their mobile devices. This pilot project was carried out with a view to updating the media monitoring technology that had been in use since 1998.
- The Library continued to see an increase in the number of downloads of *Quorum* – its daily compilation of Canadian newspapers on current issues of interest to parliamentarians – from 1,941 in 2004 to 6,819 in 2008-2009. Up to 1,450 print copies continue to be distributed daily during session.

- *Radar*, available in both print and electronic formats, highlights news items from the Library's collection on subjects of interest to parliamentarians. The Library published 32 editions, citing a total of 1,980 items. 4,755 requests for *Radar* items were received, the majority of these coming from the Library's analysts and parliamentary offices.

- Hot Topics – an electronic listing of documents and reports in the news that are of interest to parliamentarians and their staff – was continuously updated to remain current and relevant. Two special editions were produced, one on the 2008 federal election and another on coalition governments.

### STRATEGIC OUTCOME 3

## CANADIANS GAIN A BETTER UNDERSTANDING OF PARLIAMENT

### BUSINESS LINE 3.0: KNOWLEDGE COMMUNICATION

Description	Expected Results	Key Performance Indicators
Produce, communicate and disseminate information, products and services for and about Parliament.	Canadians rely on the Library for timely access to accurate information and documentation on Parliament and its representatives, and for making visits to Parliament an enriching experience.	Parliamentarians use the Library resources to communicate information about Parliament, and the public uses the Library resources to access information about Parliament.

### HIGHLIGHTS:

#### Providing information about Parliament

- ParInfo is an interactive database of current and historical information about the institutions, people and events that have shaped Parliament since 1867. The Library improved on ParInfo by signing data-sharing agreements with the following institutions:
  - McGill University
  - Elections Canada
  - McMaster University
- University of Michigan
- Kutztown University
- Oxford University/Washington University
- In partnership with the House of Commons, changes were made to *LEGISINFO* – a key resource for all legislative information needs. It received 49,991 views over the course of the year.
- The Library indexed over 4,470 pages of Senate Committee proceedings.

- A Memorandum of Understanding was signed with Library and Archives Canada (LAC) to digitise debates of the Senate and House of Commons covering the period from 1901 to 1994, when online publishing commenced. (Pre-1901 debates are available at [Canadiana.org](http://Canadiana.org).)
- The Library's information services staff responded to 46,730 enquiries from the general public.

### Visitor Services

#### Visits to Parliament:

- The Library's guides welcomed over 356,000 visitors to Parliament on tours.
- Over 1,370 school tours were given to 51,000 students and teachers.
- Personal (informal) interpretation was offered to 9,600 visitors of parliamentarians and parliamentary staff by guides stationed in the main Library building.

#### Visitor Programs:

- The Library opened a new exhibit in the Main Library entitled "*Canada-France: Imprint on a Country*," which celebrated Quebec's 400th anniversary.

#### Visitor Feedback:

- Over 5,800 comment cards were submitted by visitors, of which 79.4 percent were positive.

### Education Outreach

#### Teachers Institute on Canadian Parliamentary Democracy:

- The 13th annual Teachers Institute (TI) saw a slight increase in the number of applications as a result of increased promotion through the Library of Parliament's educational resources and the Teachers Leadership Program. Exit surveys continue to demonstrate the value of the TI program

among educators, with 97 percent participant satisfaction. The Library would like to acknowledge the Canadian Association of Former Parliamentarians and the Churchill Society for the Advancement of Parliamentary Democracy for providing bursaries to selected participants of the TI.

#### The Teachers Leadership Program:

- The Teachers Leadership Program (TLP) forms a link between Parliament and the education community by extending and enriching its ongoing dialogue with teachers through presentations and in-service opportunities across the country. There were more than 3,500 workshop participants in 2008-2009 at 46 educational conferences across Canada, marking a 31 percent increase from the previous year.

#### Parliamentary Guide Program:

- The Parliamentary Guide Program hired 47 dynamic and engaging university students from across the country to work full-time between May and Labour Day. Nearly 70 students studying in the National Capital Region were hired part-time during the fall-winter season. The Library facilitated the regional diversity of its applicants by placing advertisements in weekly regional newspapers, rather than university newspapers.

#### Research Interns:

- The Library's research services engaged three graduate students to work as interns. Supported by the Canadian Association of Former Parliamentarians, interns undertook a week-long comparative study at a foreign legislature in addition to their regular duties.

### Parliamentary Poet Laureate

- The Parliamentary Poet Laureate encourages and promotes the importance of literature, culture and language in Canadian society. The Library provides administrative support to the Poet Laureate and coordinates the selection process. In December 2008, John

Steffler ended his two-year term as the Parliamentary Poet Laureate. One of Mr. Steffler's projects was the undertaking of a collaborative project with Library and Archives Canada (LAC) to begin work on an online audio archive of Canadian poets reading selections of their poetry.

## LIBRARY OF PARLIAMENT CORPORATE MANAGEMENT

### BUSINESS LINE 4.0: INTERNAL SERVICES

Internal Services are groups of related activities and resources that are administered to support the needs and corporate obligations of the entire organization. These groups are: Governance and Management Support, Resource Management Services, and Asset Management Services. Highlights of achievements in this area are noted and integrated into assisting the Library to achieve its organization-wide Priorities and Strategic Outcomes.

Description	Expected Results	Key Performance Indicators
Provide the administrative support services required to carry out the Library's mission.	The Library optimizes the performance of its professional activities and services through modern and innovative management methods.	Effective and efficient use of Library resources.

### HIGHLIGHTS:

Highlights of achievements for this Business Line are captured throughout the other areas in this section and integrated into assisting the Library to achieve its organization-wide Priorities and Strategic Outcomes.



THE LIBRARY OF PARLIAMENT IS  
A KNOWLEDGE ORGANIZATION OF  
HIGHLY-TRAINED RESEARCHERS,  
LIBRARIANS, INFORMATION  
SPECIALISTS AND OTHER STAFF  
THAT SUPPORT THE WORK OF  
PARLIAMENTARIANS.

# SECTION 6: SUMMARY OF RESOURCE INFORMATION

## LIBRARY OF PARLIAMENT ACTUAL EXPENDITURES

The Library of Parliament is a knowledge organization of highly-trained researchers, librarians, information specialists and other staff that support the work of parliamentarians.

More than three-quarters of the Library's annual budget is allocated to the salaries and wages of its staff.

Library of Parliament	2008-2009					
	Planned Spending		Approved Authorities		Actual Spending	
	FTEs	\$	FTEs	\$	FTEs	\$
Salaries and wages*		\$31,698,000		\$31,699,731		\$30,741,656
Operations		\$7,994,000		\$9,573,819		\$8,627,817
Total	347	\$39,692,000		\$41,273,550	333	\$39,369,473

\* Includes contribution to Employee Benefit Plans.

## SENIOR MANAGEMENT TEAM



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

**1. DIANNE BRYDON**

Director General, Learning and Access Services (Interim)

**2. CYNTHIA HUBBERTZ**

Director, Information and Document Resource Service (Acting)

**3. SONIA L'HEUREUX**

Assistant Parliamentary Librarian, Parliamentary Information Research Service

**4. KEVIN PAGE**

Parliamentary Budget Officer

**5. SUE STIMPSON**

Director General, Corporate Services

**6. WILLIAM R. YOUNG**

Parliamentary Librarian



LIBRARY  
OF PARLIAMENT  
BIBLIOTHÈQUE  
DU PARLEMENT

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