



LIBRARY of PARLIAMENT

BIBLIOTHÈQUE du PARLEMENT

Annual Report

A C C E S S

O U T R E A C H

M O D E R N I Z A T I O N

2013
2014



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Cat. no.: YL1-1/2014E-PDF
ISSN 2292-1745



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Message from the Parliamentary Librarian





The Library exists to serve parliamentarians and Canadians. In 2013–2014, we focused much effort on consulting with parliamentarians, their staffs and all of our clientele about how best to provide the modern products and services they need to do their best work. As one example, we confirmed that parliamentarians and all others who use our products and services increasingly want to use social media tools and mobile devices for interacting with the Library. In response, we made significant progress in our transition to social media platforms and laid a strong foundation for providing digital access to our products and services. These changes will open the door to providing better, more accessible services and information to parliamentarians and the public they serve.

Also in 2013–2014, we saw the transition to a new Parliamentary Budget Officer. I assumed the role of PBO while the search for the new PBO was under way. Thanks to a strong team, we were able to ensure continuity of service after Kevin Page completed his assignment in March 2013. In September 2013, Jean-Denis Fréchette was appointed PBO for a five-year term. Mr. Fréchette brings a strong understanding of the work of parliamentarians and the support they expect in addressing economic and fiscal matters considered by Parliament. I am confident that Mr. Fréchette will ensure that parliamentarians receive the support they expect, as per the legislative requirements of the *Parliament of Canada Act*.

Although the Library has made some hard decisions, driven by the realities of fiscal restraint, we strive to maintain our front-line services by finding efficiencies in the organization. We have succeeded, in part by changing how we share ideas and craft solutions to challenges. We have leveraged the expertise and creativity of our staff by approaching our strategic goals more openly and collaboratively, and we have drawn on that same expertise when reinforcing planning for the challenges facing the Library in the coming years. I have been amazed at the commitment and ingenuity I have witnessed from Library employees at all levels; it is evidence of the power and importance of team building in any organization.

This strong collaborative spirit, along with the implementation of elements of the Library's strategic plan – *Strategic Outlook 2012–2017* – will allow us to continue to deliver effective new products and services for parliamentarians and all Canadians well into the future.

Sonia L'Heureux
Parliamentary Librarian

The Library at a Glance

Who We Are

VISION

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

MISSION

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

STRATEGIC OUTCOME

An informed and accessible Parliament.

I N F O R M A T I O N
K N O W L E D G E

How the Library Is Organized

Speakers of the Senate and
the House of Commons

Standing Joint Committee on
the Library of Parliament

Library of Parliament

Parliamentary Librarian

Service Areas

Parliamentary Information
and Research Service

Parliamentary Budget Officer

Information and Document
Resource Service

Corporate Services

Secretariat

Integrated Client Outreach
and Digital Access

SPEAKERS OF THE SENATE AND THE HOUSE OF COMMONS	Vested with the direction and control of the Library of Parliament in accordance with the <i>Parliament of Canada Act</i> .
STANDING JOINT COMMITTEE ON THE LIBRARY OF PARLIAMENT	Composed of Senators and of Members of Parliament, responsible for advising the Speakers on the operations of the Library.
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 oversees the Library's public education programs and seminars for parliamentarians and their staffs. This service area is also the steward for the Parliamentary Poet Laureate.
PARLIAMENTARY BUDGET OFFICER	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; compiles and disseminates historical information about Parliament and parliamentarians.
CORPORATE SERVICES	Provides business support and services to the Library of Parliament.
INTEGRATED CLIENT OUTREACH AND DIGITAL ACCESS	Leads a transformative initiative to develop a Library-wide approach to improving outreach and increasing digital access to Library resources, products and services for parliamentarians and the public the Library serves on their behalf.



What We Do

The Library of Parliament has five key responsibilities:

1. Provide customized research and analysis to parliamentarians and their staffs
2. Supply parliamentarians, parliamentary committees and associations with the information they need to examine the issues of the day, consider legislation and hold the government accountable
3. Preserve Parliament's documentary heritage and ensure access to its collections
4. Keep parliamentarians informed and up to date, and deliver relevant news and information
5. Help parliamentarians inform and educate Canadians about Parliament, its role and traditions, and the people and events that have shaped the institution since 1867

Who We Serve

1. Parliamentarians and their staffs
2. Parliamentary committees and associations
3. Organizations that support Parliament
4. The Canadian public on behalf of parliamentarians

Parliamentarians Supported by the Library of Parliament*

SENATORS	105	413 TOTAL
MEMBERS OF PARLIAMENT	308	

* These numbers can vary from year to year due to Senate or House of Commons seats becoming vacant.

Committees* and Associations Supported by the Library of Parliament

SENATE COMMITTEES	17	46 TOTAL
HOUSE OF COMMONS COMMITTEES	27	
JOINT COMMITTEES	2	

PARLIAMENTARY ASSOCIATIONS 12

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

The Year in Review

A Focus on Connections and Quality

Reaching out via social media

The Library provided parliamentarians and other users of its products and services with opportunities to interact on social media platforms, both to improve their day-to-day business activities and to connect more effectively with the Library. By using social media, the Library improved its engagement not only with parliamentarians, but also with teachers, students and other Canadians interested in learning more about Canada's system of government.

Commitment to excellence in serving parliamentarians and the public

As part of the commitment of the Library to remain Parliament's most trusted source of knowledge, its staff and managers focused on providing high-quality, timely and non-partisan information to parliamentary committees and associations, as well as to individual parliamentarians. The Library implemented a series of targeted initiatives designed to review and strengthen the quality of research and analysis products, committee draft reports, reference services and translated documents. Feedback from parliamentarians regarding all of the Library's products and services was overwhelmingly positive. For example, 94% who provided written evaluations of research projects indicated that the research prepared by Library analysts met their specific needs, and 95% of respondents rated the quality of research projects as either excellent (79%) or very good (16%).

A collaborative and creative Library staff

More than any other year in recent memory, 2013–2014 was one in which the Library placed a premium on leveraging the expertise and commitment of its world-class staff to realize the priorities of its strategic plan, *Strategic Outlook 2012–2017*. The Library engaged staff in creative ways, such as through open house forums, by providing opportunities to join working groups devoted to the Library's strategic priorities and by giving employees regular access to senior



management. In this way, the Library shifted tangibly toward a culture that values the perspectives and expertise of all staff. The result is an organization with great energy, ingenuity and optimism for the future.

Training the next generation of research staff

To support the Library's strategic objectives of ensuring product quality and managing the institution's talent, staff from a number of the Library's service areas worked together to develop an orientation and training program for Library analysts and research assistants. The program's modules focus on the full range of work activities typically undertaken by analysts and research assistants. They are available on the Library's internal website, which enables staff to complete the training at their own pace and refresh their knowledge whenever they need to do so. Personnel from the Senate and the House of Commons contributed to the production of the modules.

Customized Research and Analysis

In 2013–2014, the Library's dedicated and highly specialized team of research librarians, economists, lawyers, scientists and political and social scientists continued to provide Parliament with confidential and non-partisan service. Library analysts assisted 46 committees in the Senate and the House of Commons and served as advisors for 12 parliamentary associations. Analysts completed close to 4,500 research requests, which resulted in products that ranged from detailed responses for individual parliamentarians to extensive briefing materials for standing committees. Meanwhile, the Library's reference staff and information officers answered almost 61,000 reference and information questions from parliamentarians and their staffs, as well as from the public.

Non-partisan information for committees

Analysts provide front-line subject matter expertise to parliamentary committees and subcommittees through a full range of customized research, analysis and advice. The role of the committee analyst is highly valued by parliamentarians and their staffs, who are inundated with information from many sources. Committee members rely on analysts to synthesize large quantities of material and sift out any biases, in order to give committees reliable, authoritative and neutral information that is relevant to their mandates and topics of study. Analysts also bring this expertise to parliamentarians' individual research and analysis requests.

Strategic research

Another function of the Library is to research and analyze issues of importance to parliamentarians and to publish the findings. In 2013–2014, the Library released 72 research publications to help inform parliamentarians and the general public. These included in-depth studies of federal policy issues and short briefings on current topics, as well as 21 legislative summaries of bills introduced in Parliament. The Library also prepared, under its Trade and Investment Activity series, 49 profiles of Canada's relationship with selected countries.

Research, Reference and Information Requests Received in 2013–2014*

Requester	Research Requests	Reference and Information Requests**
Senators and their offices	290	2,841
Senate committees	415	53
Members of Parliament and their offices	1,890	11,682
House of Commons committees	862	25
Joint committees	557	1
Associations and delegations	272	84
Senate employees	-	525
House of Commons employees	-	1,555
Library of Parliament employees	-	5,419
Press gallery	-	1,763
General public	-	35,543
Other	213	1,204
Total	4,499	60,695

* 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. "Other" includes, for example, the Translation Bureau, the Parliamentary Centre, international organizations, the Federal Court of Canada, former parliamentarians, Officers of Parliament and other authorized users.

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

The Library of Parliament supplies parliamentarians, parliamentary committees and associations with the information they need to examine the issues of the day, consider legislation and hold the government accountable.

The Library by the Numbers

8,300 in-person visits by parliamentarians, their staffs and other users to Library branches throughout the parliamentary precinct

1,900 requests processed by the Library's media resources technicians

324,000 visitors welcomed on tours, including 58,000 students and teachers; 87% of those surveyed said they had a positive experience

17.5 million page hits - a 36% increase over the previous year - on PARLINFO, the Library's public historical database that informs Canadians about the people, events and institutions that have shaped Parliament since 1867

35,000 enquiries from the public about Parliament

S P O T L I G H T

The Appointment of a New Parliamentary Budget Officer

The past year was one of transition for the Parliamentary Budget Officer (PBO). In September 2013, Jean-Denis Fréchette was appointed PBO following a five-month period during which the Parliamentary Librarian held the post and ensured continuity of service.

Throughout the year, the PBO maintained its high standard of service, publishing 25 reports on the state of the nation's finances and trends in the national economy as well as many analyses of policy and program costs, and appearing periodically before parliamentary committees. These reports and others can be found on the PBO website. The PBO has extended its outreach to parliamentarians through PBO podcasts and the PBO Twitter account.



The Specialized Work of the Parliamentary Budget Officer

The Parliamentary Budget Officer provides independent analysis to Parliament about the state of the nation's finances, reports on trends in the national economy and analyzes specific policies or programs considered by Parliament. This work informs parliamentary debates, and in some cases, leads to adjustments in the government's policies and programs.

Fiscal sustainability of governments

In September 2013, the PBO published an annual *Fiscal Sustainability Report*. This report assesses the long-term consequences of demographic pressures on the Canadian economy and the public finances of the federal government, subnational governments and the Canada and Quebec pension plans. The 2013 report found that while the federal government has fiscal room to meet the challenges of an aging population, subnational governments must make significant policy changes to put public debt on a sustainable path.

Economic and fiscal outlooks

Also in the fall of 2013, the PBO released its *Economic and Fiscal Outlook Update*, as well as a revised set of projections, following the government's fall update and the release of fiscal year end results. In its update projections, the PBO forecast significantly higher surpluses than were contained in the Budget 2014 projections and identified for the first time that the government's freeze on Employment Insurance premium rates would keep rates higher than necessary in 2015 and 2016, contributing to the budget surplus. The annual *Economic and Fiscal Outlook* and its fall update are prepared in response to a 2011 motion by the House of Commons Standing Committee on Finance. The PBO appeared twice on this matter before the parliamentary committee, in April and October 2013.

Estimates

In 2013–2014, the PBO published its quarterly analyses of the supplementary estimates for the current fiscal year and its annual analysis of the main estimates for the 2014–2015 fiscal year. These analyses are important for parliamentarians and the media, because they distill the estimates into credible, digestible messages. They also give parliamentarians a starting point for understanding the estimates and confidence that the spending they are being asked to approve does not contain any unexpected elements.





Federal public service wage growth

In October 2013, the PBO released a report on federal public service wage growth. The report showed that changes in classification and real wage growth had little bearing on overall labour cost growth, and that rising labour costs were instead driven by increased levels of employment and inflation.

Fiscal impact of the spending plan for the Last Post Fund

In November 2013, the PBO published an analysis requested by the Member of Parliament for Charlottetown, Sean Casey, on the fiscal impact of the spending plan for the Last Post Fund announced as part of Budget 2013. In *Fiscal Analysis of Veterans' Funeral and Burial Benefits*, the PBO stated that because the eligibility criteria for the program were so restrictive, the agency would spend less than a third of the funding allocated to it.

Absenteeism in the public service

In February 2014, the PBO published an analysis of absenteeism in the federal public service which had been requested by the Member of Parliament for Ottawa Centre, Paul Dewar. This analysis was requested to understand and review claims by the President of the Treasury Board that sick leave reform was necessary. The PBO's report found that public servants use an average of 11.5 days of paid sick leave per year, and that the 18.2-day figure cited by Minister Tony Clement included unpaid sick leave. It also found that there was substantial variance in the use of sick leave by department, which made averages somewhat misleading.

Labour Market Assessment

In March 2014, the PBO published its second *Labour Market Assessment*. In examining employment as a factor that contributes to Canada's prosperity and is of profound importance to Canadians, the PBO had to build new relationships and discover new data sources, which will form the groundwork for annual updates. This report found no evidence to support the assertions that there is a labour shortage that would justify the Temporary Foreign Worker Program.

S P O T L I G H T



Welcoming the New Parliamentary Poet Laureate

Michel Pleau was appointed as Canada's sixth Parliamentary Poet Laureate in January 2014. The role of the Poet Laureate, a position that federal legislators created in 2001, is to encourage and promote the importance of literature, culture and language in Canadian society and to draw attention to poetry and its role in our lives.

Mr. Pleau is a lifelong poet and creative writing lecturer who has published nearly a dozen books and won several awards. These include a Governor General's Award for poetry in 2008 for his book *La lenteur du monde*. Pleau's most recent work, *Le petit livre de l'été*, was a finalist for the Prix des abonnés, which is awarded by the Bibliothèque de Québec.





Our Key Accomplishments

Moving Forward with *Strategic Outlook 2012-2017*

In 2013–2014, the Library began to deliver significant work in support of its strategic plan, *Strategic Outlook 2012–2017*. The plan, released in 2012–2013, focuses on four key areas of priority: increasing digital access, improving client outreach, managing the Library’s talent, and ensuring the best possible quality in all Library work.

Modernized Service, Improved Access

Organizations that take communication seriously are adapting – in some cases revolutionizing – the ways in which they deliver information to users. The Library is no exception. In 2013–2014, it undertook many service improvement activities, including the establishment of a strong foundation for improving digital access to its products and services. Concurrently, it expanded its use of social media channels to more effectively recruit employees, disseminate its products and services, and deliver public education. During the fiscal year, 95% of items added to the Library’s catalogue were electronic, because of the licensing of a large collection of e-books.

A strategy for managing and preserving digital content

In the summer of 2013, the Library approved a digital preservation strategy that focuses on priority setting for digital content and allows for the effective management and preservation of the content, both through partnerships and through its own infrastructure. For example, the *Historical Debates of the Parliament of Canada* digital portal is delivered by a collaborator who is in the process of gaining certification as a trusted digital repository, in line with international standards. Within the Library, a comprehensive review was conducted to determine what is required to improve the institution’s infrastructure for digital preservation. It was concluded that the Library will be able to proceed using existing systems. The continued implementation of the digital preservation strategy will ensure effective management and reliable delivery of key content.

S P O T L I G H T

Parliament's History Comes to Life on the Web

In 2013–2014, the Library completed a key project to preserve, digitize and improve access to Parliament's documentary heritage. The *Historical Debates of the Parliament of Canada* digital portal provides access to a consolidated and full-text searchable collection of Senate and House of Commons debates from 1867 until coverage on the Parliament of Canada website begins in 1994 (House of Commons) and 1996 (Senate). The service is free to the public and available in both official languages.

The portal significantly increases Canadians' access to Parliament's documentary history. With more than 1,500 volumes of digitized debates of the Senate and House of Commons, the portal has had more than a million page views since its release in late November 2013.





Key content includes parliamentary publications of a historical nature or those that are otherwise unavailable in digital format. Among these are the Sessional Papers, tabled daily in the House of Commons. The Library receives unique print copies of these papers on each sitting day, digitizes them and makes them available to users on the parliamentary network through its catalogue. In 2013–2014, the Library digitized 591 Sessional Papers; the use of these papers remains high.

The Library's continued digitization of material, coupled with its work in digital management and preservation, are foundational elements in support of the Library's overall goal of increasing digital access to key content.

PARLINFO reaches more users than ever before

PARLINFO, the Library's database containing historical data about the people, events and institutions that have shaped Parliament since 1867, saw a 36% increase in usage in 2013–2014, with more than 17.5 million single-page hits – a record. The increase is related in part to the launch of the @LoPInformation Twitter account, which was created in November 2013 to expand the platforms available to access databases providing information about Parliament.

Sharing the Library's resources

Of the Library's more than 1,000 interlibrary loans, 58% were requests from external libraries to borrow items from the collection, and 42% were requests that the Library made on behalf of users to obtain titles that the Library does not have. The volume of loans increased slightly in 2013–2014, partly in response to the implementation of Strategic and Operating Reviews across all Government of Canada organizations. The Library of Parliament has become a preferred source for obtaining books and publications as a result of reductions in library services elsewhere.

A revitalized conservation program

Key to the Library's work is the preservation of its parliamentary document collections so that parliamentarians and all Canadians can access them with ease. In 2013–2014, the Library bound more than 1,500 volumes of debates, journals and other standard collection items, and conserved nearly 1,100 valuable collection items for the Senate, the House of Commons and the Library.

S P O T L I G H T

Expanding the Library's Social Media Presence

In 2013–2014, the Library reached out to Canadians via social media on an unprecedented scale. It extended the reach of many products, including its research publications and several ongoing programs – such as the Teachers Institute on Canadian Parliamentary Democracy and the Parliamentary Guide Program; products for youth – such as *Explore Our Country*, *Our Parliament*; and new products designed for YouTube, Facebook and Flickr.

The metrics were strong. The Library's public education initiatives benefited from a 60% increase in web page visits to its promoted sites. These results inform the Library on the best strategy to pursue in order to reach the target clientele for its educational products and programs. The Library's social media use enabled it to reach more than 5 million Canadians.





In 2013–2014, the Library’s bindery and conservation staff focused on renewing the Library’s conservation program for its rare books collection. This program includes protecting fragile documents in acid-free envelopes or preservation boxes in addition to repairing frequently consulted books. The Library further improved its preservation program by training staff on how to properly respond to emergencies that affect library collections, such as damages caused by flooding and water infiltration. In addition, key staff received training on handling practices for rare books, and the Library improved the way in which it monitors its collection stacks for temperature, humidity and other preservation risks. It also purchased a preservation-grade scanner to increase its ability to digitize documents stored in various locations.

An Integrated Approach to Outreach and Awareness

Learning from parliamentarians

In 2013–2014, the Library developed an integrated framework for increasing digital access, coordinating outreach to users, and evolving services in line with the needs and expectations of parliamentarians and their staffs. Using this framework, an information architecture for the Library’s web presence was established and a prototype for presenting web-based Library content to parliamentarians was developed and tested with users. The changes, to be implemented in time for the 42nd Parliament, will provide a faster, easier and more intuitive experience for Library users and will enhance awareness of the Library’s resources, products and services.

The Library also consulted with parliamentarians on specific initiatives, such as increasing the use of tablets and e-books in the Senate and accessing the Library’s products and services via mobile devices. It implemented and experimented with various initiatives to respond to these practices, including by adapting its document-delivery system to accommodate the paperless Senate and House of Commons committees, providing Senators with access to e-books via their tablets, and developing a mobile-device-friendly version of *Quorum*, the daily compilation of news items.

Recognizing a valuable holding

The Library holds a number of rare and valuable books, the most precious of which is a copy of *The Birds of America*, by John James Audubon. The fall 2013 edition of *Beyond the Hill*, the journal of the Canadian Association of Former Parliamentarians, includes a special feature on the Library's copy of this precious set. As noted in the article, *The Birds of America* has been called the world's greatest picture book. Its 435 plates are bound into 17 volumes in which Audubon characterized 1,065 birds.


Informing teachers about Parliament

In 2013–2014, 85 outstanding teachers from across Canada participated in the 17th session of the Teachers Institute on Canadian Parliamentary Democracy, which is organized by the Library. The Institute provided participants with an intensive professional development opportunity that enabled them to get an inside view of the workings of Parliament. The teachers met with parliamentarians, and they experienced Parliament first-hand. Following the conference, surveys showed that all of the respondents were satisfied with their experience.

The Library designed an online survey to collect valuable information from participants in the Teachers Institute during the past five years. In October, alumni were asked to describe the long-term effects that the program has had on their teaching. One hundred percent of respondents said that they had shared information about the program with other teachers, 95% said that the Teachers Institute empowered them to encourage their students to become more active citizens, and 85% said that they have spent more time teaching about parliamentary democracy.

Parliament 101

Parliament 101 is a workshop on Canadian parliamentary democracy aimed at student teachers and offered on university campuses in various parts of the country. Its goal is to equip a large number of future teachers with the knowledge they need to teach about Parliament in their classrooms and to encourage students to become fully engaged as Canadian citizens. In 2013–2014, the workshop was offered at Université de Saint-Boniface in Winnipeg, Acadia University in Wolfville, Nova Scotia, and



the University of Ottawa, and 165 student teachers took part. Ninety-five percent of the participants reported that they were satisfied with the workshops, which were the first since an initial pilot phase in 2012–2013. The program will continue in 2014–2015.

Hosting delegations

The Library welcomed 11 parliamentary delegations taking part in study visits and special events in 2013–2014. The delegations hailed from around the globe, from countries including Uzbekistan, Burma, Lesotho and Vietnam. Groups also included the U.S. Congressional Fellows, members from the Thailand House of Representatives and members from the Senate of Kenya. A number of representatives of the Library made presentations to the two Parliamentary Officers' Study Program sessions offered in 2013–2014. The Library also hosted the annual meeting of the Association of Parliamentary Libraries in Canada in July 2013.

Teachers Embrace Twitter

Participants in the 2013 Teachers Institute on Canadian Parliamentary Democracy were eager to use Twitter to share pictures, thank parliamentarians and promote the program's resources to their communities and students. Throughout the week that the Teachers Institute took place, 47 participants tweeted a total of 234 times. Here are a few of the things teachers said.

jeff anderson @jeffanderson321 · Nov 4
Democracy burning brightly on the Hill. Plato was right.
[#tife2013](#)

Classe de Mme Curtis @BCECurtis · Nov 6
Full day at [#tife2013](#) - learning about government workings & how bills are formed! Lots to share w/[@beachycoveelem](#)

S P O T L I G H T

Using Social Media to Attract Talent

In 2013–2014, the Summer Parliamentary Guide Program received a record number of applications, which can be attributed to the Library's focus on using social media to reach out to candidates. The program provides university students with the opportunity to work as tour guides welcoming visitors to Parliament. For the summer 2014 program, the Library received close to 480 applications for Centre Block tour guide positions and hired 40 students.





Welcoming visitors to Parliament

Library tour guides help visitors learn about the parliamentary process and the role of Canada's Parliament in the lives of Canadians by facilitating visitors' experiences and enabling them to learn about Canadian and parliamentary history, including the art and architecture of the Parliament buildings.

The parliamentary guides welcomed more than 324,000 visitors on tours of Centre Block in 2013–2014, including nearly 58,200 students and teachers. Meanwhile, 213,000 visitors toured the Peace Tower and Memorial Chambers. Eighty-seven percent of the 5,200 comment cards that visitors completed reflected a positive experience.

A team of dynamic East Block guides delivered tours to nearly 10,680 visitors to the East Block heritage rooms in 2013, between 2 July and Labour Day.

A new location to welcome visitors

The Library worked collaboratively with Public Works and Government Services Canada, the Royal Canadian Mounted Police (RCMP) and the RCMP Foundation to establish a new facility to welcome visitors. The joint pilot project created a new hub for visitors at 90 Wellington Street, which operated during the busy 2013 summer season. This prime location across from Parliament Hill was the first stop for obtaining tickets and visiting Parliament.



Carefully preserving the Library's heritage

In 2013–2014, the Library received one of the inaugural Ecclesiastical Insurance Cornerstone Awards for Building Heritage from Heritage Canada The National Trust. The prize was created to bring national attention to excellence in the regeneration of heritage buildings and to acknowledge the people who have contributed to such projects. The Library's award, which it won under the Adaptive Use/Rehabilitation category for its work on the Main Library Building, recognizes the exemplary work done during the Library's restoration, begun in 2002 and concluded in 2007. In particular, the award recognized the sensitivity and creativity applied during the rehabilitation to preserve the heritage value of the site while making it possible to use the Library in a contemporary setting.



Reaching Canadians online

The web

In 2013–2014, more than 353,000 people visited the Library’s *Discover How Canadians Govern Themselves* website – an 81% increase over the number of visits in 2012–2013. The site uses images, videos, puzzles and quizzes to explain Canada’s system of government and how Parliament works. It complements the content in *How Canadians Govern Themselves* by the late Senator Eugene Forsey, now in its eighth edition.

More than 520,000 people visited the Library’s *Education* website and affiliated pages in 2013–2014, spending an average of nine minutes on the site.

The *Historical Debates of the Parliament of Canada* digital portal has had over one million page views since its release in November 2013.

The Library’s holdings of research publications on its public site received 1.6 million views in 2013–2014. The research publications produced by the Library are accessed by parliamentarians, scholars, researchers, academics, teachers, journalists and the general public.

Twitter

In 2013–2014, the Library added the Twitter account @LoPInformation to its marketing toolbox to share information about the events and people that have shaped Parliament since 1867. The account relates interesting facts and anecdotes, which are drawn from the rich holdings of PARLINFO and the new *Historical Debates of the Parliament of Canada* digital portal. The Parliamentary Budget Officer Twitter account was also launched in 2013–2014. These two new accounts complement the @LoPResearch account launched in 2012–2013.

Flickr

In March 2014, the Library introduced the Parliament of Canada Flickr account, using its store of images of Parliament and a user-friendly photo-sharing platform. By using Flickr, the Library gives users the ability to share, download and view images from the photo collection.



Building resources to engage youth

Explore Our Country, Our Parliament – This online resource uses interactive images, puzzles, quizzes and games to get youth interested in Canada’s system of government. Visitors also have the opportunity to share information via social media. The site received more than 276,000 visits in 2013–2014.

Guide videos – Six new videos, each in English and French, were launched on the Library’s *Youth Connection* YouTube channel in November 2013. They show parliamentary guides interpreting their favourite stop on tour and have been viewed more than 50,000 times.

“Canada’s Parliament – Discover It!” campaign

The Library designed a series of awareness tools to promote Parliament in digital and print media and on the web. These include ads about the Teachers Institute on Canadian Parliamentary Democracy, educational resources, youth resources and visits to Parliament. Each has the same tag line – “Canada’s Parliament – Discover it!” – with the express objective of building a familiar brand with the Library’s public audiences.

Canadians connect to Parliament on Facebook

The Parliament of Canada is live on Facebook. Developed by the Library with young Canadians in mind and launched in September 2013, the new *Youth Connection* Facebook page features photos, videos, parliamentary trivia and more. It promotes, informs and encourages the sharing of Parliament of Canada resources, professional development opportunities, videos and games. Since its launch, the page has surpassed initial engagement expectations and gained nearly 9,000 followers.

Helping parliamentarians engage with children about their work

In 2013–2014, the Library continued to circulate a presentation package for parliamentarians called *Parliament Goes to School*. The purpose is to give parliamentarians a framework for teaching children about their role, their daily lives and the legislative process.

S P O T L I G H T

Demand Remains Strong for Resources on Current Events

Quorum – More than 870 parliamentarians and Hill employees subscribed to the Library’s popular daily news clipping service, *Quorum*, in 2013–2014. The Library provides *Quorum* via email subscription for mobile devices and tablets.

Radar – The Library received nearly 7,000 requests for items listed in *Radar*. This publication, released every two weeks, is a curated reading list of articles, reports, newly published books and other documents on issues relevant to parliamentarians. The impact of *Radar* is most likely substantially stronger than Library statistics would suggest, since most users self-serve when seeking e-resources, a service for which the Library does not track usage.

Hot Topics – The Library added more than 200 links to its electronic list of documents and reports related to news of interest to parliamentarians and their staffs.

HillNotes – The Library published 22 of these documents (one during each sitting week) to provide parliamentarians with a concise overview of current and emerging issues. *HillNotes* include links to related resources and recent news clippings.

Current publications – The Library published 28 new research publications and 23 revised versions of Background Papers and In Briefs in 2013–2014. These offered in-depth studies of policy issues and short briefings on current issues. The Library also published 49 papers in the Trade and Investment Activity series, providing information on Canada’s trade and investment relationship with selected countries. Particular attention was paid to bilateral merchandise trade, trade in services, and foreign investment.





Keeping Parliamentarians Informed and Up to Date

Among the Library's duties is keeping parliamentarians and other users of its products and services informed about the issues of the day; the Library uses multiple publications and tools to accomplish this. In 2013–2014, close to 800 registered users accessed NewsDesk, a service for parliamentarians that enables them to read news items – including media alerts in English and French from more than 70 Canadian and international news services – on their mobile devices. These users received 2,600 alerts in 2013–2014.

A popular seminar series

Every year, the Library organizes seminars for parliamentarians on wide-ranging questions relevant to Canadian parliamentary democracy arising from public policy, legal and other issues, and the news. In 2013–2014, it held 18 seminars, which were attended by 550 participants – a 53% increase over 2012–2013. Topics ranged from current issues in mental health in Canada to the fundamentals of speech writing. The Library also provided video versions of the seminars, which were viewed more than 760 times.

LEGISinfo and Legislative Summaries

Through LEGISinfo, the Senate and House of Commons administrations and the Library of Parliament provide a central point for accessing electronic information about bills before Parliament. The Library's contribution to LEGISinfo includes Legislative Summaries and reading lists; it also manages this popular resource with its partners, the Senate and the House of Commons. LEGISinfo is among the most frequently accessed applications for parliamentarians, their staffs and the public. It received more than 22.4 million page views in 2013–2014.

The Library's Legislative Summaries, identified by Hill employees in 2012 as the Library online product with the most value for them, are written by experienced analysts. The summaries are always in demand among the parliamentary community and members of the public. In response to this demand, the Library adapted its process in 2013–2014, making unedited Legislative Summaries available to parliamentary users as early as possible in the legislative process. The final edited versions are released to parliamentarians and the general public at a later date.



S P O T L I G H T

Engaged Employees, Effective Planning

In 2013–2014, the Library tapped into its most valuable resource – its employees – to continue the implementation of *Strategic Outlook 2012–2017*. Open house forums gave employees and managers an opportunity to learn more about the plan’s four strategic priorities. The Library designated senior executives to be responsible for each priority, and they guided discussions with groups of employees on the best initiatives and projects for achieving the priorities over the next several years. Employees heard about the Library’s recent accomplishments and had the opportunity to put questions to senior managers and the Parliamentary Librarian. A web portal provided employees with access to business planning tools and resources, up-to-date information about the Library’s progress on each strategic priority, and a forum for sharing ideas and feedback on every project.



Improved Operational Performance

The highest possible quality for all products

A key priority for the Library is to continuously enhance the quality and timeliness of the information, analysis, programs and services that it offers. A multi-year project is under way to develop and test new approaches to continually improve the quality of what the Library delivers.

An internal working group initiated a number of specific projects in 2013–2014, including improving the quality of translations for Library products, adding visual elements to publications and reports, and enhancing training for analysts in writing in both official languages. An example illustrates the translation pressures the Library faces: in February 2014, during one of the busiest weeks on Parliament Hill, analysts prepared 58 briefing notes for committees and worked on draft reports, all needing to be delivered under tight timelines in both official languages.

The working group's projects have assisted the Library in ensuring high quality for all research and analysis products. It has also explored better ways to evaluate the use of collections and has updated and simplified the subject taxonomy and metadata used to more effectively manage library records.

Managing the Library's talented staff

The Library recognizes the talented and knowledgeable staff who deliver its products and services daily – and that the skills, expertise and flexibility of these individuals are major advantages in negotiating future challenges. One of the Library's four strategic priorities is managing the Library's talent. The three key components of this strategy are developing and implementing a career mobility program, developing and implementing a corporate learning plan, and building and sustaining employee engagement in support of the Library's strategic direction.

The Library's
most valuable
resource

It is the Library's employees who are key to implementing plans, addressing priorities and managing the way through many changes. The Library must ensure that they are effectively supported and deployed so that its strategic vision becomes a reality.

These initiatives are meant to strengthen the skills, expertise, motivation and flexibility of Library staff, ensuring that staff members are effectively supported and deployed so that the overall strategic vision becomes a reality. In 2013–2014, specific attention was focused on the Library-wide implementation of a new performance management framework that enabled employees and their supervisors to identify clear objectives, attain team goals, and provide one another with feedback and support in an atmosphere of trust, mutual respect and common purpose. In addition, the Library developed an e-learning tool that orients new analysts in their work supporting parliamentarians, it invested strategically in management and leadership training, and it integrated competencies as a tool to improve its recruitment and selection processes.

Protecting a high standard of service

Throughout the organization, 2013–2014 saw an emphasis on planning strategically for the future and seizing opportunities and challenges, while maintaining the Library’s high standard of service.

Library managers were instrumental in conducting an environmental scan to identify risks facing the Library. They worked as a team to identify strategies and projects for mitigating and managing risk in 2013–2014 and also to recognize future challenges and opportunities. Strategic and business planning tools were also implemented to help set priorities and inform the many important decisions that the Library will face in the years to come.

Likely the biggest challenge for the Library will be the closure of Centre Block in 2018 as part of Parliament’s Long Term Vision and Plan for the restoration and rehabilitation of the Parliament Buildings. The closure of Centre Block will have a major impact on the Library’s operations, both at the Main Library Building and across the parliamentary precinct, as the Library serves relocated parliamentarians. In addition, its Centre Block tour program will be redesigned to feature the Senate and the House of Commons Chambers in their new temporary locations. This challenges the Library to reflect on the manner in which it offers services to its clientele. Given that this major upheaval is only a few years away, the Library launched an internal initiative to identify and plan the necessary steps to be taken over the coming years to ensure that it continues to meet its legislative mandate and supports Parliament as its preferred source of information and knowledge.

In addition, the Library began in 2013–2014 to prepare for the general election anticipated for October 2015, at which time 30 seats will be added to the House of Commons.





A multi-year plan to modernize the Library's information technology environment

Internet technology and social media have transformed the way people receive information and news, obtain goods and services, and communicate with each other. Businesses the world over have leveraged these technologies to deliver new products and services to consumers digitally. Parliamentarians, their staffs and the public have come to expect that they should have similar choices when they interact with the Library.

In 2013–2014, the Library developed a multi-year strategy to transform its information technology (IT) framework. The framework enables the Library to be more responsive to the evolving needs of parliamentarians, their staffs and other users; provide quicker and easier access to modern-day Library products in digital form; and, ultimately, offer access to these products and services through multiple channels, including mobile devices. As a first step, Library executives are ensuring that the Library's investments in IT and services are aligned with the Library's business strategy. In collaboration with its IT partners in the House of Commons, the Library also defined a new roadmap for modernizing its IT infrastructure. The roadmap calls for a transition to an integrated set of new-generation business solutions that will reduce the cost of overhead and maintenance for IT while providing more flexibility and efficiency for delivering innovative Library services to parliamentarians.

Management Team

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



Left to right: **Lynn Brodie**, Director General of Information and Document Resource Service; **Catherine MacLeod**, Assistant Parliamentary Librarian and person responsible for the Parliamentary Information and Research Service; **Sonia L'Heureux**, Parliamentary Librarian; **Lynn Potter**, Director General of Corporate Services; **Jean-Denis Fréchette**, Parliamentary Budget Officer; and **Ted Buglas**, Executive Director for Integrated Client Outreach and Digital Access.

Financial Review

The Library of Parliament's budget for 2013–2014 is presented in the table below. Spending for 2013–2014 was \$42.3 million, a decrease from the \$44.4 million spent in fiscal year 2012–2013.

Expenses	Planned Spending	Approved Authorities	Actual Spending
	\$	\$	\$
Salaries and wages*	34,629,478	34,480,016	35,965,191
Operations	8,320,080	8,320,080	6,365,350
Total	42,949,558	42,800,096	42,330,541
FTEs**	327	327	325

* Includes contributions to Employee Benefit Plans (EBPs). The difference between planned spending and approved authorities for salaries and wages is due to an adjustment in the EBP expenditures.

** Full-time equivalents

The following chart shows the trends of the Planned Spending, Total Authorities and Actual Spending from 2011–2012 to 2013–2014. Although planned expenditures for the past fiscal year were \$42.9 million, actual spending was \$42.3 million. The Library continued to pay costs related to the 2012–2013 Strategic and Operating Review and to severance liquidation.

Library of Parliament Spending Trend (\$ millions)

