

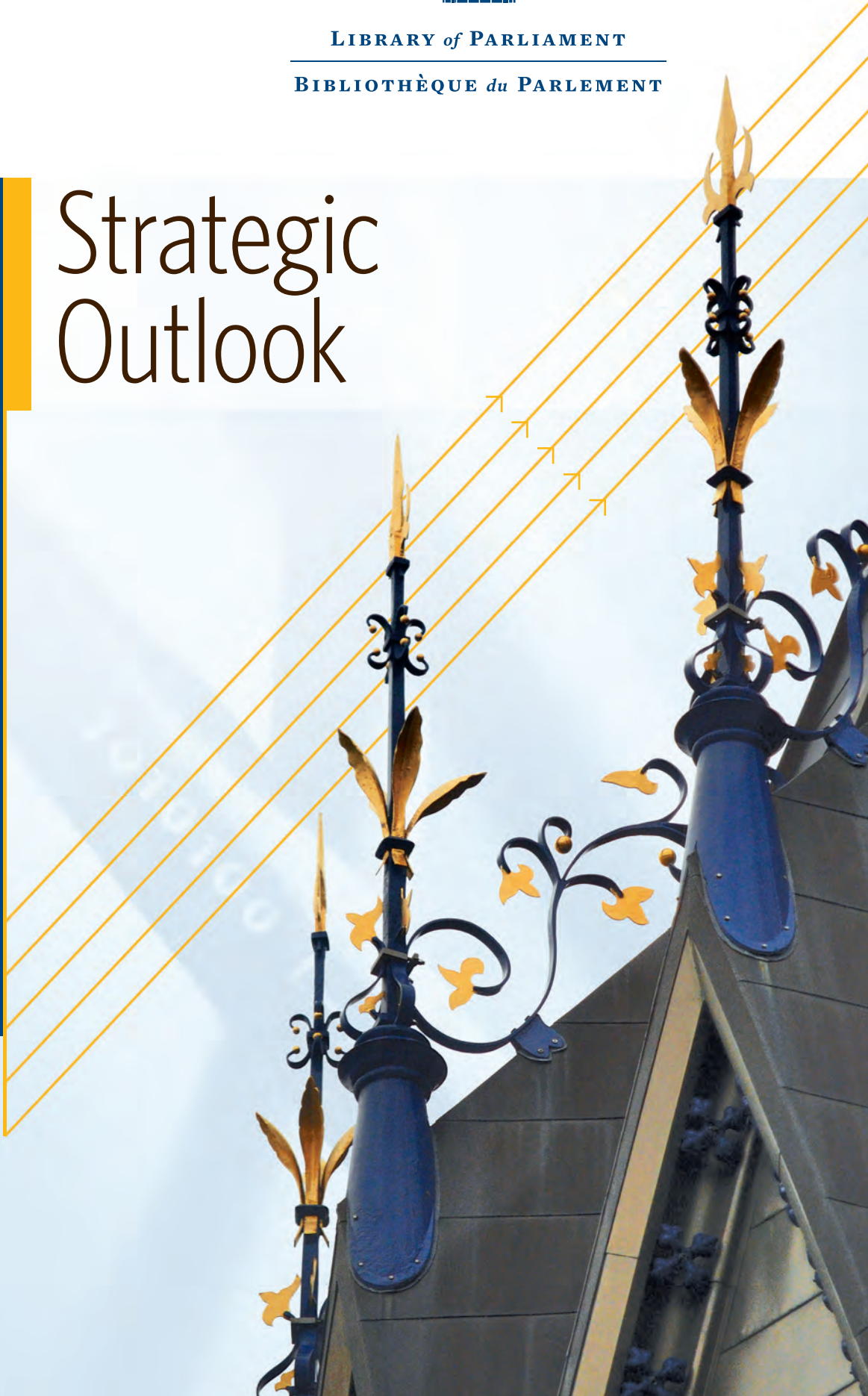


LIBRARY of PARLIAMENT

BIBLIOTHÈQUE du PARLEMENT

Strategic Outlook

2012
2017





Contents

- Message from Sonia L'Heureux 2

- Strategic Outlook 2012-2017 5
 - Our Environment 6
 - Our Priorities 8
 - Our Plans 12

- Overview of the Organization 14
 - About Us 14
 - Our Services 14
 - Our Clients 14
 - Our Governance Structure 15
 - Our Resources 15

- Ask the Library! 16

MESSAGE FROM SONIA L'HEUREUX

Since the Library of Parliament first opened its doors back in 1876, parliamentarians have relied on us for independent, non-partisan information. The knowledge, research and analysis the Library provides supports all aspects of their daily duties, from Senate and House of Commons debates and committee work, to helping their constituents and educating Canadians about Parliament. Whether they are in their constituency, or halfway around the globe, whether it is late at night or first thing in the morning, parliamentarians and their staff can look to the Library for reliable information.

The Library and its staff offer an invaluable resource that parliamentarians, both new and experienced, have come to depend on. Every year, Library employees respond to over 60,000 reference questions and requests for information, and our economists, lawyers, librarians, scientists, and political and social policy experts answer more than 4,000 requests for custom research. The Library's impartial information services and insightful analyses remain essential to a functioning legislature and the effectiveness of its representatives. But how we deliver these resources to our clients is changing, and that is one of the major challenges facing the Library over the coming years.

When the Library first began serving parliamentarians almost 140 years ago, knowledge was shared and disseminated in print form only. In today's world, print is only one of many means by which our clients consume information. Parliamentarians can still access the books, periodicals and government documents that comprise a collection measuring over 17 linear kilometres. But increasingly, they want electronic resources – audio, video or digital – and expect to retrieve accurate, up-to-date information on their smartphones or with the click of a mouse. To remain relevant, and in order to continue to offer the personalized service parliamentarians have come to expect, the Library must be ready to deliver information via multiple channels.

The Library recognizes the pivotal role technology will play as our service model evolves. Today, over 65% of the items we add to the Library's catalogue are made available electronically. Annually, close to 500 of the Sessional Papers tabled in the House of Commons are digitized and delivered to clients through the Library's catalogue. Digital versions of select speeches of prime ministers are likewise linked through the system. But we have further to go in this area. We need to ensure we have the knowledge tools, the skilled staff and the necessary partnerships to keep pace with technological change and the opportunities it presents.





Mission	Vision	Strategic Outcome
The Library contributes to Canadian parliamentary democracy by creating, managing and delivering authoritative, reliable and relevant information and knowledge for Parliament.	To be Parliament's preferred and trusted source of information and knowledge.	An informed and accessible Parliament.

Increasingly, the Library is working with other organizations to meet the demands of our clientele. For instance, the Library collaborated with the Senate and House of Commons administrations to redesign LEGISinfo, which provides electronic access to comprehensive information about the legislation before Parliament. This is just one of 92 different partnerships that enhance the Library's capacity to offer quality service to parliamentarians and the constituents they serve. Because these collaborative arrangements allow us to fulfill our mandate in a cost-effective manner, we will continue to seek new opportunities to partner in the future.

Like many others, we are trying to do more, with less. The Library's budget was frozen in 2010–2011, and we are now facing a reduction to our operating budget. This fiscal reality has forced us to take a serious look at the services we provide, to determine how we can sustain our core mandate and make the priority investments required to meet the evolving needs of parliamentarians. Cuts will have to be made; but our planned reductions are based on a measured and thorough review, and the imperative of limiting the impact on the services that most directly benefit parliamentarians.

We know that building a strong relationship with our clients contributes to an effective Parliament. Our products and services have a direct impact on parliamentarians' capacity to debate and inquire effectively as they shape legislation and regulations that affect all Canadians. We will make the necessary investments in the knowledge tools and the delivery channels that will allow our clients to readily access the information and analysis they need, when they need it and in a format that works for them.

Despite the challenges that face the Library in the coming years, our vision and role remain the same as the day we opened. We deliver the information and analysis that support parliamentarians and fuel their deliberations. And we help the public understand how Parliament works. Our ultimate goal is to ensure that the Library remains as relevant to the working lives of today's Senators and MPs as it was to their predecessors almost a century and a half ago.

Sonia L'Heureux
Parliamentary Librarian





Strategic Outlook 2012–2017

For almost 140 years, parliamentarians have relied on the Library of Parliament for authoritative and reliable information and analysis to help them perform their duties. Today, our mission and vision remain the same as the day the Library opened.

But the environment in which we deliver our products and services continues to evolve because of technological advances, the changing needs of our clients, and budgetary constraints. To remain relevant to our clients, we need to seek out new service delivery options, new partnerships and new ways of working.

Over the next five years, we will concentrate on four key strategic priorities: increasing digital access and service, improving client outreach and awareness, managing the Library's talent, and ensuring product quality.

By cultivating our specialized knowledge while taking advantage of evolving technologies, we will do an even better job at providing parliamentarians with the balanced and accurate information they need, and the customized analysis they cannot get anywhere else.

Our Environment

At the Library, we continue to nurture the trusted relationships established with Senators, MPs and their staff over the years, but we are also familiarizing a new generation of parliamentarians with the services we have to offer.

The federal election in the spring of 2011 brought 108 new MPs to the House of Commons. Since that election, 15 new Senators have also been appointed. These events delivered a wave of new parliamentarians to Parliament Hill, many of whom are unfamiliar with the Library and its services.

With the *Fair Representation Act*, the next Parliament will see an additional 30 representatives elected to the House of Commons. The Library will need to introduce these MPs to the Library's many resources and help them navigate our services and collections. This growth in the size of the legislature will place greater demands on the Library's services.

Given that the Library is facing a future of fiscal constraint, we must search for operational efficiencies and be even more strategic as we plan for and deliver services. As a result of our strategic and operating review, we will reduce our budget by 2.5%, or approximately \$1 million, by the end of the 2014–2015 fiscal year. With its budget frozen since 2010–2011, the Library must also reallocate nearly an additional 7% to absorb the rising cost of employee salaries and benefits, as well as other inflationary pressures. For example, subscription fees account for over 72% of the Library's collections budget, and the cost of these key resources increases by more than 5% annually.

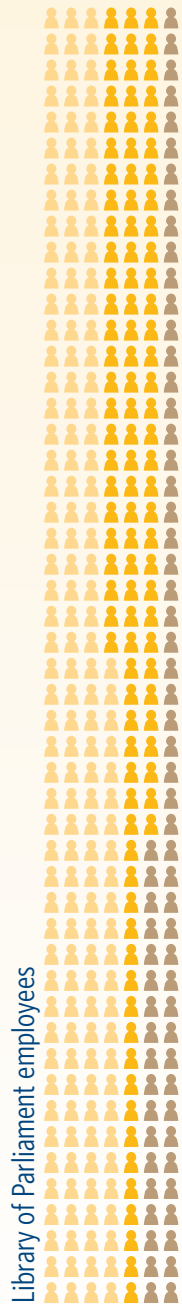
To manage budgetary reallocation and reduction, the Library needs to find approximately \$3.7 million in savings, and this will have an impact on both our employees and our clients. The Library will have to make some difficult choices. By 2014–2015, we expect the elimination of a number of Library positions at various levels across the organization. We have already scaled back the printing of brochures and other information about Parliament used by the public, and we have transitioned the *Quorum* news clipping service to an electronic delivery format. We are also phasing out Senate committee indexing, have suspended the Library's Research Internship Program, closed the Reading Room in the Justice

Growth in the size of the legislature results in greater demands on the Library's reference and resource services.



Familiar with the Library and its services
 Unfamiliar with the Library and its services

Replacing senior staff and attracting and retaining expertise remains a priority.



- Employed less than 5 years
- Employed over 5 years
- Eligible for retirement

Building and eliminated evening tours of the Centre Block, along with all tours of the East Block as of the summer of 2013. These decisions were hard to make, but necessary as we attempt to find savings without affecting our core services.

Renovations to the parliamentary precinct, which are scheduled to continue until 2025, pose ongoing operating challenges. Construction activities at the West Block and the Wellington Building, and renovations planned for the Centre Block, will make it more challenging in the future for us to provide physical access to our collection and deliver face-to-face services to clients. These renovations, along with additional security measures introduced incrementally over the past decade, also reduce visitor access to the Parliament Buildings. We need to invest in an information technology (IT) infrastructure that will facilitate easy access to our holdings and support reliable digital delivery of information to parliamentary clients and the public.

In recent years we have said goodbye to many seasoned and knowledgeable employees who have retired, and a further 68 of our 350 employees will be eligible for retirement by 2017. More than half of those working in our organization today have been with the Library for less than five years, compared with 40% in 2008. We value our young employees, who bring fresh ideas and new ways of working to a historic and trusted institution. But ensuring that a transfer of corporate knowledge occurs between our departing veterans and this new generation is a continuing challenge. Replacing senior staff and attracting and retaining expertise will remain a priority.

Technology presents both challenges and opportunities for the Library. The 41st Parliament's new parliamentarians and their staff are more tech-savvy than ever, and they are integrating technology into every aspect of their personal and professional lives. Technology creates digital access to knowledge and enables myriad communications and information-sharing pathways between the Library and its clients. With our limited resources, we must keep up with these changes and find the most effective ways to continue to provide the high-quality information and analysis services that parliamentarians have come to depend on.

Our Priorities

To ensure that the Library of Parliament maintains its place as a preferred and trusted source of information and knowledge, and in consideration of the risks and requirements associated with our anticipated operating environment, we will focus on four strategic priorities to guide our activities over the next five years:

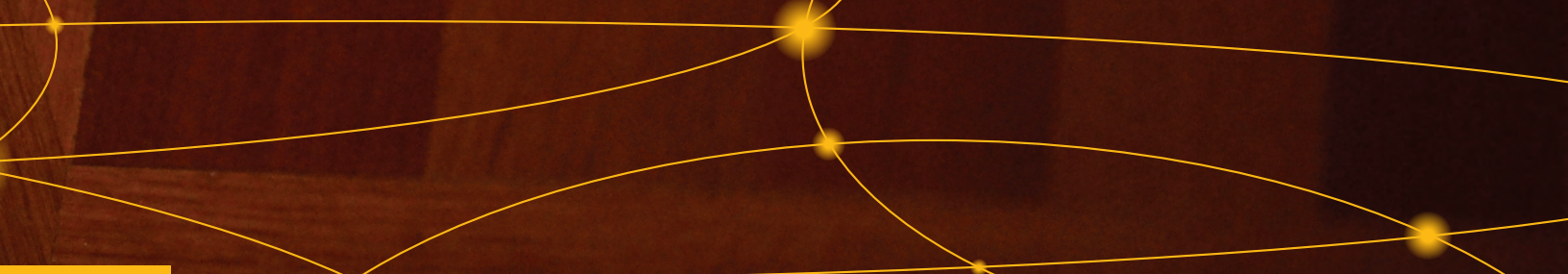
1. Increasing Digital Access and Service
2. Improving Client Outreach and Awareness
3. Managing the Library's Talent
4. Ensuring Product Quality

Increasing Digital Access and Service

An integrated and comprehensive approach to improving digital access to Library information is a top priority. To the degree possible, we want to make core resources easy for parliamentarians and the public to find and access on their own, whenever they like.

At the same time, we want to maintain the customized, person-to-person service that is so important when Senators and MPs are digging deep into complex national public policy issues that affect the social and economic well-being of Canadians. In the Chambers, in committees, and when travelling in their constituencies or overseas, parliamentarians need to know that the Library is there to support them. They also need access via their office and home computers, their smartphones and their tablets. New digital services will mean we can get the information and analysis, and the specific references, to them quickly and directly.

It is not our plan to cut corners on customer service, but technology gives us ways to speed up, integrate and enhance traditional library services. Our capacity to tailor content and services for specific users is improved too. In the future, the Library will be better able to target the unique interests and needs of individual parliamentarians, so we can anticipate their information requests, address their preferences and serve them better.



The Library's capacity to collect, preserve and make content accessible in digital formats is improving every day as we aim to provide our clients with purchased electronic documents; harvested web resources, such as government publications; serial publications; e-books; on-demand digitally reformatted collection items; and digitized versions of daily House of Commons Sessional Papers.

We will continue to develop our digital integration and access strategies to enhance our collection and open up new information channels for today's parliamentarians. At the same time, we must devote effort and resources to a digital storage and preservation infrastructure to ensure that parliamentary information is protected and available to future parliamentarians and the public.





Improving Client Outreach and Awareness

The Library has earned its reputation as a source of information and knowledge that parliamentarians and their staff can count on. We offer unique and customized services they cannot get anywhere else. It remains our goal to be the first place clients turn to for independent analysis and reliable information for and about Parliament.

We must continue to enhance and improve our service offering to reflect the evolving needs of our clients and the principles of quality content, efficient delivery, easy access and intuitive design. We must also ensure parliamentarians are aware of what we have to offer and the many ways our knowledgeable staff can support them.

To succeed, the Library must maintain a strong and beneficial relationship with parliamentarians and their staff. We will improve the ways that we listen and learn from them, and assess everything we do through the client lens. We will offer parliamentarians regular opportunities to provide feedback on the effectiveness of Library services and products, and we will develop systems to tailor our services to their individual interests and preferences.



LoP Research @LoPResearch

Keep up to date with the latest information on research publications from the Library of Parliament of Canada.
<http://www.parl.gc.ca/researchpublications>





Managing the Library's Talent

The skills, expertise and flexibility of Library staff are key advantages for this organization as we face the challenges ahead. It will be the Library's employees who implement our plans, help us address our priorities, and manage our way through many changes. We must ensure that they are effectively supported and deployed so that our strategic vision becomes reality.

Of immediate concern is the management of any staff reductions or changes that may result from the implementation of the Library's recent strategic and operating review. Our goals are to communicate effectively about necessary changes and ease the transitions of staff.

Looking further down the road, the Library is committed to developing a comprehensive talent management strategy that helps us recruit and retain the people with a zeal for knowledge work and proactive client service. That strategy will see us implement collaborative work tools and processes to leverage employee knowledge and creativity. As our workforce changes, we will also need to invest time and resources in succession planning, knowledge transfer, employee training and development, and temporary leave management as today's new recruits become tomorrow's new parents.

Ensuring Product Quality

The information and analysis the Library provides must always be reliable, adapted to the time pressures faced by parliamentarians, and aligned with the parliamentary procedures that govern the work of Senators and MPs.

The Library is uniquely positioned to wade through the sea of information available today to ensure parliamentarians get meaningful products that are accurate, timely, non-partisan and easy to consume. We are also an acknowledged source of authoritative information for the public about Parliament and how it works. The expertise of our staff and their ability to customize and synthesize information and analysis set us apart from other purveyors of print and web-based information.

As we work through the period of change and transformation facing us, standards must be put in place to ensure that we continue to offer the high-quality products and services our clients have come to expect from us. We must also establish mechanisms to evaluate adherence to our standards, so as to ensure that we continue to deliver value-added services in an efficient, timely and cost-effective manner.

Our Plans 2012-2017

The Library will pursue its four strategic priorities through a number of initiatives, with a view to achieving the specific outcomes indicated in the chart below. These initiatives, and others to be identified as we develop our annual business plans, will be implemented over the next several years and will dovetail effectively with the day-to-day service we provide to Parliament.

Strategic Priority	Outcomes	Initiatives
<p>Digital Access and Service</p>	<p>The Library's suite of personalized and customized services for parliamentarians is maintained.</p> <p>Clients have the tools they need to easily find and make use of information and services on their own.</p> <p>Information is managed and presented in line with an integrated, organization-wide strategy based on client needs and user preferences.</p> <p>The Library's IT infrastructure supports digital collection and preservation, making content easy to access and convenient to use.</p> <p>The Library is a recognized leader in modern information delivery to parliamentarians and to the public on behalf of Parliament.</p>	<p>Implement a strategy for the digital delivery of Library products and services.</p> <p>Increase the collection's digitized holdings and implement a digital preservation strategy.</p> <p>Enhance online searchability and access to the catalogue.</p> <p>Update and improve website presentation of information about Parliament.</p>
<p>Client Outreach and Awareness*</p> <p><small>*The term "client" may include parliamentarians and their staff, parliamentary committees and associations, parliamentary employees, certain organizations that support Parliament, and the public.</small></p>	<p>The Library's service offering reflects an evidence-based understanding of the current and evolving needs of our clients.</p> <p>Clients access what they need, when they need it and in a manner that is useful to them.</p> <p>Employees and clients are aware of our service offering, and understand what distinguishes us from other purveyors of information, research and analysis.</p> <p>Clients are provided with regular opportunities to provide feedback on the effectiveness of Library services and products.</p> <p>The Library is the first place clients contact for reliable information and independent analysis.</p>	<p>Implement an integrated communication strategy for Library products and services.</p> <p>Develop a systematic, ongoing approach to assessing client service needs, awareness, use and satisfaction.</p>



Strategic Priority	Outcomes	Initiatives
<p>Talent Management</p>	<p>The skills and competencies of Library staff are deployed effectively to respond to the requirements across the organization in a flexible manner.</p> <p>Collectively the Library staff has the competencies (knowledge, skills and experience) to deliver on its priorities and to meet clients' evolving needs.</p> <p>Collaborative work tools and processes are in place to leverage employee knowledge and creativity.</p> <p>The Library's comprehensive talent management strategy makes the organization an employer of choice.</p>	<p>Ensure effective communication throughout the implementation of the strategic and operating review, mitigating its impact on staff.</p> <p>Develop a comprehensive talent management strategy, beginning with the rollout of "job family profiles" and performance dialogues.</p> <p>Conduct a needs assessment of workforce competencies required to meet new priorities.</p>
<p>Product Quality</p>	<p>The Library's clearly defined service standards and guidelines ensure consistency in the delivery of high-quality products and services to clients.</p> <p>Evaluation mechanisms are used to determine product or service quality, timeliness and cost-effectiveness, and adherence to established standards.</p>	<p>Update internal service guidelines and establish service standards where appropriate.</p> <p>Develop a multi-year evaluation plan focused on the continuous improvement of Library services.</p>



Overview of the Organization

About Us

Established at the time of Confederation, the Library has roots going back to the late 18th century and the original collections created for the legislative libraries of Upper and Lower Canada. From its inception, the Library has provided the information that Senators and MPs need in order to consider legislation and the issues affecting the governing of Canada.

We continue to build on that tradition of service while responding to the challenges of a 21st-century Parliament. Our professional staff is committed to meeting the evolving needs of parliamentarians for timely and authoritative information, research and analysis.

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 its collections
- Help parliamentarians inform Canadians about Parliament and the issues before it

Our Clients

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

Our Governance 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 MPs, is responsible for advising the Speakers on the operations of the Library

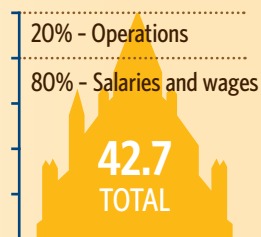
The Parliamentary Librarian: Exercises control and management of the Library and has the status of a Deputy Head, reporting to the two Speakers

Our Resources

The Library is a knowledge organization of nearly 350 highly trained researchers, librarians, information specialists and other individuals who support the work of parliamentarians. We also employ more than 60 guides and students each year.

Library of
Parliament
Budget*
(\$ millions)

*As of 1 December 2012



2011-2012



2014-2015

†Reduction of 2.5%

Ask the Library!

The Library's information specialists can:

- **provide** timely, personalized and efficient information and reference services, responding to requests for information and for research and analysis
- **facilitate** access to the Library's print and electronic collections
- **explain** the use of Library resources and services
- **arrange** for training in the use of online databases
- **manage** interlibrary loan requests

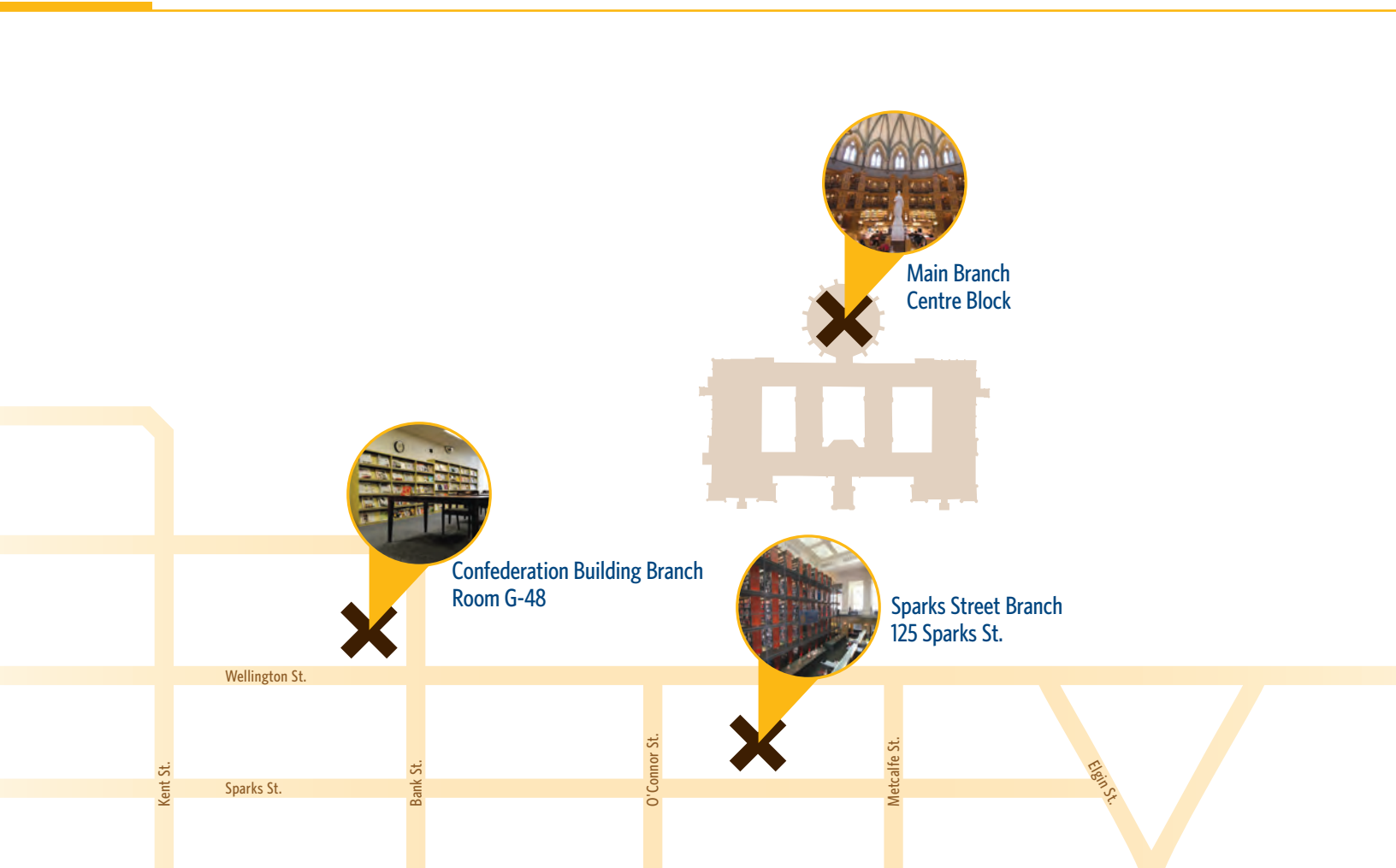
We offer in-person service at three locations within the extended parliamentary precinct:

Main Branch, Centre Block: At this location, on-site information specialists are available to answer reference requests in a personalized, efficient and timely manner and to help clients access the Library of Parliament collection.

Sparks Street Branch, 125 Sparks St.: The Library's Central Enquiries Section operates from this location. In addition to on-site reference support for clients, the Central Enquiries team receives and registers requests for information, research and analysis; provides timely and efficient information and reference services; gives information and instruction about Library of Parliament services, products and programs; and relays responses and documents from the Library's analysts to parliamentarians, committees and associations.

Confederation Building Branch, Room G-48: At this smaller branch library, personalized, on-site reference support, orientation and training is available to help parliamentary clients locate required information, products and services.

Reading room materials such as newspapers and magazines are available at all three Library locations.



For more information:

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