



LIBRARY *of* PARLIAMENT  
BIBLIOTHÈQUE *du* PARLEMENT



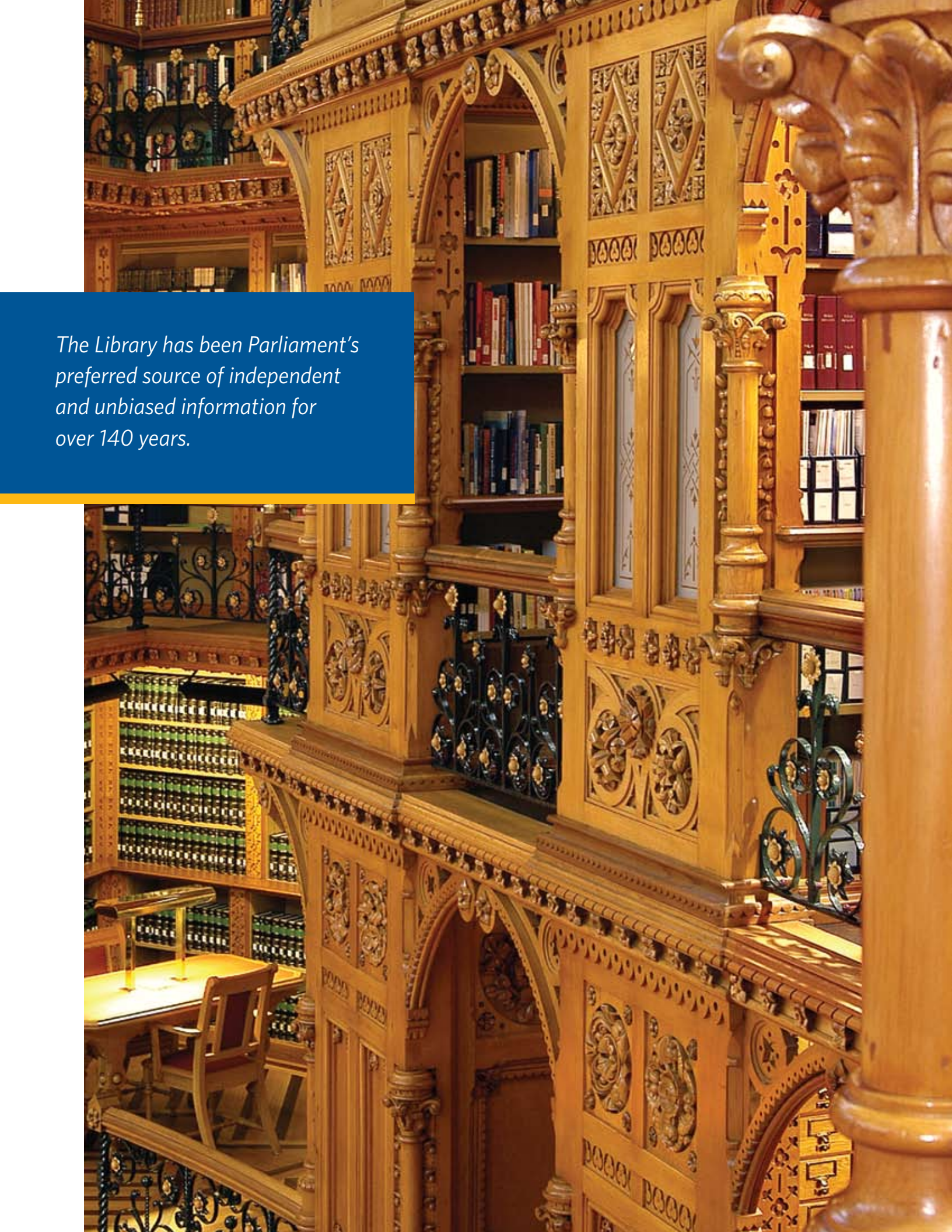
LIBRARY OF PARLIAMENT | STRATEGIC OUTLOOK  
2010-2015



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The image shows a grand, ornate library with intricate wooden bookshelves. The shelves are filled with books and feature decorative carvings and Gothic-style arches. A wooden desk and chair are visible in the lower left corner. The overall atmosphere is one of historical grandeur and intellectual pursuit.

*The Library has been Parliament's preferred source of independent and unbiased information for over 140 years.*



# LIBRARY OF PARLIAMENT

## Foreword



William R. Young

The Library's history of service to legislators pre-dates Confederation. For over 140 years it has remained the Canadian Parliament's preferred and trusted source for authoritative, reliable information and knowledge.

Today, we respond to thousands of information requests from 400 parliamentarians

and their staff. We provide independent research and analysis to over 50 parliamentary committees and subcommittees, and we advise a dozen parliamentary associations. We acquire, manage and preserve a vast collection of documentation. We also welcome hundreds of thousands of visitors to Parliament annually, provide interpretive tours of Canada's national legislature, and offer educational programs and products that help citizens understand Parliament's role in our democratic system and the important work parliamentarians do.

Five years ago, we launched an ambitious plan to strengthen the Library's information management capacity, to better meet the needs of a 21st century Parliament. Early investments in technological and managerial infrastructure are beginning to pay dividends in the form of new products and services for clients, and improved electronic delivery of and access to the information they need. We have updated our seminar program, built our capacity to sustain a proactive publications program, launched the initial component of our Parliamentary NewsRoom service, and issued *Our Country, Our Parliament* – a comprehensive new print and web-based resource aimed at English and French second language students.

Looking ahead, by assimilating and adapting new information and communications technologies we will continue to improve our ability to anticipate the needs of our clients and respond nimbly and creatively to them. Systematic identification and strategic analysis of emerging issues will support the delivery of integrated publications and seminar programs for parliamentarians. Our capacity to offer greater depth research in all major subject matter areas will increase, as we expand the

### MISSION

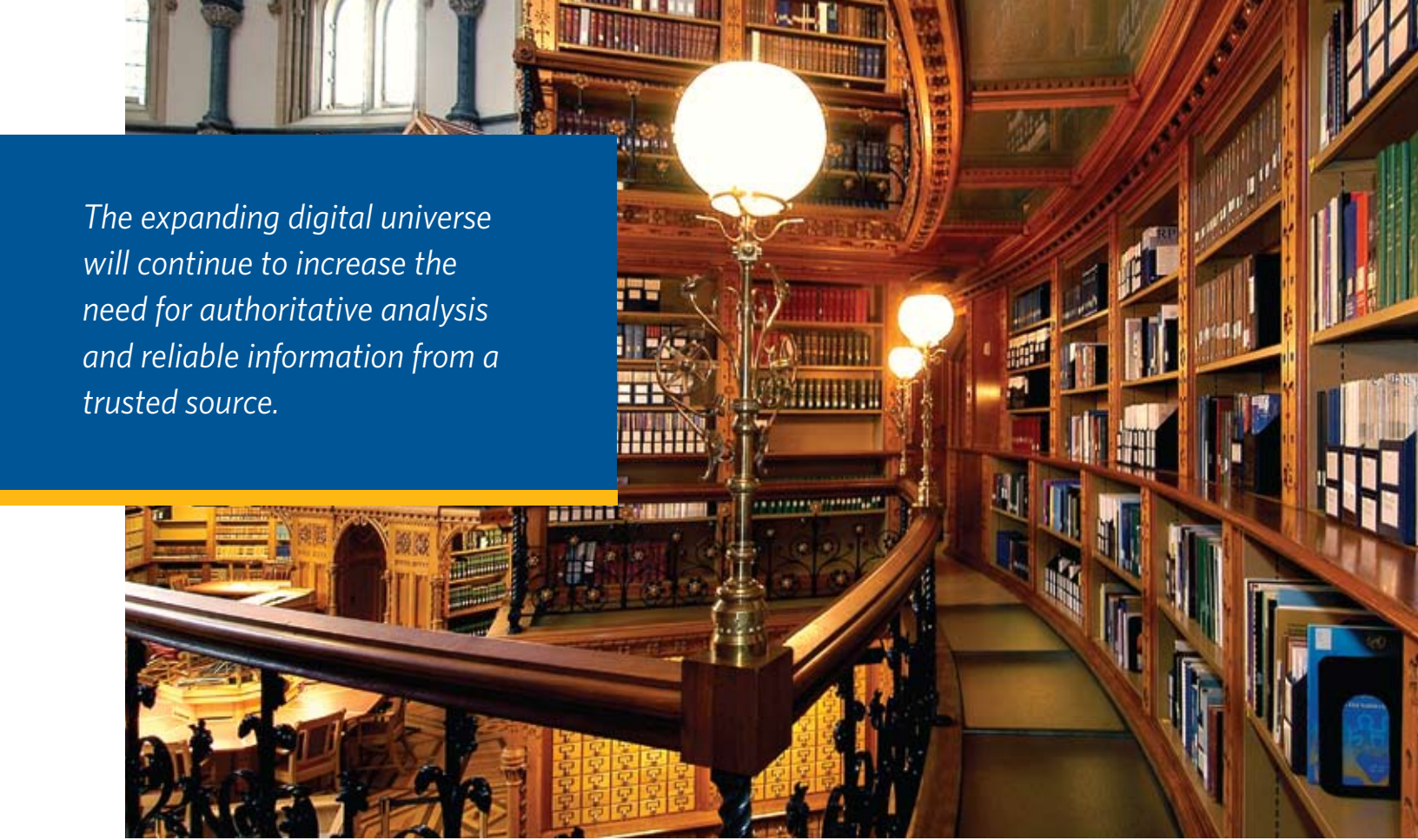
The Library contributes to Canadian parliamentary democracy by creating, managing and delivering authoritative, reliable and relevant information and knowledge for Parliament.

### VISION

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

### STRATEGIC OUTCOME

An informed and accessible Parliament.



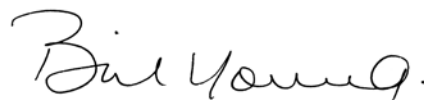
*The expanding digital universe will continue to increase the need for authoritative analysis and reliable information from a trusted source.*

centres-of-expertise model we have established with our Parliamentary Budget Officer services. Our public programming will be refocused on youth and democratic engagement, and our collections activities will maximize client-centred access, searchability and the digital preservation of Parliament's documentary heritage. And we will work even more proactively with parliamentarians to ensure that the information they need is always just a call or a click away.

Serving clients better requires finding a way to substantially invest in our information technology and developing a highly-skilled workforce, during a period of fiscal restraint. This represents a difficult challenge, but it is one that must be faced by any sizeable knowledge organization today. So, we will pursue initiatives carefully and calibrate our commitments in line with available resources.

We will certainly leverage whatever opportunities arise to reallocate funds internally, and we explore new cost-sharing or co-partnering arrangements wherever possible.

I have always believed in the importance and value of an informed and accessible Parliament. This strategy for 2010-2015 - with its emphasis on connecting Parliament, people and information, and investing in our staff and infrastructure - reflects the Library's legacy of service to that ideal, and its commitment to sustaining excellent knowledge and information management services in a dynamic and increasingly digital parliamentary environment.



William R. Young  
Parliamentary Librarian

# OUTLOOK FOR 2010-2015

## Our Environment

We have a clear vision for Library services over the next five years along with a solid set of plans to move forward. It is based on our knowledge of parliamentary clients and their needs, the level of our resources, state of our technology, and the capacity of our potential partners. Of course, we never wholly anticipate our planning and operating environment – the global economic problems in 2008 and the budgetary constraints that followed sharply underline this fact. However, when circumstances change or challenge our assumptions, we must remain creative and adaptable in order to succeed.

Parliamentarians have always demanded authoritative and reliable information from the Library, and over the short term we expect no significant change to the number of Senators, MPs, committees and associations we serve. Nevertheless, the demographic profile of the parliamentary client is evolving – three general elections over the past six years – on top of a protracted wave of boomer-generation retirements – have rendered “Hill experience” an increasingly valuable commodity. Today, just one in three MPs has sat for more than five years and, on average, his or her staff has been around only three years. This shift in our client base puts pressure on the parliamentary administrations to sustain the “corporate memory” and ensure institutional stewardship. More specifically, it is reflected in the growing demand for basic information and orientation related to Library products and services.

Traditional library activities – in-person visits and book-borrowing – have given way to “googling” and file-sharing. New information and communications technologies are continually changing the way people access information. Parliamentarians and their staff

are embracing new ways of working using our online services to track legislation, explore our collections, or follow the news. This demand for web-based and other electronic services will certainly continue to rise. But the proliferation of information, and its purveyors, will also continue to increase their need for analysis and authoritative, reliable information from a trusted source.

We must consolidate the Library’s role in defining and delivering business solutions for our clients. The Library has painstakingly recuperated its Information Technology (IT) capacity over the past five years. Today, we stand at a watershed in the development of our modern electronic information-management infrastructure. We are prepared to provide more customized mobile and online products and services to parliamentarians, with easy-to-navigate websites, modular portals and powerful online search functions. But, at the same time, we must invest in the implementation of building-block systems – such as our *Electronic Document and Record Management System* – in order to meet the challenges of storing, sharing, searching and sorting an infinitely expanding universe of data.





Demographic shifts affecting our workforce will require careful management to ensure that ongoing services are provided seamlessly. Two years ago we reported that 64% of Library employees were under the age of 50, and that two-thirds had joined the organization within the last ten years. Today, two distinct and sizeable cohorts have emerged at opposite ends of the employee lifecycle: those with less than five years' experience at the Library, and those with 25 years of experience or more. While the peak of our retirement wave may lie behind us, we estimate that another 30 staff members will retire within the next five years. So replacing senior staff and attracting and retaining expertise will continue to be a major challenge and we will need to invest resources in succession planning, knowledge transfer, employee training and development, and temporary leave management as today's new recruits become tomorrow's new parents.

Beginning this year, the long-term renovation of Parliament Hill's three major buildings will add a layer of complexity to the task of maintaining a secure and functional environment for parliamentarians, employees and visitors. Throughout the renovations, the seamless delivery of our information and research support services to parliamentarians and their staff, and to parliamentary committees and associations, will require even closer collaboration with our partners in the Senate and House of Commons administrations, as well as Public Works and Government Services Canada. A particular concern

for the Library, given the important work we do explaining Parliament to Canadians, will be ensuring that appropriate welcome and waiting areas – out of the elements – continue to be provided for the many tourists, constituents and business visitors seeking access to the precinct and its historic buildings.

Budgetary constraints will frame Library activities in the short-to-medium term. During this period, costs associated with general economic inflation or the settlement of collective agreements will have to be managed internally. In this context we will need to build on our existing networks and partnerships, and take whatever opportunities arise to redirect resources in line with our strategic priorities.





## Our Priorities

In response to parliamentarians' needs, and the risks and requirements associated with our anticipated operating environment, we have established two strategic priorities that will guide our activities over the next five years.

First and foremost, we will focus on *connecting Parliament, people and information*. We will put a premium on systematically anticipating our clients' needs and supplying them with timely and authoritative information, research and analysis. We will equip them with well-designed interactive tools to navigate global electronic networks, and our own repositories. We will maximize their awareness of and capacity to access and use our information products and services. And, like any knowledge organization, delivering excellence today while innovating for tomorrow means we must also continue *investing in our people and our infrastructure*.

### CONNECTING PARLIAMENT, PEOPLE AND INFORMATION

Parliamentarians, committees and associations will have faster, easier and more customized access to our digital and print collections as we develop and implement new tools in line with our information management strategy. They will also reap the benefits of our increasingly interdisciplinary approach to analyzing public policy issues, as we promote collaborative working arrangements amongst our research divisions and across our service areas.

Parliament's documentary heritage will be collected, preserved and made more accessible for future generations of Canadians and their federal representatives, within the framework of a comprehensive stewardship strategy that includes digitally-created information.

Young Canadians will learn more about Parliament and parliamentary democracy, as we reorient our public education programming in line with a new youth engagement strategy. Parliament's evolving needs in the area of education and outreach will be better met as we review current activities and achieve sustainability for our core products and services. Canadians will benefit from greater access to information about Parliament as we invest in alternative service delivery and take full advantage of emerging information technologies.

### INVESTING IN OUR PEOPLE AND OUR INFRASTRUCTURE

Parliamentarians will continue to have access to the independent information, analysis and research they need, as we build on our Human Resource Management Strategy to support the recruitment, retention and development of Library employees.

Parliament will receive more timely and efficient Library services as we further strengthen our leadership, governance and organizational culture at all levels, with a special focus on developing nimble, networked, cross-service management processes and promoting shared commitment to the goals of the entire organization.

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

## Our Plans

During the next five years - over and above our ongoing activities and the day-to-day service we provide to Parliament and parliamentarians - we will improve the Library by pursuing our two strategic priorities through a series of strategies and major initiatives. These are set out in the chart that follows.



PRIORITIES	CONNECTING PARLIAMENT, PEOPLE AND INFORMATION			INVESTING IN OUR PEOPLE AND OUR INFRASTRUCTURE		
OBJECTIVES	Providing expertise in a digital environment	Making Parliament and parliamentary information accessible	Optimizing the effectiveness of our core services	Valuing our people	Strengthening our management	Rebooting our IT capacity
Strategies	Increase clients' online access to Library products and services by enhancing interactivity, customization, ease of navigation	<p>Formulate a strategy for the collection and preservation of, and access to, Parliament's documentary heritage</p> <p>Support a sustainable and coordinated approach - across Library services and among parliamentary partners - to presenting parliamentary information</p>	<p>Enhance the Library's performance framework to support systematic review and improvement of core products and services, in line with Parliament's evolving needs</p> <p>Leverage Library resources with appropriate alternative service delivery models and partnership arrangements</p>	<p>Implement and monitor programs to support employees through every phase of their career at the Library</p> <p>Strengthen internal communications to help align operational efforts with corporate priorities, and support cross-service collaboration</p>	<p>Align management practices around competency and accountability models that are appropriate for a modern organization</p> <p>Adopt collaborative work processes that will improve the effectiveness of Library information products and services</p>	Renew governance and partnership models, and advance the current IT strategy to better respond to the business requirements of Library clients



PRIORITIES	CONNECTING PARLIAMENT, PEOPLE AND INFORMATION			INVESTING IN OUR PEOPLE AND OUR INFRASTRUCTURE		
OBJECTIVES	Providing expertise in a digital environment	Making Parliament and parliamentary information accessible	Optimizing the effectiveness of our core services	Valuing our people	Strengthening our management	Rebooting our IT capacity
Major Initiatives	<p>Adopt new technologies and practices to enable faster, more customized access to the Library's research, reference services and information repositories</p> <p>Provide clients with a central, virtual Library portal for accessing Library products and services</p> <p>Establish and sustain a proactive publications program to deliver the information, research and analysis that parliamentarians need</p> <p>Develop the Parliamentary NewsRoom and make it the news and current affairs portal of choice for parliamentarians</p>	<p>Finalize a framework and Digital Preservation Strategy for Library holdings and key parliamentary documents</p> <p>Develop a Heritage Assets Strategy, including criteria to identify and ensure that items of significant heritage value are properly preserved</p> <p>Offer a formalized Parliamentary Learning Program, including training to optimize parliamentary clients' use of Library information resources</p> <p>Reorient outreach activities and renew products and services, including a new public education focus on youth democratic engagement</p>	<p>Conduct ongoing assessment of products and services and increase the Library's capacity to reallocate, restructure and rethink in response to evolving client needs</p> <p>Promote innovation focused on "when-and-where-you-need-it" information and products and services</p> <p>Pursue opportunities to partner with other knowledge organizations to leverage access to resources and expertise</p> <p>Consolidate communications functions to ensure consistent, effective information about the Library and its products and services</p>	<p>Continue the modernization of our HR policies and practices to ensure we attract, develop and retain a skilled and diverse workforce</p> <p>Implement competency-based management, aligned with the Library's future vision for client needs</p> <p>Modernize work processes, tools and technologies to promote cross-service collaboration and optimize the use and development of internal expertise</p>	<p>Continue to modernize governance and stewardship practices for greater organizational effectiveness</p> <p>Provide a framework that will enable and support Library managers in fulfilling their duties in an environment of shared accountabilities and ongoing change</p> <p>Implement performance measurement capacity across the Library to support collaborative and informed decision-making</p>	<p>Modernize IT Architecture to improve client online access to Library information, products and services</p> <p>Renew IT governance and partnership models with parliamentary partners</p> <p>Advance capacity for sustainable digital information management with key new IT systems and practices</p>





*We continue to build on our tradition of service while responding to the challenges of a 21st century Parliament.*



# OVERVIEW OF THE LIBRARY

## About Us

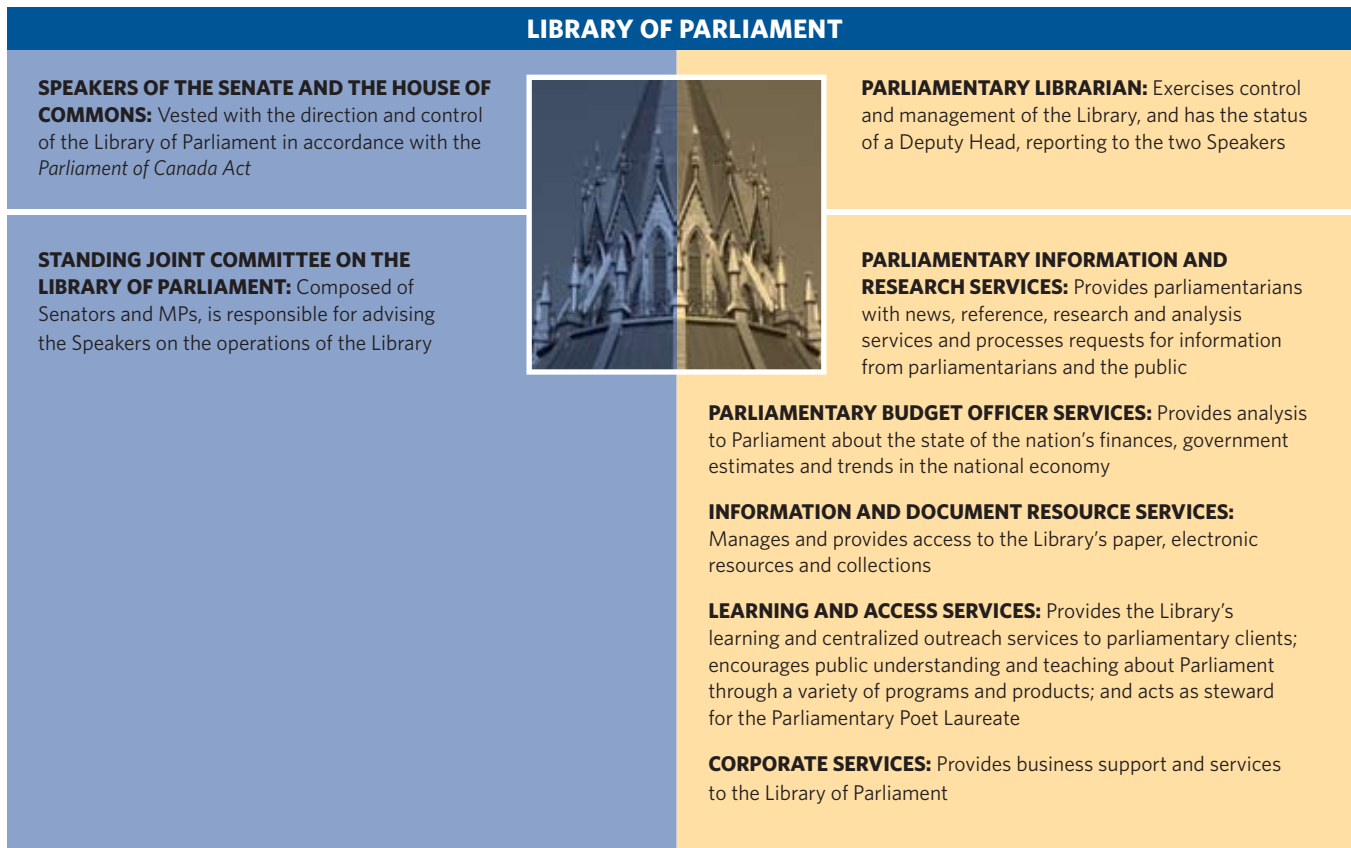
Formally established at the time of Confederation, the Library has roots in the late 18th century, in the collections established for the legislative libraries of Upper and Lower Canada. From its inception, the Library has provided Senators and MPs with the information that they need to consider legislation and the issues affecting Canadians.

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

## Our Clients

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

## Our Structure



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

## 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 every year.

The Library of Parliament reports on its activities through the following business lines:

- **Knowledge Creation:** Provide Parliament and parliamentarians with research, analysis and information for and about Parliament
- **Knowledge Management:** Acquire, manage and preserve information and documentation for and about Parliament
- **Knowledge Communication:** Communicate, deliver and disseminate information for and about Parliament

**MORE THAN 80% OF OUR ANNUAL BUDGET of approximately \$42 million is allocated to the salaries and wages of our staff**



\* Includes Employee Benefit Plans



## SENIOR MANAGEMENT TEAM



**Lynn Brodie**

Director General, Information and Document Resource Services



**Dianne Brydon**

Director General, Learning and Access Services



**Sonia L'Heureux**

Assistant Parliamentary Librarian



**Kevin Page**

Parliamentary Budget Officer



**Sue Stimpson**

Director General, Corporate Services



**LIBRARY of PARLIAMENT**

**BIBLIOTHÈQUE du PARLEMENT**

**FOR MORE INFORMATION, PLEASE CONTACT THE LIBRARY AT:**

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[www.parl.gc.ca](http://www.parl.gc.ca)