## Table of Contents

1. Message from the Parliamentary Librarian
2. The Library by the Numbers
3. Adapting to Change
7. Focusing on Client Needs
11. Outreach and Collaboration
18. Our Workplace
21. Diversity, Equity and Inclusion
24. About the Library
28. Financial Information
Message from the Parliamentary Librarian

The 2022–2023 fiscal year saw the Library focus on stabilizing its new hybrid approach to work – one that is flexible and that prioritizes outstanding client service and innovative products. In this report, you will read about this approach and learn about our interactions with clients and our outreach activities. You will also discover how we are building a workplace that best enables us to deliver on our mandate.

This fiscal year, we once again showed proof of agility in responding to the COVID-19 pandemic and, thankfully, the easing of restrictions. We reopened the Interim Main Library, resumed on-site visitor services, completed the final phase of our return to the workplace strategy and formally adopted a hybrid work approach.

In an ever-changing environment, we adapted our service delivery to meet the needs of our clients, whether that meant serving them in person, virtually or a combination of both. By using this flexible approach, we are better able to meet the needs of our client base, which includes parliamentary staff in regions and constituencies.

An important part of our mandate is the outreach we do on behalf of Parliament. This fiscal year, we launched new educational resources, offered guided tours of the Senate of Canada Building and West Block, promoted our collection and supported the Parliamentary Poet Laureate. We also collaborated closely with our partners, stakeholders and counterparts on many initiatives, including the Long Term Vision and Plan for the Parliamentary Precinct.

The Library aims to be a workplace of choice that attracts and retains people from diverse backgrounds, so we continued to focus on the health and well-being of our employees, building a more diverse and inclusive workplace, and removing barriers to accessibility. These efforts, among others, led to the Library being named one of the National Capital Region’s Top Employers for the second consecutive year.

In the year to come, we will build on these successes as we deliver on our new strategic plan, which charts a path forward in providing an outstanding parliamentary client experience; offering expanded public access; fostering an inclusive, healthy and safe workplace; and demonstrating organizational excellence. Throughout it all, we will be guided by the principles of agility, collaboration, excellence, impartiality and inclusion.

Dr. Heather P. Lank
Parliamentary Librarian
The Library by the Numbers

764,400+ page views of Parlinfo

3,200+ subscribers to news compilations produced by the Library

423 employees fulfilling the Library’s mandate

33,600+ consultations of the Library catalogue

97 research publications produced

8,200+ information and reference requests completed for parliamentarians and their staff, committees, associations and delegations

94 analysts supporting parliamentary committees and associations

3,600+ in-depth research and analysis requests completed

8,900+ responses to inquiries from the public

138,000 visitors, including parliamentarians and dignitaries, participating in guided tours of Parliament
Adapting to Change
In 2022–2023, we completed the final phase of our return to the workplace strategy, following the COVID-19 pandemic. Over the course of the summer and fall of 2022, employees who had not already returned to their physical workplace at the Library gradually returned. As preventive measures were lifted, we updated our occupational health and safety guidelines to remove the requirement for masks and physical distancing, and we suspended the Library’s vaccination policy. We also continued to adapt our service delivery to meet the changing needs of our clients, whether that meant serving them in person, virtually or a combination of both.

A HYBRID APPROACH TO WORK

The Library formally adopted a hybrid work approach in 2022, recognizing that telework can support productivity, focused work, mental health and well-being. Our hybrid approach is based on the premise that on-site work supports what we term “the 5 Cs”: client experience, collaboration, creation, celebration and connection. Together, employees and managers determine the balance of teleworking and on-site days, depending on their role, operational requirements and personal circumstances. To support hybrid work, we increased our network bandwidth and equipped boardrooms to support hybrid videoconferencing technology.

Our hybrid approach is based on the premise that on-site work supports what we term “the 5 Cs”: client experience, collaboration, creation, celebration and connection.
RESUMING ON-SITE VISITOR SERVICES

After a two-year hiatus in response to the COVID-19 pandemic, it was with great pleasure that we resumed guided tours of Parliament in May 2022. Due to the evolving nature of the pandemic and related occupational health and safety measures, we had to make temporary adjustments to our programming. Initially, tours restarted with a reduced frequency and smaller groups. As measures eased, we were able to revert to our full schedule and normal group sizes. In 2022–2023, our student guides conducted tours for 138,000 visitors, including parliamentarians and dignitaries from around the world.

The Parliamentary Tour Program also provides support to Question Period in the House of Commons by greeting and escorting guests and, on occasion, is called on for assistance with special events, such as the March 2023 visits of the President of the European Commission and the President of the United States of America.

The Library’s guided tours of the Senate of Canada Building and West Block highlight the role and functions of each chamber while also showcasing the art and architecture of the spaces.
By summer 2022, the Library’s five branches had reopened their doors to serve the parliamentary community on site.

**REOPENING THE INTERIM MAIN LIBRARY**

In June 2022, we reopened the Interim Main Library, located at 125 Sparks Street. The branch had been closed since March 2020 due to the COVID-19 pandemic. The four other branches had already reopened in November 2021 and March 2022. With the reopening of the Interim Main Library, we have successfully reintroduced in-person client services in all five of our branches. These services include reference services, orientation on the Library’s collection and programming. Throughout 2022–2023, clients visited our branches over 5,600 times.

**REOPENING THE ON-SITE PARLIAMENTARY BOUTIQUE**

The Parliamentary Boutique reopened for in-person shopping by parliamentarians and staff in April 2022 and by the public in May 2022, when guides tours of Parliament resumed. Visitors can once again enjoy picking up a souvenir of their time at Parliament before or after their guided tours. The online Boutique remains popular, with orders received from 96 countries. In 2022–2023, we introduced 44 new products, including giftware, clothing and more.
Focusing on Client Needs
PLANNING FOR THE FUTURE

In 2022–2023, the Library published its 2023–2028 strategic plan, which will guide our work in the coming years. Building on our past successes, we will focus on four strategic pillars: providing an outstanding parliamentary client experience; offering expanded public access; fostering an inclusive, healthy and safe workplace; and demonstrating organizational excellence. We are guided by the principles of agility, collaboration, excellence, impartiality and inclusion.

STRATEGIC REVIEW OF RESEARCH AND ANALYSIS SERVICES

In 2022–2023, we undertook a strategic review of our research services and sought funding for additional resources to enhance support for the international activities of the Speakers and parliamentary associations; to increase support for parliamentary committees; to better respond to shifting parliamentary demands; and to respond more effectively to parliamentarians’ needs for information, research and analysis in certain high-priority areas. We also sought additional management resources to recruit, support, train and mentor our research employees and to enhance oversight and quality control.

NEW ROLES FOCUSED ON CLIENT EXPERIENCE

Providing an outstanding parliamentary client experience is one of the pillars of our strategic plan. In 2022–2023, we created and staffed two positions to help us meet this objective. The Senior Coordinator, Client Experience, provides leadership and oversight of projects and initiatives that support the Library’s client experience strategy. This position ensures a coordinated and comprehensive approach to managing client experience across the entire Library. The Coordinator, Parliamentary Client Outreach, is responsible for the coordination of the Library Ambassador Program. The position also coordinates Library-wide orientation activities for parliamentarians and their staff, events hosted by the Parliamentary Librarian and support for the Parliamentary Poet Laureate program.

In 2022–2023, we staffed several new positions to enhance our client service.
AMBASSADOR PROGRAM

Library ambassadors are employees who provide customized information sessions to parliamentarians and their staff about the Library’s products and services. These sessions are offered both during the orientation program at the beginning of a new Parliament and throughout the life of the Parliament. In 2022–2023, more than 20 Library ambassadors delivered 87 briefings, reaching 370 members of the parliamentary community. We began to offer ambassador briefings online during the COVID-19 pandemic. Although we have resumed in-person briefings, we continue to offer online sessions since they are popular with clients and allow us to reach parliamentary staff outside the National Capital Region.

Based on a survey of participants, 100% of respondents said that the ambassador briefing was a positive experience and that it increased their awareness of Library products and services.

CLIENT FEEDBACK

Feedback is an important tool that helps us adapt our products and services to better serve our clients. In 2022–2023, we began a significant renewal of our website for parliamentary clients, with the overarching aim of delivering an improved user experience. To ensure that the planned changes to the website’s navigation would work for parliamentarians and their staff, we sought feedback from them through a user testing activity, the results of which helped inform the new structure of the website.

Similarly, to better understand how visitors perceive our guided tours of Parliament, we implemented a new feedback survey that is sent to visitors after each tour. The feedback received is very positive, with over 95% of survey respondents saying that they found the tour informative and engaging, and 97% indicating that they would recommend the tour to a friend or a family member.

IMPROVING ACCESS TO LIBRARY RESOURCES

The Library focused on improving digital access to our products in 2022–2023. We implemented a new authentication software that ensures seamless access to the Library’s online resources for parliamentary clients. Through our catalogue, we also made available online to the public the Library’s archive of research publications, as well as certain series of Sessional Papers tabled in the House of Commons, for a total of over 21,000 records.
A REFRESHED LIBRARY CATALOGUE

In 2022–2023, the Library’s catalogue was renewed and given a more modern look and added functionality, resulting in an improved user experience. The streamlined search functionality makes it easier for users to find what they are looking for while still allowing for more detailed searches. The enhanced catalogue also features content curated by librarians on topics of interest. The catalogue was accessed 33,600 times in 2022–2023, a 24% increase over the previous fiscal year.

LEARNING OPPORTUNITIES

The Library offers a variety of learning opportunities to help parliamentary clients in their work. In 2022–2023, our employees provided training and orientation on the Library’s online tools, such as the catalogue, databases and subject guides, to more than 600 participants. We also offered 22 online seminars, with a total of 470 attendees, on subjects of interest to parliamentarians. The most attended seminars were on handling immigration and citizenship inquiries, followed by best practices for speech writing. By continuing to offer online learning opportunities, we have expanded our reach to parliamentary staff in regions and constituencies across Canada.
Outreach and Collaboration
END OF MANDATE FOR THE 9TH PARLIAMENTARY POET LAUREATE

In 2022–2023, Louise Bernice Halfe – Sky Dancer completed her two-year term as the ninth Parliamentary Poet Laureate. Throughout her tenure, Ms. Halfe gave many interviews and made several television appearances, including in a special Canada Day program and in a national broadcast for the first-ever National Day for Truth and Reconciliation. She travelled to Ireland, where she was recognized in their Parliament. She also accompanied the Governor General, the Right Honourable Mary Simon, to Germany on Her Excellency’s first state visit.

In the fall of 2022, Ms. Halfe was welcomed to Parliament for a special event in her honour, and she was recognized in the Senate and House of Commons chambers. She also spoke at an event for Library employees about her time as Poet Laureate and how her background as a residential school survivor shaped her both as a person and as a poet.

A collection of poems written during her term is available on the Parliamentary Poet Laureate website.

The Library is proud to be the steward of the Parliamentary Poet Laureate program and to play a role in the promotion of poetry in Canada.
APPOINTMENT OF THE 10TH PARLIAMENTARY POET LAUREATE

In January 2023, Marie-Célie Agnant was appointed the 10th Parliamentary Poet Laureate. Born in Haiti, Ms. Agnant has lived in Quebec since 1970. Writing in a variety of genres, she has a substantial body of work for which she has won awards both in Canada and abroad. She has published three books of poetry, including Femmes des terres brûlées, which won the 2017 Alain-Grandbois poetry prize from the Académie des lettres du Québec. Through her poetry, she explores timeless and contemporary themes, such as equality, justice, solitude, the status of women and racism.

In her mandate as Parliamentary Poet Laureate, Ms. Agnant plans to focus on bringing poetry to youth. In February 2023, Ms. Agnant met with the Speaker of the Senate and the Speaker of the House of Commons and was recognized in the Senate and House of Commons chambers.

“I’m very eager to make the most of this new experience by extending a hand to children and leading them toward the enchanting realm of poetry.”

– Marie-Célie Agnant
PARLIAMENT: THE CLASSROOM EXPERIENCE

In the fall of 2022, we launched an immersive learning program for students in grades 8 to 12 called Parliament: The Classroom Experience. The program offers an exceptional learning experience by bringing Parliament into schools. Students can explore the historic heart of Parliament – Centre Block – online or in virtual reality. They can journey through the building, discover unique spaces and learn how Canada’s democracy works.

The online version of the classroom experience brings Parliament to life with 360° video that can be viewed on any mobile device or desktop computer. Classroom kits with virtual reality gear are shipped to schools across Canada so that students can experience Parliament in virtual reality. In 2022–2023, over 500 students took part in the virtual reality version of the classroom experience. Complementary lesson plans are designed to support both versions of the program.

PARLIAMENT: THE IMMERSIVE EXPERIENCE

In 2022–2023, the Library completed production of a new on-site visitor attraction called Parliament: The Immersive Experience. This multimedia experience immerses visitors in a 360° journey into Centre Block, Canada’s most iconic building, which is closed for renovations. Located on Sparks Street, the attraction is free of charge and will be open seven days a week beginning in the summer of 2023.
PRESERVING OUR COLLECTION

The preservation lab is responsible for binding parliamentary publications and for maintaining the health of the Library’s collection. In 2022–2023, the team performed nearly 450 conservation treatments, interventions and repairs. The team also created custom items, such as a leather-bound set of the *Selected Decisions of Speaker Geoff Regan 2015–2019* and a presentation folder for Her Majesty’s Platinum Jubilee.

NEW EDUCATIONAL RESOURCES ABOUT PARLIAMENT

The Library’s educational resources are designed to help individuals of all ages learn about the role, history, art and architecture of Canada’s Parliament. Our new resource, *Understanding Parliament*, launched in October 2022, provides in-depth information on a range of topics related to Canada’s Parliament and system of government through articles, videos and more. We also released a number of other educational resources, including an interactive series of puzzles and activities that help students discover different aspects of Parliament; a refreshed *Bill on the Hill*, an in-depth simulation activity that challenges students to guide a bill through all phases of the legislative process; and two new videos – one on active citizenship and the other on levels of government.

*Our Country, Our Parliament* remains one of our most popular resources. In 2022–2023, the web version received over 265,000 page views, and more than 8,000 printed copies were distributed.
In 2022–2023, we undertook several initiatives to promote our collection, both on site and online.

In our branches, we organized special book displays on topics of interest to parliamentarians and to highlight special occasions, such as Black History Month, Earth Day and the passing of Her Majesty Queen Elizabeth II. We also provided over 500 orientation sessions about the Library collection and branch services and amenities, and we held a pop-up library in the Wellington Building that reached 70 parliamentary clients.

For the public, we showcased 11 items selected from our collection of rare books, art and artifacts in a series of web pages called “Collection Spotlight.” These included scale models of the Library, which offer a glimpse of the Library’s neo-Gothic architectural details, and the Trumpeter Swan, one of the most prized plates in Audubon’s Birds of America series. Collection Spotlight continues to be a popular resource, with close to 16,700 web page views in 2022–2023.
COLLABORATING WITH PARLIAMENTARY ORGANIZATIONS

The Library works closely with other parliamentary organizations on various projects and initiatives. In 2022–2023, we continued to collaborate with the Senate and House of Commons administrations, the Parliamentary Protective Service and Public Services and Procurement Canada on the Long Term Vision and Plan. The plan takes a coordinated approach to the renovation, restoration and modernization of the buildings in the Parliamentary Precinct. As well as supporting the Block 2 design competition, which involves the buildings located directly across from Parliament Hill, we continued to advance the design of the Parliament Welcome Centre.

Along with other parliamentary organizations, we participated in the Parliamentary Precinct Accessibility Working Group and in Take Our Kids to Work Day. We also worked with the House of Commons administration to develop an online orientation training session designed for employees in constituency offices.

SOCIAL MEDIA

In 2022–2023, we continued to build on our social media strategy by strengthening our brand, creating eye-catching visuals and sharing timely content. During the fiscal year, we focused on increasing engagement with parliamentarians, parliamentary partners and the public. We also ensured that all our social media posts were accessible by providing alternative text for images.

@LibraryParlCA

Library of Parliament

Parliament of Canada

Parliament of Canada

Parliament of Canada
Our Workplace
A TOP EMPLOYER

In February 2023, the Library was named one of the National Capital Region’s Top Employers for the second consecutive year. This special designation was conferred on the Library as part of a competition that recognizes employers that offer exceptional places to work. Among the criteria evaluated were the physical workplace, work atmosphere, training and development, and health, financial and family benefits.

CELEBRATING EXCELLENCE

Each year, we honour the outstanding achievements of our employees through the Parliamentary Librarian’s Awards of Excellence. Nominations are submitted from across the Library, and the winners are announced at an awards celebration.

In October 2022, an employee was recognized with the Parliamentary Librarian’s Award for Individual Excellence for their exemplary customer service and support for colleagues. The Parliamentary Librarian’s Award for Team Excellence was given to the Library’s working group for the development of inclusive writing guidelines. The working group’s efforts have guided the organization on writing in an inclusive manner, which in turn helps the Library to build an inclusive workplace and better serve our clients.

Dr. Heather P. Lank addressing Library employees at the Parliamentary Librarian’s Awards of Excellence ceremony.
HEALTHY BODIES AND MINDS

The Library continues to focus on the health and well-being of our employees, providing programs and tools to support both physical and mental health.

In 2022–2023, we completed the final phase of our return to the workplace strategy following the COVID-19 pandemic. To that end, we worked closely with our occupational health and safety committees to support a safe on-site working environment. We also implemented paid sick leave for student employees who work as parliamentary tour guides and Parliamentary Boutique staff.

In 2022–2023, our healthy workplace activities centred around mindfulness and identifying and recognizing stress and burnout. We provided information and resources to equip employees with mitigation strategies, including burnout prevention training and our annual fitness challenge, which included additional components focused on nutrition and mental health.

PSYCHOLOGICALLY SAFE LEADER ASSESSMENT

The Library is committed to fostering psychological safety as part of a healthy workplace. Our leadership practices contribute directly to the health and well-being of our employees. To ensure that we are using the most effective psychologically safe leadership practices, all Library managers, including Library executives, participated in the 2023 psychologically safe leader assessment. This assessment identifies successful leadership strategies for creating a psychologically safe workplace. Leaders across the Library scored an average of 91.5% on questions related to workplace health and safety.

GIVING BACK TO THE COMMUNITY

Every fall, the Library raises funds for the community through a variety of activities and events as part of the Government of Canada Workplace Charitable Campaign. While these events serve to support the wider community, they also bring us together as a Library community. Highlights of the 2022–2023 campaign included a silent art auction, a virtual trivia contest and a 2022 FIFA Men’s World Cup challenge. Through these events and employee donations, we raised close to $57,000 for our community.

In a survey of employees, 93% of respondents said that the Library is an environment where they feel connected to the organization, their work and their co-workers, and they are motivated to do their job well.
Diversity, Equity and Inclusion
FOCUSING ON DIVERSITY, EQUITY AND INCLUSION

While diversity, equity and inclusion (DEI) has been a focus for the Library for some time, we formalized this commitment this year through the creation of a DEI strategy. This strategy was developed based on feedback the Library had received from the Diversity and Inclusion Committee and in consultation with various groups of employees. To further solidify this commitment, the Library added embracing diversity to our competency profiles and created and staffed a new position focused on DEI at the Library. The Senior Advisor, Diversity, Equity and Inclusion, is responsible for providing guidance to the organization, including senior management, on DEI matters. This includes contributing expertise to the DEI strategy, direction and initiatives. A big component of the role is also providing education and training on DEI. In 2022–2023, we provided access to a knowledge repository to assist employees in their DEI journey, and we delivered training on unconscious bias and inclusion and on microaggressions to help managers identify, understand and address microaggressions in the workplace.

SELF-IDENTIFICATION QUESTIONNAIRE

In collaboration with the Diversity and Inclusion Committee, the Library developed a new self-identification questionnaire that reflects a more up-to-date understanding of the complex, multifaceted nature of identity. Compared to our previous questionnaire, the new version includes more identity factors and provides a broader range of responses for each factor, including open fields that allow employees to express their identity in their own way. Almost 70% of employees chose to participate in answering the questionnaire.

PARTICIPATING IN THE CAPITAL PRIDE PARADE

For the first time, the Library took part in the Capital Pride Parade in August 2022. The annual parade is an opportunity for 2SLGBTQI+ individuals in the National Capital Region to celebrate, increase their visibility within the community and raise awareness about their diverse identities and experiences. It is also an excellent opportunity for allies to show their support.
The Library understands the importance of accessibility and is committed to providing a barrier-free environment for its employees, its clients and the public. The publication of our first accessibility plan in December 2022 was an important step towards achieving this goal. This three-year plan includes twenty-seven objectives in eight priority areas, and work has already begun to become a barrier-free environment.

Our documents are created in accessible formats, and we keep accessibility top of mind when developing new products and services. In 2022–2023, we developed tools, including an inclusive writing guide and a guide to writing alternative text, to make publications and documents more accessible and inclusive. We also ensured that all our social media posts included alternative text for images so that they are accessible to all.

The Library is committed to providing a barrier-free environment for its employees, its clients and the public.

The Library chose to add culture as a priority area for its accessibility plan, beyond the seven priority areas identified in the Accessible Canada Act. We did so because we recognize that creating a culture of awareness and understanding of accessibility and disabilities is key to becoming a barrier-free organization. Much work was done on this front in 2022–2023, for example, the “You Can’t Ask That” panel discussion hosted by persons with disabilities, where employees had the opportunity to ask any and all questions about living with a disability (even those they would normally not have dared ask), as well as the “Lived Experience Series” where employees had the opportunity to hear from a person living with cerebral palsy, from a person living with blindness, and from a person living with pain and an episodic mobility disability.

Creating an Accessibility-Confident Workplace
About the Library
OUR VISION

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

OUR MISSION

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

WHOM WE SERVE

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

HOW THE LIBRARY IS ORGANIZED

The Speaker of the Senate and the Speaker of the House of Commons are jointly responsible for the direction and control of the Library of Parliament in accordance with the Parliament of Canada Act.

They are assisted by senators and members of the House of Commons on the Standing Joint Committee on the Library of Parliament.

The Parliamentary Librarian is responsible for the control and management of the Library and has the status of a Deputy Head, reporting to the two Speakers.

The Library is divided into three service areas, each headed by a director general who reports to the Parliamentary Librarian.
Office of the Parliamentary Librarian

Dr. Lank is supported by the Office of the Parliamentary Librarian, which provides executive services, communications and legal advice. The office is also responsible for parliamentary outreach programs and activities, such as orientation activities and the Library Ambassador Program, and it is the steward of the Parliamentary Poet Laureate program.

Heather P. Lank, PhD
Parliamentary Librarian

Corporate Services

Corporate Services is the group that provides business support to the Library. While its work often happens behind the scenes, its contributions are essential to ensuring the Library is staffed and equipped to deliver on our mandate. Corporate Services supports the financial, material management, facilities and security needs of the Library. It oversees all aspects of human resources and information technology, and is responsible for the Library’s corporate planning.

JoAnne St-Gelais, MA
Director General, Corporate Services
Information and Collection

Formerly known as Information and Document Resource Services, the Information and Collection team delivers the functions commonly associated with libraries. It operates our five branches, provides reference and information services to parliamentarians and responds to public inquiries about Parliament. It also develops, manages, promotes and optimizes access to our vast collections of print and digital books and resources, art and artifacts. As well, the team does preservation work on items in our collections and compiles historical information about Parliament and parliamentarians. Information and Collection oversees the Library’s information management program, developing policies, practices, awareness and training to support the efficient use of corporate information. To help parliamentarians and their staff stay informed about emerging issues, the team also provides customized news alerts and media monitoring services.

Research and Education

The Research and Education team, formerly known as Parliamentary Information, Education and Research Services, provides research and analysis services to Parliament and public education programs. Whether supporting parliamentary committees and associations, delivering seminars or responding to research requests, the team provides direct support to parliamentarians – be it in person or virtually. The team produces numerous high-quality research products every year in support of Parliament, many of which are available to the public. Research and Education is also responsible for helping Canadians access, experience and learn about Parliament. The team provides educational programming about Parliament, operates the Parliamentary Boutique and gives guided tours of Parliament.
Financial Information
# LIBRARY OF PARLIAMENT BUDGET, 2022–2023

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>Main Estimates ($)</th>
<th>Supplementary Estimates and Adjustments ($)</th>
<th>Total Authorities ($)</th>
<th>Actual Spending ($)</th>
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<td><strong>FTEs⁴</strong></td>
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1. Includes retail program.
2. Includes central costs.
3. Includes Communications, General Counsel.
4. Full-time equivalents (does not include guides, students or interns).

# LIBRARY OF PARLIAMENT SPENDING TRENDS
($ MILLIONS)

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<th>Fiscal Year</th>
<th>Main Estimates</th>
<th>Total Authorities¹</th>
<th>Actual Spending</th>
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1. Total authorities include adjustments made with regard to the employee benefit plan.

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View the [audited financial statements](#) (475 Kb, 25 pages)

View the [accessible version](#) of the financial statements (369 Kb, 25 pages)