

Edmonton Public Library

Introduction

MISSION: We Share.

VISION: We are experts in providing access to the world's information, ideas and entertainment—enabling a lifetime of learning, engagement and possibility for every Edmontonian.

The Edmonton Public Library (EPL) provides customers with access to information, programs and services. Building on its mission of “We Share!”, EPL shares stories, ideas and experiences with the City, its communities and customers. EPL serves a diverse population of all ages, economic and social backgrounds and promises to “Spread the Words” through books, magazines, databases, music and film. Spreading the words is what EPL does everyday through story time or personalized reading lists, author talks or visits, in book clubs and in conversation.

EPL provides service through a network of 17 library branches located throughout the City as well as through its web site. Resources include 440.8 full-time equivalent employees and over 3 million physical and online library items.

Through the direction provided by the Library Board's vision, mission and strategic plans, EPL strives to meet the needs of its customers and to contribute to the City's vision and strategic plan of improving Edmonton's livability.

EPL's innovation in service delivery has made it a recognized leader across Canada and internationally. EPL acknowledges the need to provide value to its customers and continually looks for innovative and sustainable ways to fund library services.



Rendering of the new Clareview Branch

Touching Lives Everyday

- EPL is the second most visited destination in Edmonton welcoming over 13 million visitors in 2011.
- EPL shares over 1.8 million digital and downloadable resources including eBooks, music, newspapers, and databases available from the convenience of customers' homes.
- Customers attend 11,000 programs at EPL including resume writing, English language conversation circles, computer basics, financial literacy training, job search support, book clubs, preschool story time and many, many more.
- With 500 public computers EPL is the #1 source in the city for free and convenient access to computers and free computer training.

Celebrating 2013 Centenary—100 Years!

The Edmonton Public Library will celebrate 100 years of library service in the City of Edmonton in 2013 and the Board and staff plan to highlight the accomplishments in a celebration that will occur throughout the year. One of the goals will be to build a sense of pride in the Library's history and in doing so strengthen connections with the community. In addition, the profile of the Library will be heightened and a lasting legacy established.

Major Services

EPL provides a wide range of services to its customers:

Library Materials

EPL provides access to:

- Over 3 million items including books, CDs, DVDs, video games and digital downloadable content.
- Over 800 newspapers from 80 countries in 38 languages.
- Over 100 subject databases.
- Aboriginal collections.
- Materials in 20 world languages.

EPL staff:

- Facilitate the selection, purchase, labeling and cataloguing of materials used by customers along with the maintenance of item records in the library computer system.
- Coordinate access to physical materials including items from other libraries in Alberta, Canada and the United States.

Services

Reference: Answering Questions and Supporting Research

EPL provides:

- Professionally trained staff to help customers find answers to questions.
- Innovative approaches to reference services including instant messaging and chat, mobile texting, email, telephone and in person.

Internet and Computer Access

EPL provides:

- Approximately 500 computer stations across the library system for customers to access Internet, email and word-processing services as well as Early Literacy Stations for preschoolers.
- Support and training for computer basics, orientation to the library web site, library catalogue and online resources along with use of eBook readers and other mobile devices.

Programs

EPL facilitates/promotes:

- Over 6,800 programs for all ages and interests (baby laptime, preschool storytime, book club discussions, computer training and more).
- Numerous community partnerships offering joint programs such as English Language Conversation Circles and Financial Literacy workshops.
- Settlement services through a partnership with Edmonton Immigrant Services Association (EISA).
- Tours for all ages to orient customers to the resources in its buildings and virtual spaces.

Community-Led Service Philosophy:

- EPL is committed to a Community-Led Service Philosophy which ensures library services meet needs by taking services beyond the library walls into the community through 18 community librarians and other library staff. Community librarians dedicate their time to working with over 300 Edmonton community organizations to build connections and meet needs.

Assistive Services

EPL responds to:

- The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, assistive technologies, descriptive videos and DVDs.

Meeting Rooms and Reading Space

EPL provides:

- Meeting rooms and reading spaces for Edmontonians and local community groups through its 17 service points.

Performance Measures

In order to assess the performance of EPL, comparisons with other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC) are undertaken on a yearly basis. EPL currently assesses its performance based on three key categories: Output, Process and Input Measures. The following compares 2011 EPL performance to the CULC average.

The Output Measures show that EPL is extremely **well used**, allocating its resources and services to manage high volumes of activity.

Output Measures	EPL	CULC	% Difference
Materials borrowed per capita	16.5	11.7	+41%
Library material turnover (number of materials checked out relative to the size of the collection)	7.3	4.9	+49%
In-person visits per capita	6.5	6.0	+8%
Questions answered per capita	1.7	0.7	+143%

The Process Measures show that EPL is **efficient** and reveals how well it uses resources to deliver services.

Process Measures	EPL	CULC	% Difference
Cost per item borrowed	\$3.34	\$4.80	-30%
Staff costs for items borrowed	\$2.02	\$2.99	-32%

The Input Measures show that EPL is **effective** in the allocation of resources to provide service to customers .

Input Measures	EPL	CULC	% Difference
Municipal revenue per capita	\$47.15	\$45.46	+4%
Staff costs as a percentage of operating expenditures	61%	67%	-9%
Internet workstations per 1000 citizens	0.55	0.27	+104%

2013 Budget Direction & Approach

As part of EPL's planning process, the Library Board provides the strategic direction for the future and reviews EPL business plans for the actions that will be taken to achieve the vision. On an annual basis, the Board approves guidelines for the development of the budget including: service level changes such as new services and growth initiatives to achieve EPL's business plan; assumptions for the base level resources; and resources needed as a result of the completion of capital projects. For 2013, the following direction was provided by the Board in order to achieve the tax funding guideline approved by City Council:

- Include new services in the 2013 Budget that align with the approved Business Plan—Digital Literacy Vans; Read. Talk. Play. Share. Literacy Project targeting infants and youth, and Maker Space initiative promoting alternative forms of programming (e.g. music, writing). In order to mitigate the impact on City funding, EPL Administration was asked to look at alternative forms of revenues to fund the new services in 2013.
- Request one-time funding to celebrate EPL's Centenary in 2013.
- Include incremental resources / costs needed to operate EPL capital projects completed in 2013. Undertake careful review of project progress to ensure all resource requests are needed in 2013 (i.e. defer costs to year of anticipated capital project completion).
- Rigorously review revenues and expenses to ensure any 2013 change minimizes the impact on tax funding requirements from the City. In order to achieve this, EPL Administration developed the 2013 operating budget using **Zero Based Budgeting principles**. This required Managers to develop budgets starting from zero and build based on resources needed to achieve expected service delivery outputs in 2013. As a result of using this approach, EPL has been able to keep overall costs low while maintaining revenues for 2013.
- Fund Sunday openings at all library branches all year round through reallocation of existing resources within EPL. This is the continuation of an existing 2012 Board initiative which has no impact on the 2013 Budget.

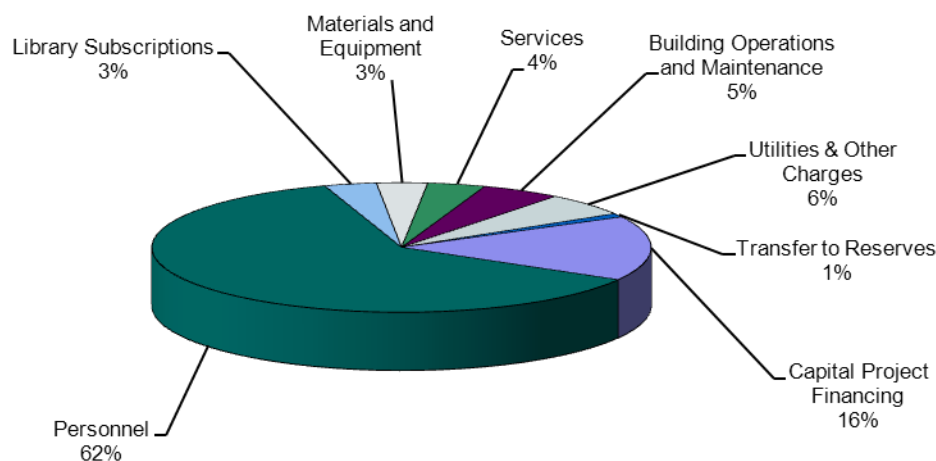
Edmonton Public Library

Approved 2013 Budget

(\$000)

	2011 Actual	2012 Budget	2013 Budget	\$ Change '12-'13	% Change '12-'13
Revenue & Transfers					
Provincial Grants	\$ 4,391	\$ 4,422	\$ 4,505	\$ 83	1.9
Federal Grants	6	4	4	-	-
General Revenue	2,458	2,556	3,641	1,085	42.4
Total Revenue & Transfers	6,855	6,982	8,150	1,168	16.7
Expenditure & Transfers					
Personnel	27,011	28,658	30,413	1,755	6.1
Library Subscriptions	1,337	988	1,666	678	68.6
Materials and Equipment	1,427	1,580	1,623	43	2.7
Services	957	1,237	1,939	702	56.8
Building Operations and Maintenance	2,613	2,410	2,546	136	5.6
Utilities and Other Charges	2,773	2,848	2,823	(25)	(0.9)
Transfer to Reserves	548	100	450	350	350.0
Subtotal	36,666	37,821	41,460	3,639	9.6
Capital Project Financing	7,849	8,315	7,948	(367)	(4.4)
Total Expenditure & Transfers	44,515	46,136	49,408	3,272	7.1
Net Operating Requirement	\$ 37,660	\$ 39,154	\$ 41,258	\$ 2,104	5.4
Full-time Equivalents	439.3	440.8	442.3	1.5	

Expenditures by Category



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Approved 2013 Budget (\$000)

Strategy to Meet City Council Funding Guideline

Overall, EPL has been able to meet the funding target of City Council by keeping base level costs low (through a Zero Based budgeting process), lowering operating cost impacts of renewed / expanded facilities (Jasper Place and Highlands Branches), deferring new facility operating cost impacts to future years (i.e. Clareview Branch) and finding alternative ways to fund new service initiatives.

Explanation of Changes:

Budget Changes for 2013

(\$000)

Revenue & Transfers - Changes

Provincial Grants: \$ 83

Increase primarily due to an historic adjustment to record an annual Metro Federation Grant for regional delivery of library materials (\$75). EPL's per capita grant will not increase for 2013 based on information provided by the Public Library Services Branch of Municipal Affairs.

General Revenues: \$1,085

Key changes include anticipated donations of \$1,108 for funding of new services to be introduced in 2013 - Literacy Vans and Read. Talk. Play. Share. service packages.

Expenditures & Transfers - Changes

Personnel \$ 1,755

Personnel costs increase is primarily due to a 3.0% cost of living adjustment, contractual obligations for merit/increments, salary rate adjustments to reflect best estimates for 2013, and benefit cost increases based on guidelines provided by City Administration (\$ 1,658). In addition, \$97 is included for new services related to Read. Talk. Play. Share. and Maker Space service initiatives.

Library Subscriptions \$ 678

Library subscriptions are increasing primarily due to a shift and customer demand for more e-content/digital content. Budget funding has been reallocated from Capital Project Financing budget where library collection funding is included in the EPL budget.

Materials and Equipment \$ 43

Primarily contractual obligations for information technology equipment licensing. Other costs maintained at 2012 levels.

Services \$ 702

Increase is primarily due to new services planned for 2013: Read. Talk. Play. Share. - \$429 in programming costs, Maker Space - \$140 in programming costs, Literacy Vans project - \$22 in vehicle operating costs, and \$100 in one-time funding for EPL's Centennial celebrations

Building Operations and Maintenance \$ 136

Increase is primarily due to increased building maintenance costs for the new Highlands and Jasper Place branches based on City guidelines provided to EPL. All other costs were kept at just below 2012 levels.

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Approved 2013 Budget (\$000)

Explanation of Changes:

Expenditures & Transfers - Changes

Utilities & Other Charges \$ (25)

Reduction in costs are primarily due to savings in utility costs from energy efficiency retro-fits implemented in library facilities (electrical and mechanical).

Transfer to Reserves \$ 350

The increase reflects the transfer of revenues from the proceeds of disposing of library collections and fundraising activities earmarked for approved EPL Centennial projects.

Capital Project Financing \$ (367)

Reduction is primarily attributable to the transfer of \$ 697 in funding to Library Subscriptions offset by an increase of \$330 in funding for capital project financing related to the Literacy Vans project (new service for 2013).

Full-time Equivalents - Changes

Increase of 1.5 FTE's are related to new Read. Talk. Play. Share. (0.5 FTE's) and Maker Space (1.0) services in the 2013 Budget.



Rendering of the new Highlands Library Branch

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Program - Public Library Literacy Vans Project (Conditionally Funded)

FUNDED

Description

As a strategy to mitigate EPL's request for tax funding in 2013 and 2014, this initiative is conditionally funded through donations and sponsorships. Expenditures will be incurred to the extent funding is available. This service package includes the costs of purchasing and operating four vans with library staff who would provide digital and literacy services in underserved areas of Edmonton - two vans in 2013 and two vans in 2014. The Literacy Vans would expand the range of services and staff outside EPL walls. This service delivery model offers fundamental ways to connect with communities and customers and most importantly, meet the needs of underserved areas of Edmonton to build literacy and digital literacy skills. Also included in this proposal are: storage units, media and recording lab equipment, writing, gaming, stage, storytime kits and early literacy manipulatives. A staff laptop and barcode scanner will facilitate remote membership services that would enable customers to obtain library cards and update their accounts. Customers would have access to mobile labs and staff instruction for digital literacy skills, and early literacy programs would be provided. Some circulation of library materials may be considered.

Justification

EPL's 2011-2013 Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide digital and literacy services when and where customers need them. While the Capital Plan reflects the addition of branches to growing areas, the Library is unable to build branches as quickly as required to serve the growing population of Edmonton. The official Federal census population count for Edmonton in 2011 is 812,201 which is an increase of 11.2% from 2006 (730,372). By 2019, Edmonton's population is expected to increase by 11% to 914,952. Increased literacy and digital literacy skills of Edmontonians play a key role in the economic viability of a smart city.

Service Level Impact

This initiative will provide an alternative service delivery method to meet the needs of Edmontonians in underserved areas of the city.

Impact on Other Departments

No impact on other departments.

incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 352	352	-	-	\$ 506	506	-	2.5	\$ -	-	-	-
Annualization	-	-	-	-	(303)	(303)	-	-	(142)	(556)	414	2.5
Total	\$ 352	352	-	-	\$ 203	203	-	2.5	\$ (142)	(556)	414	2.5

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Program - Public Library Read. Talk. Play. Share. (Conditionally Funded)

FUNDED

Description

As a strategy to mitigate EPL's request for tax funding, this initiative is conditionally funded through donations and sponsorships. Expenditures will be incurred to the extent funding is available. Read. Talk. Play. Share. is a city-wide book gifting program for infants to early grade schoolers. The target audience is babies and their primary caregivers in the city of Edmonton. The program will communicate the importance of early literacy and the library's role in supporting behaviours of early literacy. Read. Talk. Play. Share. can be delivered in partnership with Alberta Health Services. Children would receive books and CDs with rhymes and songs. These tools provide families with opportunities to build early literacy capacity at home and in the community by highlighting the role of parents as their child's first and best teacher.

Justification

EPL is estimating it will reach approximately 15,310 children in 2013 and each year thereafter. By partnering with Alberta Health Services, every child born in Edmonton will have a board book, a library card and other materials. The Read. Talk. Play. Share. Birthday! package incentive will increase the number of library card registrations for children at significant milestones. Research demonstrates that early literacy programs and promotion of reading at a young age help instill higher literacy levels. Read. Talk. Play. Share. will facilitate increased access to library resources and services to ensure that our youngest Edmontonians develop the 'reading habit'.

Service Level Impact

This service initiative aligns with the strategic direction of the EPL Board through strengthening connections with customers and being an integral part of the daily lives of all Edmontonians. In addition, this initiative supports the City's "The Way We Live" strategic plan of targeting Edmonton as one of Canada's most livable cities; one that is welcoming to all, safe and clean; supportive of its heritage, arts and crafts; and, a place that encourages active lifestyles.

Impact on Other Departments

No impact on other departments. Read. Talk. Play. Share. will promote increased access and use of library resources and services.

incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 466	466	-	0.5	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	9	9	-	-	9	(30)	39	-
Total	\$ 466	466	-	0.5	\$ 9	9	-	-	\$ 9	(30)	39	-

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Program - Public Library Maker Space

FUNDED

Description

This service initiative includes the costs of purchasing materials, equipment, programming and of operating space within Edmonton Public Library to provide alternate forms of programming such as writing, music, computer design and gaming. The intent is to provide an environment to encourage and foster people's interest and talent in publishing, music and technology. This creativity concept resonates in the name of the service package "Maker Space". This service package is identified for 2013 and is a pilot project.

Justification

This initiative supports EPL's 2011-2013 Business Plan goal of identifying opportunities to create open, safe and inspiring physical and virtual spaces. It promotes development of creativity of thought and skills by providing the tools to support customers in discovery of their abilities. Maker spaces promote learning through play and tie into the growing trend of artists in event medium who want to take advantage of new tools to produce professionally polished products and going direct to the web to seek an audience.

Service Level Impact

This initiative will provide customers with alternative opportunities to create, learn and share their passions.

Impact on Other Departments

No impact on other departments.

incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 200	-	200	1.0	\$ 120	-	120	-	\$ 120	-	120	-
Annualization	-	-	-	-	4	-	4	-	6	-	6	-
Total	\$ 200	-	200	1.0	\$ 124	-	124	-	\$ 126	-	126	-

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Program - Public Library

FUNDED

Impact of Capital Projects - Jasper Place & Highlands Library

Description

In 2013, two new library facilities (Jasper Place and Highlands Branches) will be opened and as part of the approval of these two capital projects, operating cost impacts have been identified. Overall, EPL has successfully minimized the impact of any new operational costs with the exception of building maintenance costs. The following 2013 incremental costs are required: \$150 for Jasper Place Branch and \$26 for Highlands Branch.

Justification

Based on life cycle building maintenance guidelines provided by City Administration, 2% of construction costs is required to maintain new facilities. The funding will allow EPL to maintain and operate the new library facilities within acceptable standards established by the City.

Service Level Impact

In the short term, the impact of not funding this service package will be minimal; however, in the medium / long term, EPL will incur significantly higher costs to maintain the facilities if unfunded and may be unable to maintain library services in existing communities.

Impact on Other Departments

No impact on other departments.

incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 176	-	176	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	138	-	138	-	10	-	10	-
Total	\$ 176	-	176	-	\$ 138	-	138	-	\$ 10	-	10	-

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Program - Public Library Library 2013 Centennial Celebration

FUNDED

Description

The Edmonton Public Library will celebrate 100 years of library service to the City of Edmonton in 2013. This service package includes funding to support the 2013 centennial celebrations. Three key areas of support are requested: funding for high profile guest speakers and youth author series; multimedia online version of EPL's history; and EPL Squared Event in Centennial Square - BBQ and concert. In addition, EPL will pursue partnership/sponsorship opportunities for other celebration activities.

Justification

The Centennial celebration will target all Edmontonians from across the City. One of the main goals is to increase and grow membership and use of the library. As a secondary goal, EPL would like to build a sense of pride in the Library's history and in doing so, strengthen connections with both its internal and external communities. In addition, the profile of the Library will be heightened and a lasting legacy established. With this exposure, it is expected that membership and use of the Library will grow.

Service Level Impact

The Edmonton Public Library will celebrate 100 years of library service to the City of Edmonton in 2013. The Centennial celebration will impact all Edmontonians across the city.

Impact on Other Departments

The Edmonton Public Library will partner with other Departments where possible in celebrating 100 years of library service.

incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 100	-	100	-	\$ (100)	-	(100)	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 100	-	100	-	\$ (100)	-	(100)	-	\$ -	-	-	-